



TOWN OF COLLINGWOOD
COUNCIL AGENDA
Monday, November 15, 2021

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

A meeting of Council will be held Monday, November 15, 2021 by videoconference commencing at **5:00 p.m.**

ORDER OF BUSINESS

Page

1. CALL OF COUNCIL TO ORDER

- 1.1. 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 cared for their families and communities, the way we now seek to care for ours. The Town of Collingwood acknowledges the Lake Simcoe-Nottawasaga Treaty of 1818 and respects all of the Nation-to-Nation agreements that have formed relationships with the original inhabitants of Turtle Island; the reality of our shared history; the current contributions of Indigenous people within our community and seeks to continue empowering expressions of pride amongst all of the diverse stakeholders in this area, we seek to do better, to continue to recognize, learn, and grow, in friendship and community, Nation-to-Nation.

2. ADOPTION OF AGENDA

- 2.1. Motion to adopt agenda

THAT the content of the Council Agenda for November 15, 2021 be adopted as amended:

- Recommendation Added: 8.5 Committee of Adjustment - Drainage Concerns on Niagara St.

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. ADOPTION OF MINUTES

- 4.1. Regular meeting of Council held October 25, 2021

9 - 22

THAT the minutes of the Council meeting held October 25, 2021 be approved as presented.

[Council - 25 Oct 2021 - Minutes - Pdf](#)

4.2. Business arising from the previous minutes

5. COMMUNITY ANNOUNCEMENTS

6. DEPUTATIONS

- 6.1. Heritage Permit: 12 Fourth Street W, *Jesse Hamilton, Owner*
- 6.2. Input on Affordable Housing Task Force Recommendations, *Helen Bull on behalf of Residents of Birch Street and Surrounding Area*

7. INTERIM CONTROL BY-LAW UPDATES


- 7.1. Update on Water Capacity and Land Use Planning Study, *CAO Skinner* 23 - 37
[Water Capacity Update Presentation – 15 Nov 2021](#)

8. CONSENT AGENDA

General Consent Items

THAT Council herein receive the General Consent Agenda and the motions identified therein be approved;

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.

- 8.1. Clock Tower Illumination - Crohn's and Colitis Awareness Month
Clock Tower will be illuminated red from November 15-19, 2021
- 8.2. Clock Tower Illumination - My Friend's House (November 22, 2021)
- 8.3. Clock Tower Illumination - Champions of Courage
Clock Tower will be illuminated purple from November 22-30, 2021 and a flag will be raised at the Community Flagpole on November 22, 2021 at 11:00 a.m.
- 8.4. Proclamation - The Salvation Army Week (December 20-24, 2021) 38
- *Clock Tower will be illuminated red from December 20-24, 2021*
 - *Flag will be raised at the Community Flag Pole on December 20, 2021 at 10:00 a.m.*
- [Proclamation - Salvation Army Week - December 20-24](#)
- 8.5. Committee of Adjustment - Drainage Concerns on Niagara St. 39
-  **THAT** council refer the matter to staff to meet with the Committee of Adjustment to review existing drainage matters and future projects.
[Committee of Adjustment - Drainage Concerns on Niagara St](#)
- 8.6. Helen Bull - Input on Affordable Housing Task Force Recommendations 40 - 42
[Helen Bull - Input on Affordable Housing Task Force Recommendations](#)

9. REPORTS/MINUTES OF OTHER COMMITTEES/BOARDS

- 9.1. Collingwood Public Library Strategic Plan 2022-2024, *CEO Ashley Kulchycki* 43 - 50
THAT Council receive the Collingwood Public Library Strategic Plan 2022-2024.
[Library 2022-2024 Strategic Plan](#)
- THAT** the minutes of the following Boards be hereby received, and recommendations contained therein be approved:
- 9.2. Special Collingwood Public Library Board minutes, October 14, 2021 51 - 53
[Special Meeting Collingwood Public Library Board - 14 Oct 2021 - Minutes - Pdf](#)

10. STANDING COMMITTEE REPORT

- 10.1 **STANDING COMMITTEE REPORT - Strategic Initiatives, November 1, 2021**
- 10.1.1 **THAT** Council receive the Strategic Initiatives Standing Committee Report from its meeting held November 1, 2021, and hereby approve the recommendations contained within the report as presented. 54 - 182
- Affordable Housing Task Force Report (Recommendations Passed Unanimously)
- Recommendation to refer recommendations regarding the future of the Johnson Trust Apartments to staff to further investigate and develop and appropriate strategy for its redevelopment at the existing site.
 - Recommendation to include requests to established a reserve fund and land trust in the 2022 budget deliberations.
 - Recommendation to refer recommendations pertaining to the Official Plan and Zoning By-law to Staff and Consultants for review.
 - Recommendation to support in principle the proposed vision with respect to any future initiative(s) that pertains to the UN Sustainability Goal #11 and affordable housing.
 - Recommendation to refer the 'other critical recommendations' to staff for review and report back within three months.
- Collingwood Youth Centre - 2022 Budget Letter of Request
- Recommendation to include the \$25,000 funding request from the Collingwood Youth Centre in the 2022 budget discussion.
- [Strategic Initiatives Standing Committee - 01 Nov 2021 - Minutes - Pdf](#)
[Affordable Housing Task Force Final Report](#)
[NBLC Consultant Report - TOC Needs Assessment](#)
[CYC - 2022 Budget Request](#)

REPORTS/MINUTES OF OTHER COMMITTEES/BOARDS

10.1.2 Affordable Housing Task Force Final Report (Recommendations Not Passed Unanimously)

THAT Council include in the 2022 Budget the consideration of hiring of an Affordable Housing Planning Specialist;

AND FURTHER THAT alternatives be considered regarding a point person identified within the Planning department and/or a contractual arrangement, and that training dollars be allocated to provide cross departmental education for critical progress on the Affordable Housing Task Force initiatives (Vote 8:1)

AND FURTHER THAT Council immediately establish an Affordable Housing Advisory Committee to advise and assist, where appropriate, with the recommendations contained within this report, and the mandate of the Task Force be extended during the transition (Vote: 7:2)

10.2 **STANDING COMMITTEE REPORT - Corporate & Community Services, November 1, 2021**

10.2.1 **THAT** Council receive the Corporate & Community Services Standing Committee Report from its meeting held November 1, 2021, and hereby approve the recommendations contained within the report as presented.

183 - 199

PRC2021-09 Tremont Plaza Public Art Update

- Recommendation to approve the transfer of \$10,250 from the Public Art Reserve to be utilized as the first payment to the selected artist.

T2021-20 Water & Wastewater Arrears - Update and Change to Procedures

- Recommendation that staff move forward with Water/Wastewater option 2 and formalize the process to transfer owner water arrears to property accounts even in the event where an owner has sold a property.

Gift it Forward! Ticket Campaign

- Recommendation to authorize the continuing the "Gift it Forward! Ticket Campaign" for the holiday season and free parking be permitted in the Downtown for the two weeks prior to Christmas until the first business day following New Year's Day, subject to support from the BIA Board.

[Corporate & Community Services Standing Committee - 01 Nov 2021 - Minutes - Pdf](#)

[PRC2021-09 Tremont Plaza Public Art Update](#)

[T2021-20 Water Arrears Staff Report](#)

10.2.2 Pollinate Collingwood Budget Request (Vote 3:2)

200 - 210

THAT staff add a line item for a third party consultant for a pollinator strategy for consideration during 2022 budget discussions. (Vote 3:2)
[Pollinate Collingwood 2021 Volunteer Activities Presentation](#)

10.3 STANDING COMMITTEE REPORT - Special Strategic Initiatives (Budget), November 5, 2021

10.3.1 **THAT** Council receive the Special Strategic Initiatives Standing Committee (Budget) Report from its meeting held November 5, 2021, and hereby approve the recommendations contained within the report as presented. 211 - 260

T2021-21 2021 Q3 Financial Report

- Recommendation to approve the transfer of \$9,500 from the Council Grants-Financial Support budget to the 2022 Operating Budget to assist with increased needs expected in 2022.

[Special Strategic Initiatives Standing Committee \(Budget\) - 05 Nov 2021 - Minutes - Pdf](#)

[T2021-21 2021 Q3 Financial Report](#)

STAFF REPORTS

10.3.2 HR2021-03 Non-Union and Council Compensation Review 261 - 309

THAT Staff Report HR-2021-03, Non-Union and Council Compensation Review, be received;

AND THAT the Compensation Review Final Reports, as presented by Gallagher Benefit Services Group (Canada) Inc., be received;

AND FURTHER THAT Council direct staff to proceed with the recommended adjustments and updates to the Non-Union Salary Grid based on the recommendations of Gallagher Benefit Services Group (Canada) Inc, effective January 1, 2022. Including, the use of “green circling” and “Step-A” principles as described in the consultant report;

AND FURTHER THAT Council direct staff to amend the associated Human Resources Policies to reflect industry standards in benefits administration, vacation allotment and over-time/time in lieu principles, as outlined within the report. Save and except for Department Head time in lieu provisions.

AND FURTHER THAT Council compensation provisions be maintained, based on the recommendations of Gallagher Benefit Services Group (Canada) Inc.

Additional recommendations approved by the Committee:

AND FURTHER THAT Council recommend the Council Professional Development and Expense policy be amended to allow for childcare required while doing municipal business.

AND FURTHER THAT Staff report back on the opportunities to explore the options with regard to council composition affecting the total number of council members and part time versus full time status of member

[HR2021-03 Compensation Review - Amended](#)

[HR2021-03 Compensation Review Presentation](#)

10.3.3 Town of Collingwood 2022 Draft Budget

THAT the Strategic Initiatives Committee refer the 2022 Budget back to staff. (Vote 6:2)

11. STAFF REPORTS

11.1. P2021-35 Interim Control By-law No. 2021-024 – Draft Land Use Planning Policy Study Recommendations for Public Consultation 310 - 366
Report advanced from the 8 November 2021 Development & Operations Services standing committee meeting

THAT Staff Report P2021-35 Interim Control By-law No. 2021-024 – Draft Land Use Planning Study Recommendations for Public Consultation be received;

AND THAT the Best Practices and Draft Land Use Planning Study Recommendation Documents attached as Appendices A and B be endorsed for the purposes of public consultation;

AND FURTHER THAT the public consultation, including a development community session, be scheduled.

[P2021-35 ICBL Land Use Planning Policy Study Recommendations for Public Consult](#)

12. NOTICE OF MOTION

13. COUNTY REPORT

Simcoe County Council Highlights are not available at this time, County Council agendas and minutes can be found on the [Simcoe County Council Portal](#).

14. COUNCIL BUSINESS

14.1 OLD OR DEFERRED BUSINESS

14.1.1 P2021-28 Heritage Permit Application: 12 Fourth Street W 367 - 374
Recommendation for Partial Refusal
Item deferred from the October 25, 2021 Council meeting

THAT Staff Report P2021-28 Heritage Permit Application: 12 Fourth Street W Recommendation for Partial Refusal be received;

AND THAT Council deem the Heritage Permit application complete and direct staff to issue a Notice of Receipt to the applicant.

AND FURTHER THAT Council support the Heritage Committee recommendation HER-057-2021 as follows:

THAT the Collingwood Heritage Committee recommend the Heritage Permit be partially approved to permit:

- The removal of the chimney noting that it has already been removed;
- Painting the window frames, soffit, and fascia black.

AND FURTHER THAT the Heritage Permit for the following be refused:

- Painting masonry including the foundation, stonework, window sills, and brickwork;
- Replacement of the front door;
- Removal of the front entrance eyebrow roof noting that it has already been removed.

AND FURTHER THAT Council direct staff to issue notice of refusal and issuance of a Heritage Permit in accordance with recommendation HER-057-2021 within 90 days of serving the applicant with a Notice of Receipt.

AND FURTHER THAT Council direct staff to provide a subsequent in-camera report on enforcement options.

Development & Operations Standing Committee Amendment:
(NOT RECOMMENDED – Based on legal advice pertaining to enforcement limitations):

AND FURTHER THAT the applicant be provided with a period of two years to perform the required work.

Staff Recommendation for an alternative approach:

AND FURTHER THAT Council direct staff to proceed with their discretion regarding enforcement on this matter to provide appropriate flexibility/timeline for remediation, subject to appropriate legal advice.

[P2021-28 Heritage Permit Application 12 Fourth Street W - Amended](#)

- 14.1.2 FCM Sustainable Communities Conference Update, *Councillor Doherty*
Item deferred from the October 25, 2021 Council meeting

14.2 OTHER BUSINESS

15. CONFIRMATORY BY-LAW

15.1.

375

THAT By-law No. 2021-078, being a by-law to confirm the proceedings of the regular meeting of Council held November 15, 2021, be enacted and passed this 15th day of November, 2021.

[BL2021-078 Confirmatory](#)

16. ADJOURNMENT

**Presentations using electronic devices must be submitted to Clerk Services 48 hours prior to the scheduled meeting. After this deadline, electronic presentations will not be permitted.*



TOWN OF COLLINGWOOD
COUNCIL MINUTES
Monday, October 25, 2021

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

A regular meeting of Council was held Monday, October 25, 2021 in the Videoconference commencing at 5:00 PM for the specific reasons provided below.

Council Present: Mayor Saunderson
Deputy Mayor Hull
Councillor McLeod
Councillor Comi
Councillor Madigan
Councillor Doherty
Councillor Berman
Councillor Jeffery
Councillor Hamlin

Staff Present: Sonya Skinner, CAO
Sara Almas, Clerk
Amanda Pegg, Executive Director, Customer & Corporate Services
Summer Valentine, Director, Planning and Building Services
Dean Collver, Director, Parks, Recreation and Culture
Monica Quinlan, Treasurer
Peggy Slama, Director, Public Works, Engineering & Environmental Services
Ross Parr, Fire Chief
Stefanie Hochrein, Committee Secretary

1. CALL OF COUNCIL TO ORDER

Mayor Saunderson called Council to order at 5:00 p.m. and Deputy Mayor Hull provided recognition and acknowledgement of the traditional territory of the Indigenous peoples.

2. ADOPTION OF AGENDA

RES-310-2021

Moved by Councillor Jeffery
Seconded by Councillor Madigan

THAT the content of the Council Agenda for October 25, 2021 be adopted as amended:

- Motion Updated: 10.1 Mandatory Vaccine Policy and Return to Work, Councillor Berman

CARRIED.

3. DECLARATIONS OF PECUNIARY INTEREST

Deputy Mayor declared a conflict of interest with respect to Item 9.1. Standing Committee Report - Development & Operations Services, October 12, 2021 regarding P2021-28 Heritage Permit Application: 12 Fourth Street W Recommendation for Partial Refusal, as previously declared.

Councillor Jeffery declared a conflict of interest with respect to Item 14.1. In-Camera d) Culbert Estate as she is a director on the board of directors of one of the principals involved in the matter.

4. ADOPTION OF MINUTES

- 4.1. Regular meeting of Council held October 18, 2021

RES-311-2021

Moved by Councillor Madigan
Seconded by Councillor Hamlin

THAT the minutes of the Council meeting held October 18, 2021 be approved as presented.

CARRIED.

- 4.2. Business arising from the previous minutes

None.

5. COMMUNITY ANNOUNCEMENTS

Council reported on various community announcement and events.

6. Interim Control By-law Updates

- 6.1. Update on Water Capacity and Land Use Planning Study, *CAO Skinner*

CAO Skinner provided a detailed update to Council and the community regarding the current water capacity issues, the Land Use Planning Study progress, reviewed next steps. CAO Skinner responded to questions from Council.

7. CONSENT AGENDA

General Consent Items

- 7.1. Item 7.4 was pulled for further discussion.

RES-312-2021

Moved by Councillor Berman
Seconded by Deputy Mayor Hull

THAT Council herein receive the General Consent Agenda and motions identified below be approved;

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.

7.1 Clock Tower Illumination - Movember

Clock Tower will be illuminated blue from November 1-7, 2021

7.2 Proclamation - Complex Regional Pain Syndrome Awareness Day (November 5, 2021)

7.3 Clock Tower Illumination - Collingwood & District Kinsmen Club

Clock Tower will be illuminated red from November 8-10, 2021

7.4 No Parking Request - Alma St.

CARRIED.

7.2. No Parking Request - Alma Street, Collingwood

RES-313-2021

Moved by Deputy Mayor Hull
Seconded by Councillor Jeffery

WHEREAS Council are in receipt of the request from the County of Simcoe and the property owner regarding the necessity of creating parking restrictions on the north side of Alma Street, between # 25 – 45, from Wednesday to Friday from 7:00 a.m. - 4:00 p.m., so as not to interfere with the County's automated cart-based waste collection program beginning November 1, 2021;

THEREFORE BE IT RESOLVED THAT By-law No. 2021-073, being a by-law to amend By-law No. 03-62 for the Regulation of Parking within the Town of Collingwood, be enacted and passed this 25th day of October, 2021.

AND THAT staff be directed to install the necessary parking restriction signposts no later than November 2, 2021.

CARRIED.

8. REPORTS/MINUTES OF OTHER COMMITTEES/BOARDS

RES-314-2021

Moved by Councillor Jeffery
Seconded by Councillor Berman

THAT the minutes of the following Boards be hereby received, and recommendations contained therein be approved:

8.1 Police Services Board minutes, September 13, 2021

CARRIED.

9. STANDING COMMITTEE REPORT

9.1. STANDING COMMITTEE REPORT - Development & Operations Services, October 12, 2021

9.1.1. **RES-315-2021**

Moved by Councillor Hamlin

Seconded by Councillor Jeffery

THAT Council receive the Development & Operations Services Standing Committee Report from its meeting held October 12, 2021, and hereby approve the recommendations contained within the report as presented.

P2021-21 Request for a Potential Review of Materials and Design Guidance in the Downtown Collingwood Heritage Conservation District Plan

- Recommendation to refer to staff and the Heritage Committee to provide the opportunity to review correspondence from the BIA.

P2021-31 40 Sandford Fleming (Isowater) Amending Site Plan Agreement

- Recommendation to pass an Authorization By-law to execute an amending Site Plan Agreement for 40 Sandford Fleming Drive subject to the receipt of the required securities within one (1) year of the date of this approval.

P2021-32 Heritage Tax Relief Program Amendments

- Recommendation to pass an amending By-law to By-law No. 2010-020 to increase the Heritage Property Tax Relief Program rebate to 20% and permit pro-rating of refunds, and to consider increasing the Heritage Property Tax Relief Program budget to \$50,000 in the 2022 Budget process and request staff to monitor the program and provide a report reviewing the impacts of the increase and further recommendations by mid-2023.

P2021-33 County of Simcoe Official Plan Municipal Comprehensive Review (MCR), Municipal Growth Forecasts/Allocation and Land Needs Assessment

- Recommendation to encourage stakeholders to provide feedback directly to the County and that comments received be requested to be shared with Town staff for consideration in any follow up reports to the MCR or the Town's Official Plan review.

PW2021-17 Transit Service Review and Optimization Study

- Recommendation that comment from Council and the public be received through Engage Collingwood until October 29th and staff return at the November 8, 2021 Development & Operations Services standing committee meeting with final recommendations for service delivery optimization.

Requests for Redesignation - The Gateway Centre and 49 Huron Street

- Recommendation that the requests for redesignation be referred to staff for review in the Official Plan update.

CARRIED.

- 9.1.2. *Deputy Mayor Hull recused himself due to his previously declared conflict of interest and left the meeting at 5:30 p.m.*

Mayor Saunderson relinquished the Chair and Councillor McLeod assumed the Chair position.

RES-316-2021

Moved by Mayor Saunderson

Seconded by Councillor Madigan

THAT P2021-28 Heritage Permit Application: 12 Fourth Street W
Recommendation for Partial Refusal be deferred until the first Council meeting in November.

CARRIED.

Mayor Saunderson reassumed the Chair position.

RES-317-2021

Moved by Councillor Hamlin

Seconded by Councillor Doherty

THAT Council request a staff report on a stop work order by-law, and a process to communicate information regarding obligations under the heritage legislation for new home purchasers.

DEFEATED.

Deputy Mayor Hull returned to the meeting at 5:36 p.m.

- 9.2. BY-LAWS

- 9.2.1. **RES-318-2021**

Moved by Councillor Hamlin

Seconded by Councillor Jeffery

THAT By-law No. 2021-074, being a by-law to execute an amending Site Plan Control Agreement between Applevale Properties Limited and the Corporation of the Town of Collingwood, be enacted and passed this 25th day of October, 2021.

CARRIED.

9.2.2. **RES-319-2021**

Moved by Councillor Hamlin
Seconded by Councillor Jeffery

THAT By-law No. 2021-075, 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), be enacted and passed this 25th day of October, 2021.

CARRIED.

9.3. STANDING COMMITTEE REPORT - Special Strategic Initiatives, October 14, 2021

9.3.1. Moved by Councillor Berman
Seconded by Councillor Madigan

THAT Council receive the Special Strategic Initiatives Standing Committee Report from its meeting held October 14, 2021, and hereby approve the recommendations contained within the report as presented.

C2021-17 2021 Collingwood Code of Conduct for Members of Council, Committees and Local Boards and Collingwood Code of Conduct for Advisory Committees and Task Forces

- Recommendation to endorse the draft Town of Collingwood Code of Conduct for Members of Council, Committees and Local Boards and Collingwood Code of Conduct for Advisory Committees and Task Forces, as amended and authorize staff to conduct public consultation prior to this report being considered by Council.
- Recommendation that Rule 1 section 9 of the proposed Code of Conduct be amended by removing the word 'indirectly' from the second to last line. (Vote 5:4)
- Recommendation that staff and Integrity Commissioner comments provided for rule 15 in the proposed Code of Conduct be incorporated as official commentary.
- Recommendation that Section A. General introduction of the proposed Code of Conduct be amended by including wording indicating the Code of Conduct is a standard for behaviour.
- Recommendation that a legal opinion be sought on the possibility of including a provision in the Code of Conduct under rule 1 section 11 requiring mandatory disclosure of financial interests. (Vote 6:3)

- Recommendation that Rule 1 Section 11 of the proposed Code of Conduct be amended by implementing wording clarifying that applications to the Integrity Commissioner are not mandatory in all circumstances.

RES-320-2021

Moved by Councillor Berman

Seconded by Councillor Madigan

THAT Council receive the Special Strategic Initiatives Standing Committee Report from its meeting held October 14, 2021, and hereby approve the recommendations contained within the report as presented.

C2021-17 2021 Collingwood Code of Conduct for Members of Council, Committees and Local Boards and Collingwood Code of Conduct for Advisory Committees and Task Forces

- Recommendation to endorse the draft Town of Collingwood Code of Conduct for Members of Council, Committees and Local Boards and Collingwood Code of Conduct for Advisory Committees and Task Forces, as amended and authorize staff to conduct public consultation prior to this report being considered by Council.
- Recommendation that Rule 1 section 9 of the proposed Code of Conduct be amended by removing the word 'indirectly' from the second to last line.
- Recommendation that the staff and Integrity Commissioner comments provided for rule 15 in the proposed Code of Conduct be incorporated as official commentary.
- Recommendation that Section A. General introduction of the proposed Code of Conduct be amended by including wording indicating the Code of Conduct is a standard for behaviour.
- Recommendation that Rule 1 Section 11 of the proposed Code of Conduct be amended by implementing wording clarifying that applications to the Integrity Commissioner are not mandatory in all circumstances.

CARRIED.

RES-321-2021

Moved by Councillor McLeod

Seconded by Councillor Jeffery

AMENDMENT: THAT the Special Strategic Initiatives Standing Committee Report and recommendation contained within the report be amended to:

- Recommendation that a legal opinion be sought on the possibility of including a provision in the Code of Conduct under rule 1 section 11 requiring mandatory disclosure of employment income.

CARRIED.

- 9.3.2. Moved by Councillor Madigan
Seconded by Councillor Doherty

THAT Council hereby approve the recommendation contained within the report as presented.

C2021-17 2021 Collingwood Code of Conduct for Members of Council, Committees and Local Boards and Collingwood Code of Conduct for Advisory Committees and Task Forces

- Recommendation that a legal opinion be sought on the possibility of including a provision in the Code of Conduct under rule 1 section 11 requiring mandatory disclosure of employment income.

RES-322-2021

Moved by Councillor Doherty
Seconded by Councillor Hamlin

AMENDMENT: THAT the recommendation be amended to require disclosure of all sources of income.

CARRIED.

RES-323-2021

Moved by Councillor Madigan
Seconded by Councillor Doherty

THAT Council hereby approve the recommendation contained within the report as presented.

C2021-17 2021 Collingwood Code of Conduct for Members of Council, Committees and Local Boards and Collingwood Code of Conduct for Advisory Committees and Task Forces

- Recommendation that a legal opinion be sought on the possibility of including a provision in the Code of Conduct under rule 1 section 11 requiring mandatory disclosure of all sources of income.

CARRIED.

10. MOTIONS

- 10.1. Mandatory Vaccine Policy and Return to Work, *Councillor Berman*
Notice provided at the October 18, 2021 Council meeting

CAO Skinner and Executive Director Pegg responded to various questions from Council.

Moved by Councillor Berman
Seconded by Councillor Jeffery

WHEREAS the global COVID-19 pandemic has disrupted workplaces for the past 17 months;

AND WHEREAS the Covid-19 vaccines continue to reduce a person's risk of contracting the virus, preventing hospitalization and death;

AND WHEREAS the Public Health Agency of Canada has stated that "vaccination is the leading public health prevention strategy to end the COVID-19 pandemic";

THEREFORE BE IT RESOLVED THAT Council herein direct Staff to prepare a mandatory vaccination policy including the following terms:

All members of Council, Town of Collingwood Staff, Volunteers, Committee and Board Members require proof of full COVID-19 vaccination unless medically or legally exempt by January 1st, 2022

If not fully vaccinated or medically or legally exempt before January 1st, 2022 an employee shall not be permitted to work, and may be placed on an unpaid leave of absence by CAO or designate until such time as he/she can provide proof of full vaccination or exemption;

AND FURTHER THAT Council direct staff to report back to Council if any additional resources are required to implement screening of proof of full COVID-19 vaccination to enter all municipal facilities or if there are any municipal sites that would require an exemption, for Council's further consideration;

AND FURTHER THAT the all meetings of Council, Committees, Boards resume the pre-Covid live settings effective Jan 1, 2022;

AND FURTHER THAT the Townhall Customer Service reinstate service 5 days a week, effective January 1, 2022 or sooner as deemed appropriate by the CAO;

AND FURTHER THAT all Town Employees not working from home prior to Covid, return to their place of work, effective January 1, 2022 or sooner as deemed appropriate by the CAO.

RES-324-2021

Moved by Councillor Doherty
Seconded by Councillor Hamlin

THAT the motion be deferred.

DEFEATED.

RES-325-2021

Moved by Councillor Berman
Seconded by Councillor Jeffery

WHEREAS the global COVID-19 pandemic has disrupted workplaces for the past 17 months;

AND WHEREAS the Covid-19 vaccines continue to reduce a person's risk of contracting the virus, preventing hospitalization and death;

AND WHEREAS the Public Health Agency of Canada has stated that "vaccination is the leading public health prevention strategy to end the COVID-19 pandemic";

THEREFORE BE IT RESOLVED THAT Council herein direct Staff to prepare a mandatory vaccination policy including the following terms:

All members of Council, Town of Collingwood Staff, Volunteers, Committee and Board Members require proof of full COVID-19 vaccination unless medically or legally exempt by January 1st, 2022

If not fully vaccinated or medically or legally exempt before January 1st, 2022 an employee shall not be permitted to work, and may be placed on an unpaid leave of absence by CAO or designate until such time as he/she can provide proof of full vaccination or exemption;

AND FURTHER THAT Council direct staff to report back to Council if any additional resources are required to implement screening of proof of full COVID-19 vaccination to enter all municipal facilities or if there are any municipal sites that would require an exemption, for Council's further consideration;

AND FURTHER THAT the all meetings of Council, Committees, Boards resume the pre-Covid live settings effective Jan 1, 2022;

AND FURTHER THAT the Townhall Customer Service reinstate service 5 days a week, effective January 1, 2022 or sooner as deemed appropriate by the CAO;

CARRIED.

- 10.2. Moved by Councillor Berman
Seconded by Councillor Jeffery

AND FURTHER THAT all Town Employees not working from home prior to Covid, return to their place of work, effective January 1, 2022 or sooner as deemed appropriate by the CAO.

RES-326-2021

Moved by Councillor Doherty
Seconded by Councillor Hamlin

AMENDMENT: THAT the motion be amended to "or sooner or as deemed appropriate by the CAO."

DEFEATED.

RES-327-2021

Moved by Councillor Berman
Seconded by Councillor Jeffery

AND FURTHER THAT all Town Employees not working from home prior to Covid, return to their place of work, effective January 1, 2022 or sooner as deemed appropriate by the CAO.

CARRIED.

11. NOTICE OF MOTION

None.

12. COUNTY REPORT

None.

13. Council Business

13.1. OLD OR DEFERRED BUSINESS

13.1.1. STANDING COMMITTEE REPORT - Corporate & Community Services, October 4, 2021

CAO Skinner and Clerk Almas responded to various questions from Council.

RES-328-2021

Moved by Councillor McLeod
Seconded by Councillor Madigan

THAT Council receive the Corporate & Community Services Standing Committee Report from its meeting held October 4, 2021, and hereby approve the recommendations contained within the report as presented.

- CCS2021-03 Mandatory Vaccination Disclosure Policy and Administrative Delegation of Authority

Item deferred from the October 18, 2021 Council meeting

THAT Staff Report CCS2021-03, Mandatory Vaccination Disclosure Policy and Administrative Delegation of Authority, be received;

AND THAT the Mandatory Vaccination Disclosure Policy (G-06) be adopted;

CARRIED.

RES-329-2021

Moved by Councillor McLeod

Seconded by Councillor Madigan

AND FURTHER THAT By-law No. 2021-069, being a by-law to amend Delegated Authority By-law No. 2020-059, specifically the delegation of authority for administrative policies, be enacted and passed this 25th day of October, 2021.

DEFEATED.

13.2. OTHER BUSINESS

- 13.2.1. Deputy Mayor Hull discussed various concerns as the new Simcoe County waste management collection system is being implemented noting his ongoing communications throughout the year with Simcoe County staff to try and rectify some of the concerns, and requested clarification regarding who can enforce the Simcoe County by-law regarding waste management expressing frustration with the lack of enforcement with garbage being left out in the downtown.

CAO Skinner, Clerk Almas, Fire Chief Parr, and By-law Supervisor Harrod responded to various questions from Council.

RES-330-2021

Moved by Deputy Mayor Hull
Seconded by Councillor Doherty

THAT notice pursuant to the Procedural By-law be hereby waived to consider a motion regarding a request to enforce the waste management Simcoe County by-law.

CARRIED.

RES-331-2021

Moved by Deputy Mayor Hull
Seconded by Councillor Doherty

THAT Council direct staff to implement a policy on a go forward proactive basis that provides a period of education regarding the new waste management collection system and waste management by-laws for November and December;

AND FURTHER THAT as of January 2, 2022 By-law staff will start actively enforcing waste management by-laws.

CARRIED.

14. In-Camera

- 14.1. Proceed In-Camera

RES-332-2021

Moved by Councillor Berman
Seconded by Councillor Jeffery

WHEREAS the Clerk hereby concurs the reason(s) for the in-camera session have been duly reviewed and considered and the matters are authorized under the exception provisions to conduct a closed session in accordance with the Municipal Act prior to proceeding into closed session;

THEREFORE BE IT RESOLVED THAT this Council proceeds in camera in order to address a matter pertaining to:

- the security of the property of the Town or Local Board; (c)
- personal matters about an identifiable individual, including Town or Local Board employees; (b) (c)
- a proposed or pending acquisition or disposal of land for Town or Local Board purposes; (d)
- labour relations or employee negotiations; (b)
- the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; (a)
- A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on, or to be carried, by or on behalf of the municipality or local board. (a)

Items for discussion: a) Starbucks Site; b) CUPE Union Negotiation; c) Johnson Apartments and d) Culbert Estate

CARRIED. (8:18 p.m.)

14.2. Council recessed and resumed In-Camera at 8:30 p.m.

14.3. Rise and Report

Procedural motion to extend the meeting was approved in closed session.

RES-333-2021

Moved by Councillor Doherty
Seconded by Deputy Mayor Hull

BE IT RESOLVED THAT Council rise from in-camera and return to public session.
(10:10 p.m.)

CARRIED.

15. **CONFIRMATORY BY-LAW**

RES-334-2021

Moved by Deputy Mayor Hull
Seconded by Councillor McLeod

THAT By-law No. 2021-076, being a by-law to confirm the proceedings of the regular meeting of Council held October 25, 2021 be enacted and passed this 25th day of October, 2021.

CARRIED.

16. ADJOURNMENT

Moved by Councillor Jeffery

THAT the meeting of Council be hereby adjourned at 10:12 p.m. **CARRIED.**

Mayor

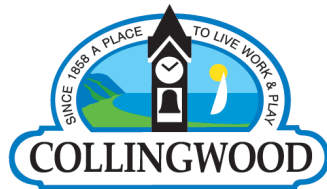
Clerk

Water Capacity

AND

Land Use Planning
Policy Update

Council – November 15, 2021



Resolution (Summarized)



Each meeting of Collingwood Council until the ICBL is lifted shall including updates from all departments affected, concerning but not limited to:

- *Negotiations regarding water supply agreements*
- *RFP issuance, tendering and construction of the new Water Treatment Plant and funding requirements thereof*
- *Exemptions to the ICBL requested*
- *Building Permit applications, Occupancy Permits issued*
- *Remaining water supply as expressed in SDUs and m3 and any other information deemed applicable*

2

Situation



- Current water supply is safe and available
- As soon as aware of this difficult situation, Council took a proactive and transparent approach to seek further capacity and manage remainder
- Used an Interim Control Bylaw to temporarily and transparently pause development – to ensure that the people of Collingwood have the water they need and we grow as a complete community
 - All 2021 ready-to-go development applications approved, and
 - Most residential renovations and additions can continue
- With chlorine maximized and new UV expected, we are closing in on the capacity to meet expected growth if plant expansion is completed at the end of 2025 or early 2026
 - Land Use Policy Study and accelerated construction of new plant are underway, and Council has approved an interim UV solution for 2023 delivery.

Water Capacity Update

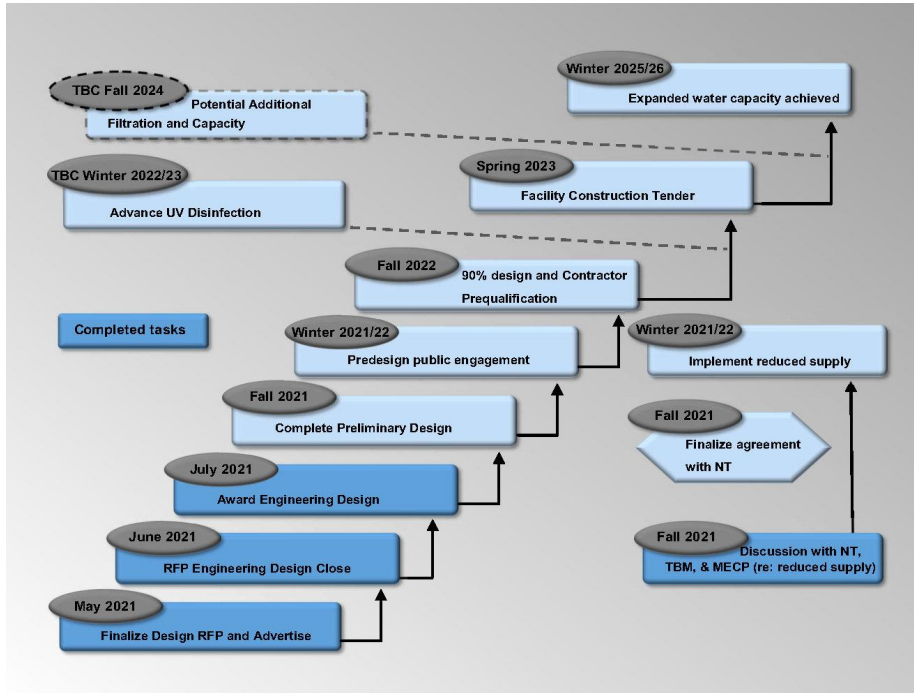


WHAT HAS HAPPENED RECENTLY?



- Water Treatment Plant Expansion
 - Receipt of new Permit to Take Water (PTTW) - increase in the instantaneous taking which will allow optimization the membrane treatment capacity of the Phase 1 expansion to get closer to 58 MLD
 - Staff continue to discuss UV selection in compliance with procurement policy
 - Pre-selection of the membrane treatment process RFP issued Oct 25th
 - Pre-qualification RFP for General Contractors to support alternative project delivery closing Nov 11th
- Consultant work in-progress for third-party review of chlorine addition and approach for tracking services allocation
- Collingwood-Simcoe County W&WW Service Review Meeting by RV Anderson Nov 8th with Group A – Southwest Simcoe County.

PROGRESS – DRINKING WATER TREATMENT PLANT EXPANSION



REMAINING WATER SUPPLY



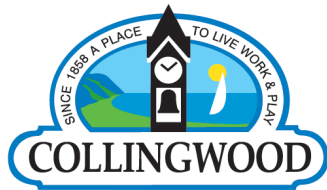
Cumulative Summary of Capacity Allocation Status in 2021

Date:	15-Oct-21	
	Equivalent Single Dwelling Units	Maximum Day Demand
	SDUs	MDD (m3/d)
Capacity Allocation Status:		
Available (as of Dec 31, 2020)	1,091	987
Committed (Jan 1 - Apr 25, 2021)	119	108
Committed (Apr 26, 2021 - Date) ¹	475	430
Remaining Allocation²	497	449
Available Summer (as of Dec 31, 2020)		
Available Summer (as of Dec 31, 2020)	1,948	2,599
Remaining Summer	1,288	1,718

Notes:

1. Includes Building Permits Issued and/or ICBL Exemptions
2. Fisher Field, Sunset Point Restrooms and Awen Splash Pad are currently excluded from the reduction in SDUs/m3/d as they do not require water usage in the winter, and we are limited by winter treatment capacity as of April 26, 2021.

Land Use Planning Policy Study Update



INTERIM CONTROL BY-LAW EXEMPTIONS



- Exemptions process is to get us through Land Use Planning Study period – afterwards, pending Council approval water will be managed according to study recommendations
- For those developments and individuals who have:
 - Been granted ICBL Exemptions - continue through the Planning and Building Permit processes.
 - Not been granted ICBL Exemptions - your planning application will continue to be processed, however Council planning decisions would follow a future exemption or completion Planning Study and ICBL.

TARGET TIMELINE FOR PROPOSED Zoning Bylaw Amendment (ZBA)



2021

- Late December – Notice of Public Meeting

2022

- January – Public Meeting at Committee
- February – Presentation/Staff Report to Committee for Decision
- Late-February – Council Ratification of Decision
- Late-February – Notice of Decision
- Mid-March – Last Day for Appeals

* If ZBA appealed, consultant is recommending extension of the ICBL beyond April 2022

WHAT HAS HAPPENED RECENTLY?

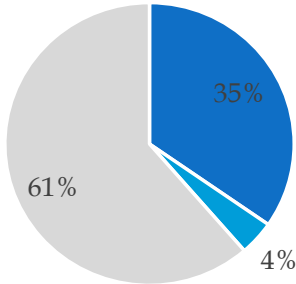
Input from members of Council and staff was incorporated into proposed Allocation Policy and Policy posted for Committee's endorsement to proceed to Council (Nov. 15th) that public consultation, including residents, businesses, developers, engineers and interest groups provide input to the draft policy.

EXEMPTED PROJECTS and BUILDING PERMITS



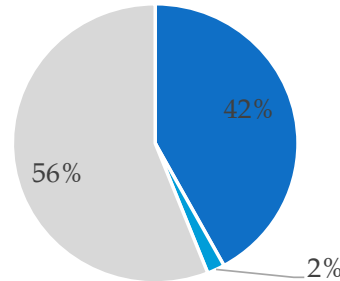
40 ICBL Exempted Projects

Percentage of Exempted Projects by Building Permit Status



- 13 projects have building permits issued (33%)
- 4 projects have building permit applications received (10%)
- 23 projects where no applications have been received no permits issued (57%)

Percentage of Allocated Capacity Related by Building Permits Status



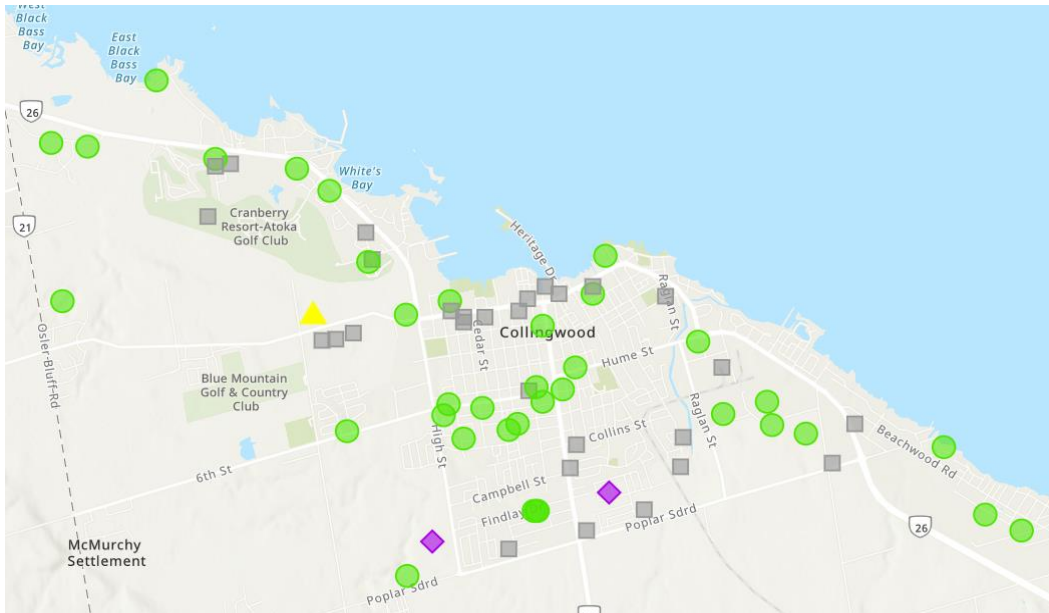
- 13 projects with building permits issued represent 42% of the capacity allocated to exempted projects
- 4 projects with building permits applications received represent 2% of the capacity allocated to exempted projects
- 23 projects with no building permits issued represent 56% of the capacity allocated to exempted projects

THANK YOU



Dave West Photography

INTERIM CONTROL BY-LAW EXEMPTIONS



**Map: Town of Collingwood - Interim Control
By-Law Exemptions**

15

Office of the Mayor • Town of Collingwood



Proclamation

WHEREAS, The Salvation Army is the largest non-governmental service provider in Canada and has been serving men, women and children across our great nation for over 135 years; and

WHEREAS, The Salvation Army is distinguished by its compassion and commitment towards those it serves across a broad range of services and programs including food banks, homeless shelters, thrift stores, mental health counselling, correctional & justice services, community & family services and many more; and

WHEREAS The Salvation Army celebrates and recognizes the hard work and dedication of the countless volunteers who have and continue to volunteer with The Salvation Army and deliver the many critical services it provides; and

WHEREAS, The Salvation Army's annual Christmas Kettle Campaign is a symbol of hope to people who receive care from The Salvation Army in Collingwood each year;

NOW THEREFORE, I, Brian Saunderson, Mayor of the Town of Collingwood,

DO HEREBY PROCLAIM December 20th to 24th, 2021 as “The Salvation Army Week” in the Town of Collingwood, to support The Salvation Army's efforts to give hope to people in need in our community.

Dated this 20th day of **December, 2021**

-Original Signed-

Mayor

To the Town of Collingwood

Mayor and Council

October 18, 2021

Subject: Drainage Concerns on Niagara St

The Collingwood Committee of Adjustment has dealt with several recent consent applications in the Niagara St neighbourhood. Larger lots are applying to split into two lots creating new home building opportunities. The Committee is supporting the applications as they conform with intensification policy in the Official Plan.

Some residents are expressing concern regarding surface water drainage onto adjacent areas. The Committee agrees with these concerns. Drainage during storm events are flowing north on Niagara St and Albert Lane towards St Lawrence St.

Town staff have no objection to each application individually as they are required to grade the new lots to control and direct drainage. Our concern as a Committee is the cumulative effect of the increasing surface drainage due to urbanization and its negative impact on property and public infrastructure.

Being an older neighbourhood it would appear that storm water management has not kept up with urban standards of today.

Your attention to this matter would be greatly appreciated. Thank you.

Yours Sincerely

Chair J. Bowden, Collingwood Committee of Adjustment

Members: P. Tollefsen, N. Bryant, D. Matthews, C. Baines

CC; Directors of Planning and Engineering.

November 10th Deadline for input :

To the Members of council, staff, and the SIC committee Taskforce on Affordable Housing.

Thank you for allowing me to speak on behalf of many residents of Birch, Beech ,2nd and 3rd Streets regarding the **Johnson Trust Apartments**.

First, I have to apologize for not knowing the difference between Affordable Housing and Social Housing. I wasn't until I read through the report which I received late in the process, that I realized the plans for the Johnson Apartments were for Affordable Housing. This has altered my thinking considerably, as I understand the need for housing for people in the 30th decile of income.

I did have an opportunity to speak at the November 1st meeting when the Task Force on Affordable Housing brought forth its recommendations. However, I did not have time to put forth some points that Council should consider as part of its options. I ended my presentation in a rather rushed manner and the lack of time prevented me from ending my speech on a positive note. Therefore I request more time to provide more input for this very important venture.

One of the recommendations of the report handed down, was to have an Advisory Committee struck with representatives from the above stated neighbourhood to enable them to have input into the decision. I would very much like to be on that committee.

Part of my task would be to form a sub- group of representatives from the community, the streets and apartments previously noted, so that we can promote a core list of recommendations that I could further to the Advisory Committee. To not have representation from the neighbourhood would promote a unilateral top-down decision-making process without adequate grass roots in-put , a lose-lose scenario, in my opinion and those of others I've talked to.

Some of the other points I didn't have to time to mention were:

1. That this property sits partially on the flood plain of the ancient Georgian Bay Shoreline, and thus falls under the jurisdiction of the Nottawasaga Valley Conservation Authority. In my own case, I'm not allowed to change one square millimetre of the footprint of my home that's situated one lot south and across from the apartments even though I have the space to do so, because it lies within the same flood plane. Will the town abide by the NVCA's recommendations regarding the redevelopment of this property?
2. Will you abide by your own Official Plan, Section 3.8 and onwards: Urban Design Standards which recommends, in order to "**retain its small- town character and natural landscape**" there has to be:
 - Screened onsite parking
 - Blending of architecture and material to surrounding buildings and the **SCALE** of buildings and structures to be appropriate to their surroundings
 - Ability to accommodate an outdoor amenity area (I wonder what that is)
 - Sensitivity to the urban design and character of adjacent buildings, including their location, **massing, height & buildings materials. The report recommended that the new build not be done cheaply.** The worst case scenario would be a poorly built structure not in fitting in with the streetscape in which it will sit. Such an eyesore would

Page 2

be a sad legacy that would be a constant reminder to the neighbours and a constant eyesore, once all is said and done – a legacy that we would have to endure for all time. I don't think that's the legacy the Town would choose in the long run.

- Acceptable impacts on traffic (what does that mean?). There's already too much traffic on Birch St. racing at all hours between the two stop signs at 1st and 2nd Streets. The town should immediately consider a four-way stop at 2nd and Birch because of the many accidents and near accidents that have happened there over the years. These accidents will compound exponentially over time. (Just yesterday I notice a traffic study being done on Second St near Birch)
 - **COMPATIBILITY WITH THE CHARACTER AND STREETSAPES OF THE SURROUNDING NEIGHBOURHOOD.** This is ultra important if you wish to have buy-in from the neighbourhood.
3. The Town's proposal for a three storey, 30 unit building is totally unacceptable to the community, because of its potential invasiveness to the neighbourhood. What might be more amenable would be: 2, two storey buildings of a town house or row housing style, similar to what is already there, that would meld into the community, enable more opportunity for privacy screening as in what's there already, and potentially provide more density than the previously proposed three storey unit. A two storey concept is much easier to landscape so that it fits into the area. A three storey if impossible to conceal by landscaping or fencing.
 4. It is well known that housing of an apartment style tends to **ghetto-ize the inhabitants**, closing them out from the community. Wouldn't it be better to have them enjoy a little personal green space of their own to allow pride of habitation. The design could encompass strategic placement of windows that would not look down into adjacent back yards. Any parking lighting, **if needed**, should be down facing and be low light in order to reduce light pollution.
 5. Some very successful examples of Affordable Housing is some sort of co-operative housing with government subsidies providing equity ownership over time. This would be a better buy- in for the inhabitants and give them pride of ownership and buy-in. An example: if you rent/lease a car would you wash and detail it before handing it back? As opposed to have some ownership of the car and prepping it to get the best rate of return on trade-in. Whistler has done a great job of housing in this example.
 6. One of the most important considerations for the Council is to set a prime example of what this could mean for other communities to follow. Out of all this, this development could be a shining example of co-operation from all sides.

In closing, this is an opportunity for Council to promote a shining legacy for future Affordable Housing and be a proud example for other communities to follow. The worst- case scenario would be a shabby excuse for cheap housing to depreciate the value of the homes in our neighbourhood. One that we would have to look at for the rest of all time. That would be a tragic legacy! Councils may come and go, but we will be faced with this for all time.

Strategic Plan 2022-2024

collingwoodpubliclibrary



LETTER FROM THE LIBRARY BOARD CHAIR AND CEO

We could not have known that a global pandemic was waiting for all of us in 2020. It has given rise to significant and long-lasting changes in the way patrons access library resources and services.

Our community is at the heart of the library's two-year strategic plan. To create a space that is welcoming to everyone and meets their needs, we aspire to be creative, innovative and versatile with our space. Through surveys, focus groups and direct feedback, we learned you desire a focus on cultural programming, outreach to our schools and community, and investment in e-resources and technology. Gaps in community service became clear; social isolation, food shortages, and access to reliable technology are among the challenges facing our community. As we continue to navigate these uncertain times together, your library will adapt and endeavour to be part of the solution as an anchor in the municipality.

In the coming years, the Collingwood Public Library will continue to strive for customer service excellence by providing virtual and hybrid-model programming that extends our reach into the community. We will increase our offering of digital technology and training, while strengthening our online presence for an enhanced virtual experience. We will research and investigate new opportunities to positively impact our community, build programs and services, and respond to our evolving reality as we emerge from this pandemic and beyond.

Fresh ideas come from community members like you, please visit the library with any questions or to share your thoughts; we want to see our community reflected in our strategic goals.



**Nina Robitaille, Chair
Collingwood Public Library Board**



**Ashley Kulchycki, CEO
Collingwood Public Library**

MISSION

Collingwood Public Library opens a world of possibilities - embracing information, learning, knowledge and technology, while serving the evolving needs of our dynamic community.

VISION

The Collingwood Public Library will promote positive community transformation by providing equitable access to innovative services, while continuing to offer opportunities for learning, connecting and discovery.

CORE VALUES

- Accessibility
- Compassion
- Diversity
- Innovation
- Respect



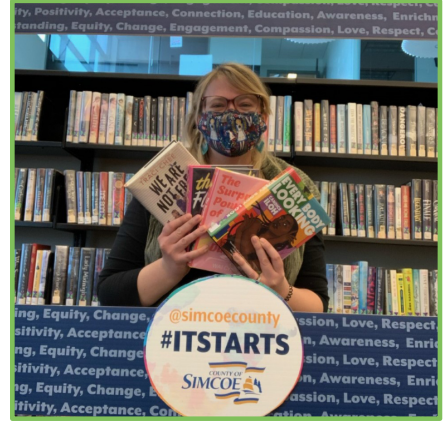
STRATEGIC DIRECTION:

Reflect Our Community



Curate a collection and develop services that represent the needs of our diverse community members.

"Please acquire more women, transgender, two-spirited and gender non-confirming, black and indigenous writers' books."



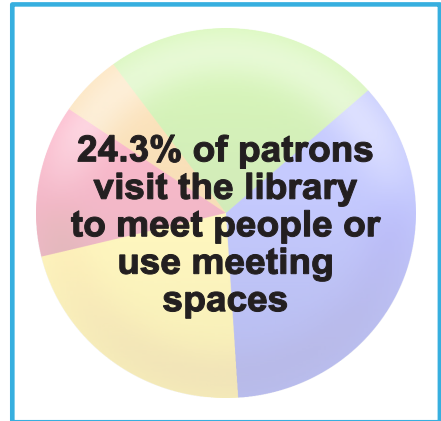
STRATEGIC DIRECTION:

Create Versatile Space



Cultivate service and program excellence, while striving to make each interaction meaningful and positive.

"More spaces for working and reading."



STRATEGIC DIRECTION:

Build Library Profile



Expand library communications and strengthen our reach through community engagement.

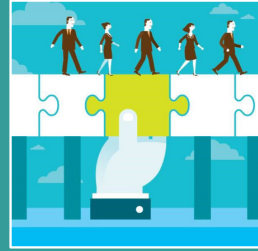
"Over the past year I've really enjoyed and appreciated your presence on Facebook."



67.8% of patrons prefer the e-newsletter to find out about library programs and services

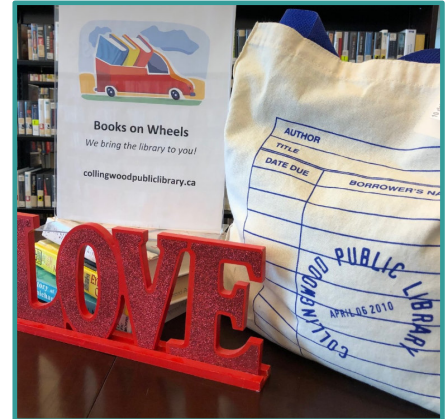
STRATEGIC DIRECTION:

Close the Gap



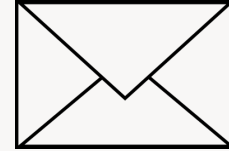
Develop opportunities for community connectedness and overcome barriers to service.

"There is such a divide in the Collingwood community - affluent vs. individuals who fall through the gaps."



COLLINGWOOD PUBLIC LIBRARY BOARD OF TRUSTEES 2018-2022

Margaret Adolphe, Vice-Chairperson
Steve Berman, Council Representative
Peter Cathcart
Marianne Lepa
Sarah May
Nina Robitaille, Chairperson
Annie Schiefer



Questions or comments?
Please visit us to share
your thoughts.



705-445-1571
www.collingwoodpubliclibrary.ca



@collingwoodpubliclibrary



@cplcollingwood



@CollingwoodPL



Collingwood Public Library

**The Collingwood
Public Library
works to support the
Town of Collingwood's
Community Based
Strategic Plan
2020-2023**

Thank you to Robin Heald
for her time and
contribution to the
Strategic Planning process.



TOWN OF COLLINGWOOD
Collingwood Public Library
Board Minutes
Thursday, October 14, 2021

A Collingwood Public Library Board meeting was held Thursday, October 14, 2021 in the Videoconference at 10:15 a.m. for the specific reasons provided below.

Present:

Nina Robitaille, Chair
Margaret Adolphe, Vice-Chair
Marianne Lepa, Board Member
Peter Cathcart, Board Member
Sarah May, Board Member
Annie Schiefer, Board Member
Councillor Berman, Council Representative

Ashely Kulchycki, CEO
Stefanie Hochrein, Board Secretary

1. CALL TO ORDER

Chair Robitaille welcomed all in attendance, established quorum and then called the meeting to order at 10:15 p.m.

2. ADOPTION OF AGENDA

Res-0-2021

Moved by Marianne Lepa
Seconded by Sarah May

THAT the content of the Collingwood Public Library Board special meeting agenda for October 14, 2021 be adopted as presented.

CARRIED.

3. DECLARATIONS OF PECUNIARY INTEREST

None.

4. OTHER BUSINESS

4.1. Mandatory Vaccination Disclosure Policy

CEO Kulchycki briefly reviewed the Mandatory Vaccination Disclosure Policy and surveyed the Board for any questions. The Board confirmed delegation of authority is still with CEO Kulchycki, inquired about the legal opinion of the policy, and further discussed mandatory vaccination disclosure versus a mandatory vaccination policy.

Councillor Berman advised he will be putting forward a motion at the upcoming Council meeting regarding mandatory vaccinations.

Res-036-2021

Moved by Annie Schiefer

Seconded by Peter Cathcart

THAT the Collingwood Public Library adopt the Town of Collingwood Mandatory Vaccine Disclosure Policy pending Council approval.

CARRIED.

4.2. Simcoe County Library Services Review Report

The Board discussed the Library Services Review: Presentation by Bruce Peever, Lead Engagement Partner, and Suk Bedi, Project Manager, KPMG that was presented to the Regional Government Review - Service Delivery Task Force on Wednesday, September 29 which outlined three scenarios for Library Services going forward noting the consultant's recommendation was Option 3: to establish a new county library system.

CEO Kulchycki noted she met with other Library CEO's and suggested the Board write a letter for consideration to the Regional Government Review - Service Delivery Task Force expressing their position. The Board strongly opposed Option 3 and agreed with sending a letter that discusses the importance and value of the Collingwood Public Library noting all the services it provides to the community. Board members agreed to send feedback and comments to Chair Robitaille and Annie Schiefer as soon as possible for inclusion in the letter.

Res-037-2021

Moved by Marianne Lepa

Seconded by Sarah May

THAT the Collingwood Public Library Board supports submitting a letter to the Regional Government Review - Service Delivery Task Force in response to the Library Service Review Presentation and directs CEO Kulchycki to work with Chair Robitaille on drafting and submitting the letter.

CARRIED.

5. **In-Camera**

Item 5 was not required.

6. **ADJOURNMENT**

Moved by Marianne Lepa

THAT the meeting adjourn at 10:54 a.m. **CARRIED**

CAO

Mayor



**STRATEGIC INITIATIVES STANDING COMMITTEE
REPORT TO COUNCIL
SIC Meeting Monday, November 1, 2021**

Submitted to: Mayor and Council
Subject: Strategic Initiatives Standing Committee Meeting

RECOMMENDATION

That Council receive the Strategic Initiatives Standing Committee Report from the meeting of Monday, November 1, 2021 as presented.

Present: Mayor Saunderson
Deputy Mayor Hull
Councillor McLeod
Councillor Comi
Councillor Madigan
Councillor Doherty
Councillor Berman
Councillor Jeffery
Councillor Hamlin

Staff Present: Sonya Skinner, CAO
Amanda Pegg, Executive Director, Customer & Corporate Services
Sara Almas, Clerk
Dean Collver, Director, Parks, Recreation and Culture
Monica Quinlan, Treasurer
Peggy Slama, Director, Public Works, Engineering & Environmental Services
Summer Valentine, Director, Planning and Building Services
Ross Parr, Fire Chief
Stefanie Hochrein, Committee Secretary

1. CALL OF STANDING COMMITTEE TO ORDER

Mayor Saunderson called the Strategic Initiatives Standing Committee to order at 2:00 p.m. and Councillor McLeod provided recognition and acknowledgement of the traditional territory of the Indigenous peoples.

2. ADOPTION OF AGENDA

SIC-101-2021

Moved by Member Councillor Madigan
 Seconded by Member Councillor Berman

THAT the content of the Strategic Initiatives Standing Committee Agenda for November 1, 2021 be adopted as presented.

CARRIED.

3. DECLARATIONS OF PECUNIARY INTEREST

Councillor Jeffery declared a conflict of interest with respect to Item 7.4 HR2021-03 Non-Union and Council Compensation Review with respect to the non-union compensation component as she has an immediate family member that works on a permanent part time basis for the Town.

4. DEPUTATIONS

Affordable Housing Task Force Final Report, Nancy Esson, Chair; Marg Scheben Edey, Vice-chair and Property Subcommittee Chair; Doug Linton, Policy/Procedure Subcommittee Chair; Jack Vanderkooy, Grants/Financing Subcommittee Chair

Affordable Housing Task Force - Needs Assessment, Nick Michael, NBLC

Nancy Esson provided recognition to the Affordable Task Force Members and Staff, and reviewed the mandate of the Task Force.

Gail Michelanko reviewed the negative impacts that can be contributed to the lack of affordable, safe and secure housing in a community and the positive impacts of having adequate affordable housing, and noted how affordable housing relates to the Municipal Act, Community Based Strategic Plan, Community Safety & Wellbeing Plan, and the Municipal Economic Development Action Plan.

Nick Michael, NBLC provided a detailed overview of census data for the Town of Collingwood as it relates to affordable housing, reviewed home ownerships versus rental market statistics, and discussed affordability challenges for households noting that the data indicates that much of the housing in Collingwood is unaffordable to many households in the municipality.

Marg Scheben-Edey reviewed the Property Subcommittee recommendations with respect to Birch Street and the Johnson Trust Apartments.

Doug Linton reviewed the Policy & Procedures Subcommittee recommendations with respect to the Official Plan/Zoning By-law, increase housing supply, vision for surplus Town lands, retention for affordable housing, accessory units and secondary suites, and securing necessary resources to manage ongoing affordable housing programs and initiatives.

Jack Vanderkooy reviewed the Grants & Funding Subcommittee recommendations with respect to reserves, land trusts, policy awareness, and incentives.

Jane Walker reviewed the framework that the Task Force has put together to remain connected with and provide support for an action plan for Council regarding Collingwood's commitment to the United Nations Sustainability Goal #11.

Marg Scheben-Edey summarized the recommendations and emphasized the efforts should focus on supplying units to the local workforce of market and affordable rental housing based on incomes in the 30th to 60th percentile (\$25,200 to \$47,200), and affordable ownership housing should also be pursued as a secondary objective.

Nancy Esson reviewed next steps and recommendations for Council's consideration.

Marlene Grant, resident on Birch Street, asked various questions with respect to future redevelopment of the Johnson Trust Apartments. It was noted the Task Force's recommendations are being referred back to staff for further review and the questions will be considered by staff.

Helen Bull, on behalf of residents on Birch Street, Beech Street, Second Street, and First Street, and residents of the Johnson Trust Apartment expressed various concerns with respect to the recommendations regarding the Johnson Trust Apartments noting the petition that was circulated to Council members, and requested that she be appointed as a neighbourhood representative on a future advisory committee to work with the task force.

Christine Raddatz Ciccone, resident on Beech Street, echoed the concerns expressed by other residents regarding redevelopment of the Johnson Trust Apartments and would like to be involved in decisions going forward.

Gina Schurman echoed concerns of residents regarding the redevelopment of the Johnson Trust Apartments.

Vanessa Parnell, resident of the Johnson Trust Apartments expressed concern with where the current residents will be relocated, and inquired about consideration for townhouses versus an apartment complex.

CAO Skinner, Clerk Almas, and Treasurer Quinlan responded to various questions from the Standing Committee.

SIC-102-2021

Moved by Member Councillor Jeffery

Seconded by Member Councillor Hamlin

THAT Council direct recommendations contained within the report be referred to staff for their review and evaluation, within 3 months;

AND FURTHER THAT Council immediately authorize the following:

THAT Council direct the recommendations regarding the future of the Johnson Trust Apartments be referred to staff to further investigate and develop an appropriate strategy for it's redevelopment at the existing site with potential mixed used

commercial, with a focus on market and affordable rental units (within the 30th to 60th tenant income decile), for Council's consideration within 6 months;

CARRIED.

SIC-103-2021

Moved by Member Councillor Jeffery
Seconded by Member Councillor Hamlin

THAT Council direct staff to include the requests to establish a reserve fund and land trust in the 2022 Budget Deliberations;

CARRIED.

SIC-104-2021

Moved by Member Councillor Jeffery
Seconded by Member Councillor Hamlin

THAT Council direct all recommendations pertaining to the Official Plan (OP) and Zoning By-law (ZB) be referred immediately to Staff and Consultants for review and evaluation in the new updates being considered by Council;

CARRIED.

SIC-105-2021

Moved by Member Councillor Jeffery
Seconded by Member Councillor Hamlin

THAT Council support in principle the proposed vision with respect to any future initiative(s) that pertains to the UN Sustainability Goal #11 and affordable housing;

CARRIED.

Moved by Councillor Jeffery
Seconded by Councillor Hamlin

THAT Council include in the 2022 Budget the hiring of an Affordable Housing Planning Specialist;

SIC-106-2021

Moved by Member Councillor McLeod
Seconded by Member Councillor Hamlin

AMENDMENT: THAT the motion include "consideration of" an Affordable Housing Planning Specialist.

CARRIED.

SIC-107-2021

Moved by Member Councillor Jeffery
Seconded by Member Councillor Berman

AMENDMENT: AND FURTHER THAT alternatives be considered regarding a point person identified within the Planning Department and/or a contractual arrangement, and that training dollars be allocated to provide cross departmental education for critical progress on the Affordable Housing Task Force initiatives.

CARRIED.

SIC-108-2021

Moved by Member Councillor Jeffery
Seconded by Member Councillor Hamlin

THAT Council include in the 2022 Budget the consideration of hiring of an Affordable Housing Planning Specialist;

AND FURTHER THAT alternatives be considered regarding a point person identified within the Planning department and/or a contractual arrangement, and that training dollars be allocated to provide cross departmental education for critical progress on the Affordable Housing Task Force initiatives.

CARRIED.

SIC-109-2021

Moved by Member Councillor Jeffery
Seconded by Member Councillor Hamlin

AND FURTHER THAT Council immediately establish an Affordable Housing Advisory Committee to advise and assist, where appropriate, with the recommendations contained within this report, and the mandate of the Task Force be extended during the transition;

CARRIED.

SIC-110-2021

Moved by Member Councillor Jeffery
Seconded by Member Councillor Hamlin

AND FURTHER THAT Council refer the 'other critical recommendations' to staff for review and report back to Council within 3 months on the timelines for consideration and implementation.

CARRIED.

5. Interim Control By-law Updates

Update on Water Capacity and Land Use Planning Study, CAO Skinner

CAO Skinner provided a brief update on Water Capacity and Land Use Planning Study.

6. CONSENT AGENDA

SIC-111-2021

Moved by Member Councillor Hamlin
Seconded by Member Councillor Madigan

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.

6.1 Collingwood Youth Centre - 2022 Budget Letter of Request

CARRIED.

SIC-112-2021

Moved by Member Councillor Hamlin
Seconded by Member Councillor Comi

THAT the \$25,000 funding request from the Collingwood Youth Centre be included in the 2022 budget discussion.

CARRIED.

7. STAFF REPORTS

HR2021-03 Non-Union and Council Compensation Review

Manager McCuaig and Executive Director Pegg provided background to the Non-Union and Council Compensation Review and introduced Jane Mizanski, Senior Consultant Gallagher Benefit Services (Canada) Group Inc.

Jane Mizanski provided an overview of the project mandate and background to the assignment, reviewed components of a compensation policy, developing pay program, and the project approach overview, noted internal equity and pay equity, discussed the external market review, and provided an overview of the proposed salary grid and recommendations for Council's consideration.

Jane Mizanski also reviewed the project mandate for Council remuneration, discussed the external market review, and provided an overview of the market observations and recommendations for Council's consideration.

Due to the length of the meeting, the Standing Committee agreed to defer the discussion and recommendation to the Special Strategic Initiatives Standing Committee (Budget) meeting on Friday, November 5.

CAO2021-13 Collingwood Judicial Inquiry (CJI) One Year Anniversary of the Release of the CJI Report

This item was deferred and will be added to the Special Strategic Initiatives Standing Committee meeting on Wednesday, November 10.

CAO2021-14 Contract for Collingwood Policing - Renewal or Extension of Agreement with OPP

This item was deferred and will be added to the Special Strategic Initiatives Standing Committee meeting on Wednesday, November 10.

T2021-21 2021 Q3 Financial Report

This item was deferred and will be added to the Special Strategic Initiatives Standing Committee (Budget) meeting on Friday, November 5.

8. DEPARTMENTAL UPDATES/DISCUSSION

None.

9. OTHER BUSINESS

None.

10. PUBLIC DELEGATION(S) (maximum 5 minutes per delegation)

None.

11. ADJOURNMENT

Moved by Councillor Jeffery

THAT the meeting of the Strategic Initiatives Standing Committee be hereby adjourned at 5:17 p.m. **CARRIED.**



Town of Collingwood

Affordable Housing Task Force

Presentation to SIC: November 1, 2021

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01 Executive Summary

02 Acknowledgements

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07 Summary

08 Next Steps



Town of Collingwood

Affordable Housing Task Force

Land Acknowledgement

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 cared for their families and communities, the way we now seek to care for ours. The Town of Collingwood acknowledges the Lake Simcoe-Nottawasaga Treaty of 1818 and respects all of the Nation-to-Nation agreements that have formed relationships with the original inhabitants of Turtle Island; the reality of our shared history; the current contributions of Indigenous people within our community and seeks to continue empowering expressions of pride amongst all of the diverse stakeholders in this area, we seek to do better, to continue to recognize, learn, and grow, in friendship and community, Nation-to-Nation.



Town of Collingwood

Affordable Housing Task Force

Volunteer & Staff Acknowledgement

The Affordable Housing Task Force was established by Council in March 2021. This volunteer team has dedicated their time, energy and expertise weekly throughout the last seven months to ensure that all avenues, opportunities and tools were explored and examined to help Council in identifying options to initiate real change in the local and regional housing crisis.

Special thanks to the entire team consisting of:

Nancy Esson, Chair

Marg Scheben-Edey, Vice Chair & Chair, Property Sub-Committee

Doug Linton, Member & Chair, Policy and Procedures

Jack Vanderkooy, Member & Chair, Funding/Grant/Social Finance Sub-Committee

Kelly Caldwell, Member

Gail Michelanko, Member

Jane Walker, Member

Council Members: Deputy Mayor Keith Hull, Councillor Kathy Jeffery, Councillor Yvonne Hamlin

Former member contributors: Robert Voigt, Vice Chair, Steffi Williams, Member & Keera Legere, Member

Staff: Planner Nathan Wukasch, Clerk Sara Almas, Committee Coordinator Stefanie Hochrein



Task Force – Council Authorized Mandate

The Affordable Housing Task Force will advise Council and take leadership action on the following matters:

- Investigate opportunities and make a recommendation to Council regarding the Town owned lands on Birch Street (with input from the Rotary Club)
- Monitor and make recommendations to local planning policies that are underway as well as a regional focus to closely monitor and provide recommendations to increase affordable housing options.
- Explore and make recommendations regarding current grant / funding opportunities for affordable housing development: new, renovation and conversions.
- Remain connected with and provide support for an action plan for Council regarding Collingwood's commitment to the United Nations Sustainability Goal #11 pertaining to safe and affordable housing.



Town of Collingwood

Affordable Housing Task Force

Executive Summary

Housing is a fundamental and universal human right (Universal Declaration of Human Rights: Article 25(1)). Everyone needs and deserves a safe, adequate and suitable home that is affordable to them.

Municipalities, Provinces and the Federal Government are continually challenged on the need to ensure everyone has access to affordable housing to them. Quite often it gets pushed to the highest government authority to 'deal with'. Affordable Housing is not regularly seen as a local municipal issue that is within the jurisdiction of municipalities, and in particular, lower tier municipalities like the Town of Collingwood. However, action can occur at all levels of government and sometimes municipalities do need to take a lead. The Affordable Housing Task Force has identified a number of recommendations that can and should be driven at the local level, to lead by example, and make impactful change for our municipality and the Southern Georgian Bay Region. The COVID-19 pandemic has exacerbated housing struggles for the Town of Collingwood from the influx of people wishing to relocate to the area from large urban centers inflating housing costs as well as existing residents trying to live within their means with an appropriate and affordable place to live.

The lack of affordable housing is making it difficult for local employers to attract and retain workers, with some employers incurring costs in order to house or transport their workers. Additional economic pressure related to residential activity is also increasing the development of low-rise housing forms, which are not attainable.

In Collingwood, and in South Georgian Bay more generally, there is little incentive for the private sector to supply lower cost housing. The rising costs of construction, servicing, municipal fees, and the time associated with approvals are additional barriers to creating housing that is attainable to the local work force. In addition, historically low interest rates make more expensive housing seem more attainable.



Town of Collingwood

Affordable Housing Task Force

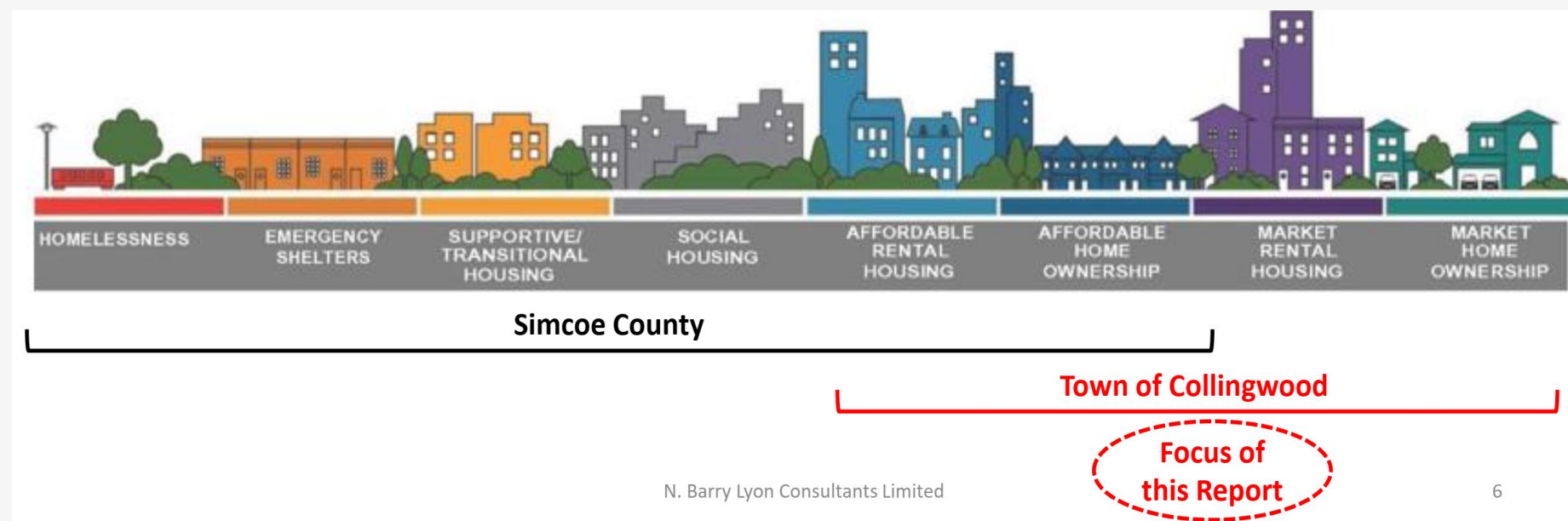
Recommended Objectives

As the Town continues to grow, affordability challenges will worsen if housing supply does not adequately grow and respond to the need. Efforts should focus on market and affordable rental housing. Affordable ownership housing should also be pursued as a Secondary objective.

Both market and affordable rental should seek to deliver a broad spectrum of units given the demand characteristics of those in Core Housing Need. A focus on one and two-bedroom units is appropriate, as well as housing for seniors. This will address the Core Housing Need characteristics:

- Older households, seniors, lone-parent and one-person households, households with children, and immigrant households.

The Housing Continuum – Collingwood Focus



Town of Collingwood

Affordable Housing Task Force

Through agonizing stories that many of the local housing support providers are hearing and trying to address, police and by-law accounts of homelessness concerns growing, alarming waiting lists for rental units both affordable and market based housing, and soaring costs/real estate for homeownership and rental units; **It's apparent that further action is required at all levels.**

The Affordable Housing Task Force undertook significant learning and research throughout the last eight months, together with the with the assistance of NBLC Consultants Limited ('NBLC') for their data collection and policy expertise. The recommendations set out herein are being collectively identified for Collingwood Council's immediate action that will require continued Affordable Housing expertise if the municipality truly wants to make an actionable difference for our community, people, socio-economic health and prosperity.

A comprehensive set of recommendations and action items have been developed within the 4 AHTF Mandate Areas in addition to other critical recommendations that Council should embrace. The AHTF appreciates that the recommendations are detailed and require additional staff and external expertise to thoroughly evaluate costs, program impacts and integration in the full departmental and corporate objectives of the Municipality. In light of the critical local housing crisis, serious consideration should be given to all recommendations in a timely manner. Recommendations such as the next steps regarding the Johnson Trust Apartments, hiring an Affordable Housing Planning Specialist and establishing an Affordable Housing Advisory Committee are critical and we demand Council's immediately support and.

"When is the dam going to break? Or has it already and nobody noticed?" - Survey respondent



Town of Collingwood

Affordable Housing Task Force

Why It Matters

Access to affordable housing is a municipal issue too! Municipality's are the level of government closest to the people and the benefits of having adequate housing for all contributes to the economical, cultural, sustainable and wellbeing vibrancy of the community. What can Municipalities do: Ensure appropriate planning and building controls are in place to increase housing options and integration, establish financial incentives and support, advocate to upper levels of government and establish necessary by-laws and policies to support housing affordability.

In accordance to the Municipal Act, 2001, s.o. 2001 as amended Section 11(1) & 11(2), provides:

A municipality (lower & upper tier) may provide any service or thing that the municipality considers **necessary or desirable for the public;**

A municipality (lower & upper tier) may pass by-laws, respecting the following matters:

- Economic, social and environmental well-being of the municipality
- Health, safety and well-being of persons.
- Protection of persons and property, including consumer protection.

In 2015, approximately 55% of renters were living in affordable shelter and, 1600 households were in core housing need. What might that number be today

"I believe in change. I believe in the power it has to unite us and ignite us." Uzo Adulba



Town of Collingwood

Affordable Housing Task Force

Why It Matters

Community Based Strategic Plan (CBSP)

Goal: Support & Manage Growth and Prosperity

Action: Deliver and Implement Economic Action

Goal: Enhance Community Well-being and Sustainability

Action: Support Healthcare, social services and community groups in South Georgian Bay in the identification of gaps and collaboration on solution.

Action: Enhance Community Safety & Wellbeing

Collingwood's Weakness "Lack of supply of attainable/affordable housing & Increasing social polarization and gap between rich and poor"

Collingwood's Threats "affordable housing ... economic downtown"

Community Safety & Wellbeing Plan - South Georgian Bay and Springwater (CSWBP)

Area of Risk: Housing [one of eight areas of risk]

Action: We are committed to addressing the need for housing that is affordable and attainable and to support people so that they remain housed. We will do this by: Identifying, then mapping out a 'Comprehensive Continuum for Housing Stabilization Supports' framework (e.g. housing, clinical and complementary supports), increasing the capacity to best utilize available tools to support the development of affordable / attainable housing, identifying impact metrics related to housing stability to contribute to an overarching CWSB scorecard.



Town of Collingwood

Affordable Housing Task Force

Why It Matters

Economic Development Action Plan (EDAP)

EDAP identifies affordable housing as being essential for sustainable growth and the affordability crisis as a barrier to economic growth.

Objective: Attract the workforce we need:

Demographics show that Collingwood has a strong need for more young people in the workforce, especially 20- to 39-year-olds with technical knowledge and abilities. This demographic fills entry-level positions at local businesses. As they acquire more skills, graduating to progressively more senior responsibilities, their wages increase and make buying a home in Collingwood viable. We need to make rental accommodation more attainable for the skilled workers of tomorrow.

Address the need for attainable accommodation with a broader, long-term Housing Strategy, informed by the Housing Options Official Plan Update Discussion Paper published in July 2020

With local employment figures much higher than the provincial average, Collingwood has an acute labour shortage. It's not a new problem. The Collingwood Vision 2020 report, published in 2000, identified this as a growing issue caused in part by a lack of affordable rental housing. At the time, the average cost of a one-bedroom apartment in Collingwood was \$578 per month. Today, it's upwards of \$1,500. As a result, area businesses are concerned; some have had to curtail operations for want of workers.

A significant amount of new accommodation inventory is necessary, especially that which is attractive to a younger age bracket.



Town of Collingwood

Affordable Housing Task Force

Why It Matters

Negative impacts that can be contributed to the lack of affordable, safe and secure housing in a community leads to:

- Homelessness, encampments
- Physical and mental health impacts
- Sacrifices in the quality of one's diet;
- Sacrifices in care for health, vision and dental issues;
- Households forced to work extra hours to cover housing costs
- Sharing of housing leading to overcrowded living conditions.
- Households that move frequently due to high housing costs can be challenged to maintain social networks and take advantage of employment opportunities. Children in such households are particularly vulnerable to stress, health problems, and educational disadvantages that ultimately perpetuate the poverty cycle.
- Housing instability can jeopardize children's performance and success in school, leading to lasting achievement gaps, while a stable environment contributes to improved educational outcomes
- Residents with high housing costs will have less discretionary money to spend on goods and services. That means less money being spent on local businesses and less opportunity for business growth.
- Loss of labour force and inability to attract new labour force
- Loss of businesses due to high rents and labour force costs



Positive impacts that can be attributed to adequate of affordable, safe and secure housing in a community leads to:

- Improves and supports community wellbeing and vibrancy
- It reduces the incidence of homelessness
- It creates housing stability which in turn improves education access and outcomes
- It improves health, reducing strain on health and social services
- It supports population diversity and equality.
- It reduces crime rates and food insecurity.
- It improves economic sustainability through labour force stability and productiveness and contributes to increased consumer spending.
- Having enough money after providing for basic needs may mean someone can attend a concert, buy a piece of art, shop in a local store or go out for dinner.

** This information has been excerpted from the Simcoe County Alliance to End Homelessness (South Georgian Bay) Regional Housing Task Force report, October 2021*



Insight & Data

Environmental Scan

Town of Collingwood

Affordable Housing Task Force

Affordable Housing Definition – Provincial Policy Statement

Affordable Ownership Housing - the least expensive of:

1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or
2. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the regional market area;

Affordable Rental Housing - the least expensive of:

1. a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or
2. a unit for which the rent is at or below the average market rent of a unit in the regional market area.

Low and Moderate Income Households:

1. Households with incomes in the lowest 60 percent of the income distribution.



Town of Collingwood

Affordable Housing Task Force

Affordable Housing definitions used in this report

Studies of this nature typically focus on:

- The 30% of income calculation.
- Low-income refers to households in the first three income deciles (lowest 30 percent of the income distribution).
- Moderate-income refers to households between the 4th and 6th income decile.
- High-income refers to households in the 7th income decile and above.



Town of Collingwood

Affordable Housing Task Force

Census Data Key Indicators: Income

- Total incomes in the Town have increased, with renter household incomes increasing at a quicker rate than ownership households.
- However, the income of renter households remain well below owner households. In fact, owner incomes are nearly **twice** as much as renter incomes.
- Over 70% of renter households earn less than \$60k, with 20% earning less than \$20k. The inverse is true for ownership households, with over 34% earning more than \$100k.

Source: N. Barry Lyon Consultants Limited



Town of Collingwood

Affordable Housing Task Force

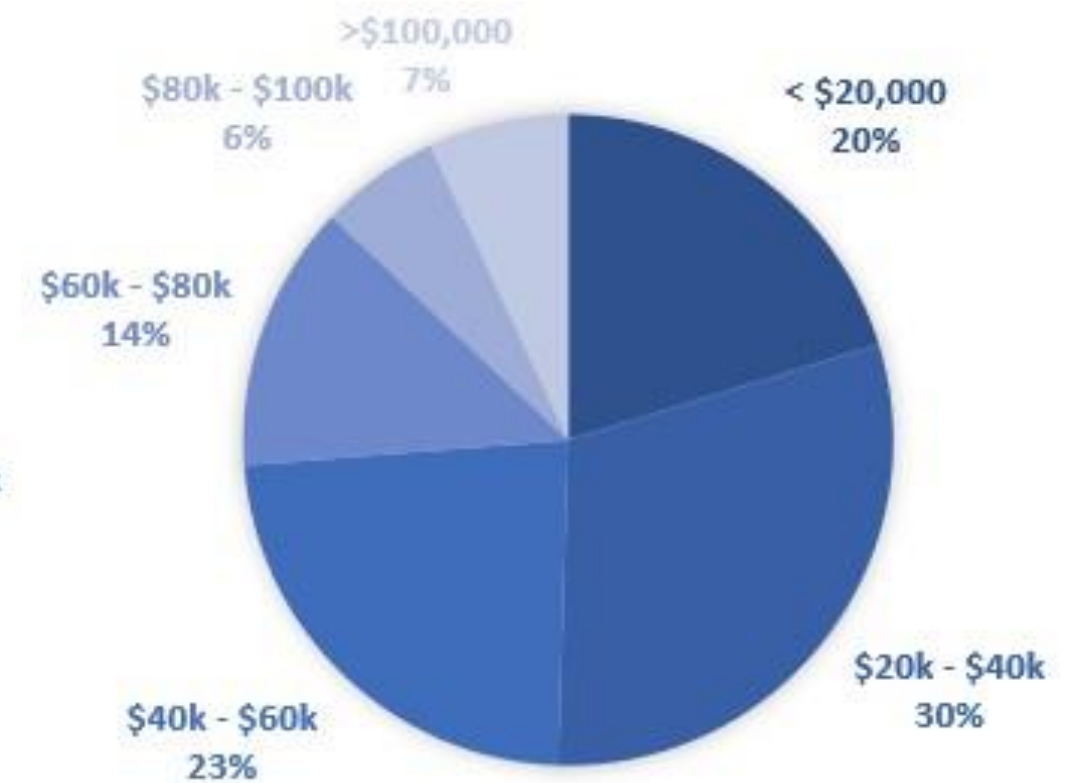
Census Data Key Indicators: Income

Average Household Income Before Taxes (2006 - 2016)		
Year	Income	% Change 06 - 16
All Households		
2006	\$68,470	
2011	\$72,915	
2016	\$82,216	20.1%
Owner Households		
2006	\$80,225	
2011	\$83,120	
2016	\$94,314	17.6%
Renter Households		
2006	\$38,242	
2011	\$41,280	
2016	\$48,271	26.2%

Source: CMHC Housing Portal Census



Owner Income Distribution



Renter Income Distribution

Source: N. Barry Lyon Consultants Limited



Town of Collingwood

Affordable Housing Task Force

Census Data Key Indicators: Income Growth by Deciles and Tenure

- The data in this chart sorts owner and renter households by income deciles. Data was received through a special request from Statistics Canada.
- Data by decile group and tenure further illustrates income disparity between owners and renters.
- Owners earn significantly more than renter households across every decile and the gap is widening.

Income Growth by Decile Group for Town of Collingwood						
Decile	2016		2006		% Change	
	Owner	Renter	Owner	Renter	Owner	Renter
1	\$26,400	\$14,400	\$19,800	\$12,100	33%	19%
2	\$39,600	\$20,000	\$31,800	\$17,000	25%	18%
3	\$52,400	\$25,200	\$40,400	\$19,400	30%	30%
4	\$64,500	\$33,200	\$48,800	\$25,400	32%	31%
5	\$76,500	\$39,600	\$58,800	\$31,200	30%	27%
6	\$90,000	\$47,200	\$69,000	\$37,200	30%	27%
7	\$109,000	\$56,000	\$82,000	\$44,400	33%	26%
8	\$133,000	\$68,000	\$100,000	\$54,000	33%	26%
9	\$174,000	\$88,000	\$131,000	\$76,500	33%	15%

Source: N. Barry Lyon Consultants Limited



Town of Collingwood

Affordable Housing Task Force

Affordability Thresholds Based on Provincial 30% Definition

- The data in this chart displays the maximum purchase price and rental rate each decile group could afford based on the Provincial definitions found earlier in this report.
- In addition to affordability challenges, other barriers to entry will include:
 - Availability of units at these price points
 - Rental Housing: First and Last Month Rent
 - Ownership Housing: Down payment, other closing costs

Household Incomes in Town of Collingwood and Affordability Thresholds					
	Decile Group	Owner Income (2021 estimate)	Renter Income (2021 estimate)	Affordable Rental Rate (monthly)^	Affordable Purchase Price^^
Low Income	1st	\$28,900	\$15,764	\$394	\$83,331
	2nd	\$43,351	\$21,894	\$547	\$134,231
	3rd	\$57,363	\$27,587	\$690	\$189,635
Moderate Income	4th	\$70,609	\$36,345	\$909	\$248,642
	5th	\$83,746	\$43,351	\$1,084	\$313,956
	6th	\$98,524	\$51,671	\$1,292	\$390,981
High	7th	\$119,324	\$61,304	\$1,533	\$486,023
	8th	\$145,597	\$74,441	\$1,861	\$627,911
	9th	\$190,480	\$96,335	\$2,408	\$896,823

Notes/Source: ^Assumes 30% of gross income is available for monthly rent. ^^Assumes 30% of gross income is available for accommodation costs. Accommodation costs include mortgage (25 years, 4% fixed 5-year rate, 10% downpayment, 1.14% property tax payment).

Source: N. Barry Lyon Consultants Limited



Ownership Housing Resale Data (YTD July 2021)

Median Price:

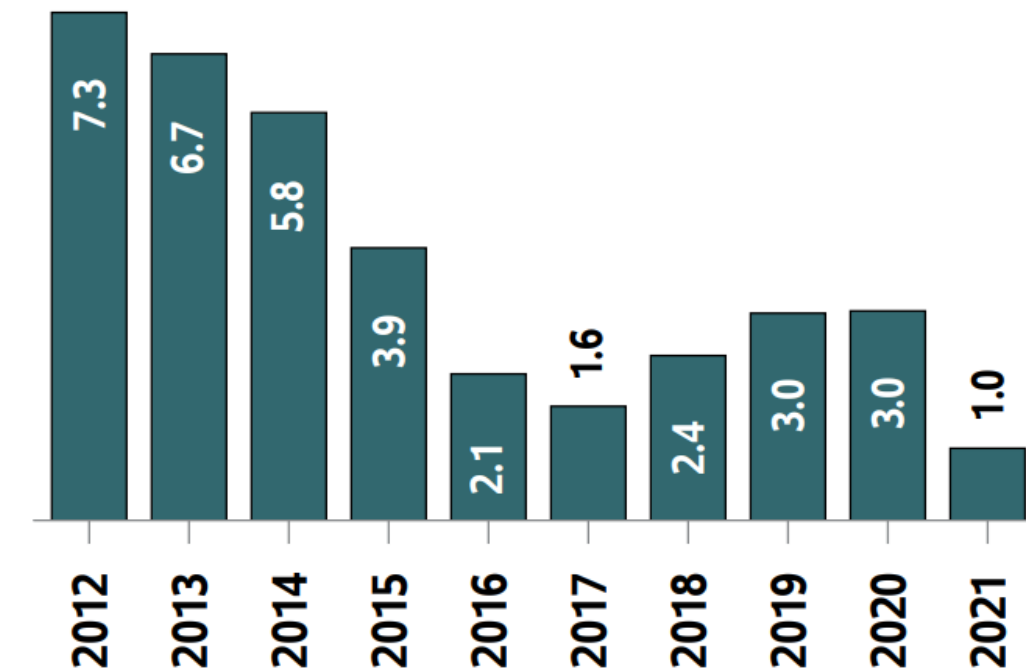
- Single-Family: \$815,500 (up 214% since 2011, 40.5% since last year)
- Condo Townhouse: \$646,723 (up 188% since 2011, 57.7% since last year)
- Condo Apartment: \$547,900 (up 163% since 2011, 39.2% since last year)

Median Days on Market:

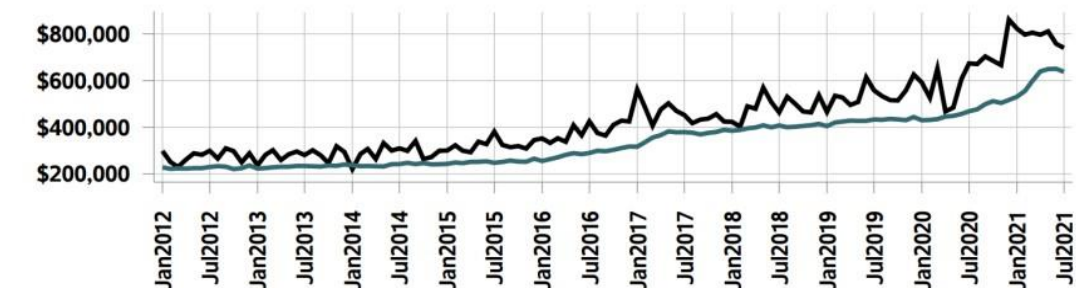
- Single-Family: 2021 – 8.0 days | 2020 – 26 days | 2016 – 20 days
 - Condo Townhouse: 2021 – 6.0 days | 2020 – 23 days | 2016 – 24 days
 - Condo Apartment: 2021 – 9.0 days | 2020 – 26.5 days | 2016 – 26 days
- All homes types are increasing in price rapidly, selling quickly, with decreasing supply / months of inventory.

Demand appears to be outpacing supply.

**Graphs are all housing types:
Months of Inventory ²(July Year-to-date)**



MLS® HPI Composite Benchmark Price and Average Price



Source: Southern Georgian Bay Western District Residential Market Activity and MLS® Home Price Index Report July 2021



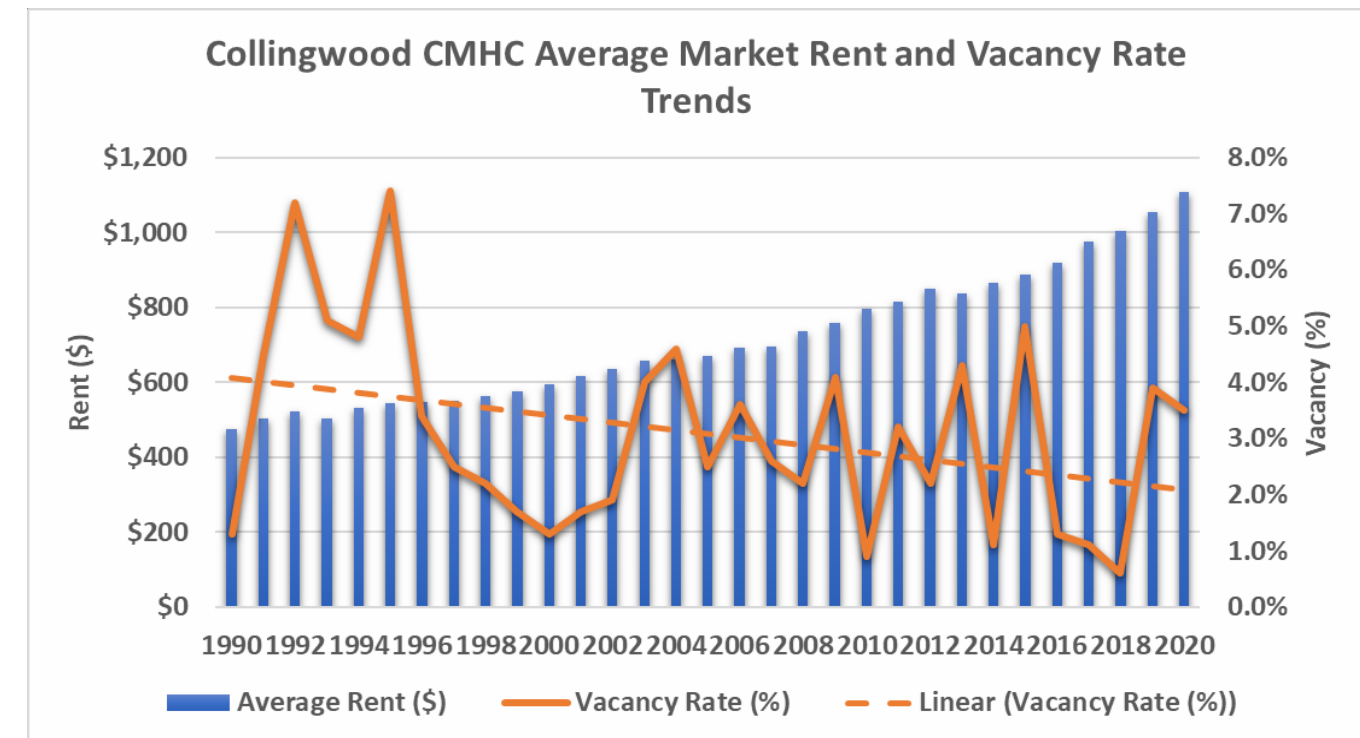
Town of Collingwood

Affordable Housing Task Force

Rental Housing – CMHC Average Market Rent & Vacancy Rate

- CMHC Average Market Rent (“AMR”) provides a high-level estimate of average rents in a municipality. It provides a useful indication of how overall rents and vacancy rates are trending. Includes all rental units, newly leased and long-term “rent controlled” units. Is not indicative of actual **Market Rents**.
- As illustrated, rents have been increasing year over year, while vacancy has been decreasing.
- Average rents have increased 134% since 1990 (average annual increase of 3%). Rents have been increasing more rapidly in recent years, averaging over 5% since 2016.
- The vacancy was around 1% between 2016 – 2018, but increased to over 3% the past two years. Some of this is likely explained by the recent affordable rental project, as well as COVID-19. Of note, vacancies are lower for buildings built between 1960 -1979 (1.4%) and 1980-1999 (2.6%) – likely because they are more affordable.

Source: N. Barry Lyon Consultants Limited



Collingwood Average Market Rent and Vacancy Rate October 2020		
Bedroom Type	Average Market Rent	Vacancy Rate
Bachelor	\$993	-
One-Bedroom	\$1,003	4.4%
Two-Bedroom	\$1,192	-
Three-Bedroom	-	-
Total	\$1,109	3.5%

Source: CMHC Housing Portal



Town of Collingwood

Affordable Housing Task Force

Affordability Gap Analysis

- The following table presents the income deciles (by tenure) and affordability thresholds of each decile group demonstrated earlier in this report (Page 13). It also illustrates the typical price/rent of housing options in the Town (Pages 14-22).
- Red** indicates the home is unaffordable and **Green** indicates the home is affordable to that decile group.
- As illustrated, most new ownership homes and rental apartments/homes are unaffordable to households below the 7th income decile.
- Also of note, 100% of the CMHC AMR is only affordable to renter households below the 6th income decile (important when selecting an affordability target for any new housing program).

Source: N. Barry Lyon Consultants Limited

Ownership Housing Affordability Gap Analysis										
Income Decile		1	2	3	4	5	6	7	8	9
Affordability Threshold		\$83,331	\$134,231	\$189,635	\$248,642	\$313,956	\$390,981	\$486,023	\$627,911	\$896,823
Housing Type	Purchase Price									
Single-Family Resale	\$815,000									
Condo Townhouse Resale	\$646,723									
Condo Apartment Resale	\$547,900									
Single-Family New (high range)	\$557,900									
Single-Family New (low range)	\$829,900									
Condo Apartment New 1BR	\$340,000									
Condo Apartment New 2BR	\$470,000									

Rental Housing Affordability Gap Analysis										
Income Decile		1	2	3	4	5	6	7	8	9
Affordability Threshold		\$394	\$547	\$690	\$909	\$1,084	\$1,292	\$1,533	\$1,861	\$2,408
Housing Type	Monthly Rental Rate									
CMHC Apartment Bachelor	\$993									
CMHC Apartment 1BR	\$1,003									
CMHC Apartment 2BR	\$1,192									
Market Apartment Bachelor	\$942									
Market Apartment 1BR	\$1,351									
Market Apartment 2BR	\$1,640									
Market Apartment 3BR	\$1,750									
Market SF Attached 2BR	\$1,467									
Market SF Attached 3BR	\$1,957									
Market SF Detached 2BR	\$1,785									
Market SF Detached 3BR	\$2,316									
Shared Accomodation	\$724									





Core Housing Need: Definition

- CMHC has utilized census data to assess households in Core Housing Need within municipalities across the province.
- A household is in Core Housing Need if its housing does not meet one or more standards for housing:
 - **Affordability:** Household is spending more than 30% of before-tax household income.
 - **Adequacy:** Home requires major repairs.
 - **Suitability:** Home size is not adequate to the household size (i.e. family of 5 living in a 2-bedroom home).
 - Adequate housing does not require any major repairs, according to residents. Suitable housing has enough bedrooms for the size and make-up of resident households. Affordable housing costs less than 30 per cent of before-tax household income.
- In addition to providing total count of households experiencing Core Housing Need, CMHC provides specific data points to help identify the characteristics and socioeconomic indicators of these households.
- The following section provides an overview of this data to help the Town of Collingwood understand the needs of those experiencing affordability challenges.
- All data comes from the Canadian Census and CMHC Housing Portal for the Town of Collingwood Census Subdivision.

Source: N. Barry Lyon Consultants Limited



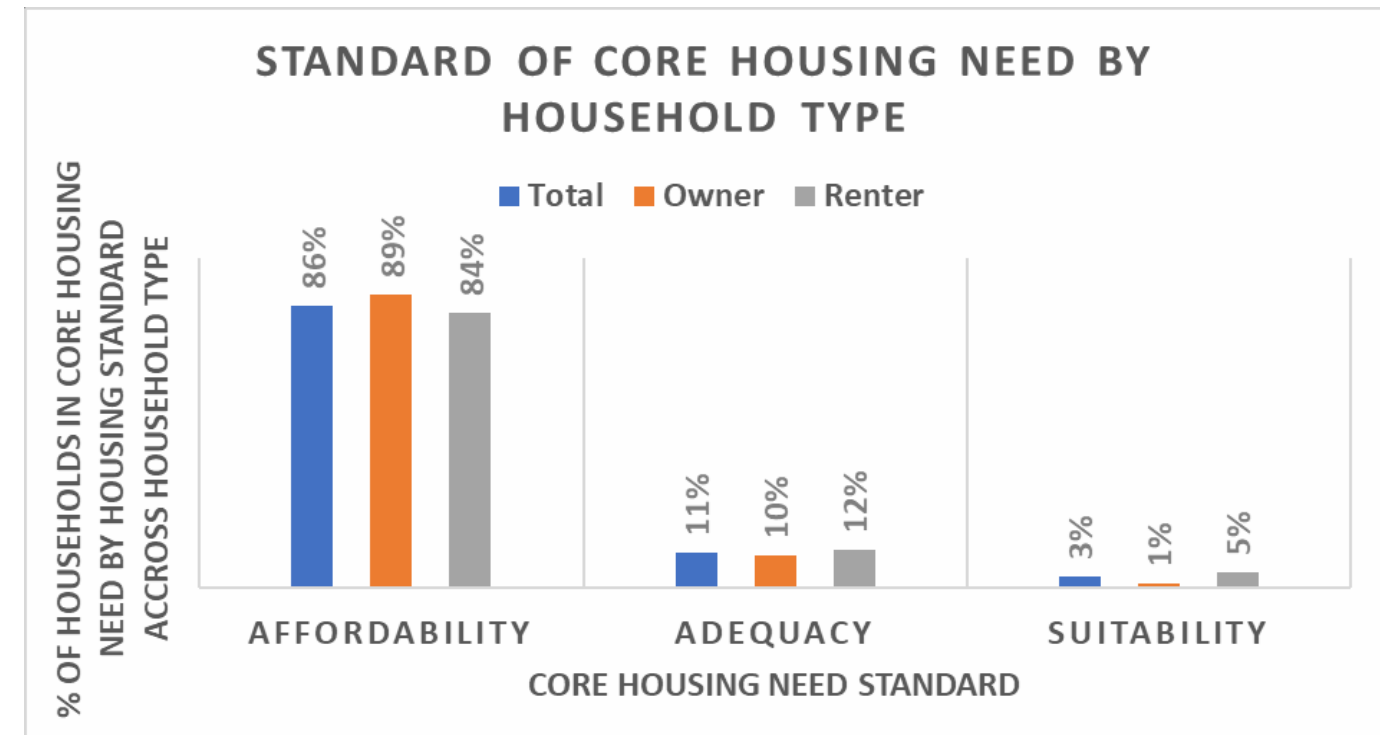
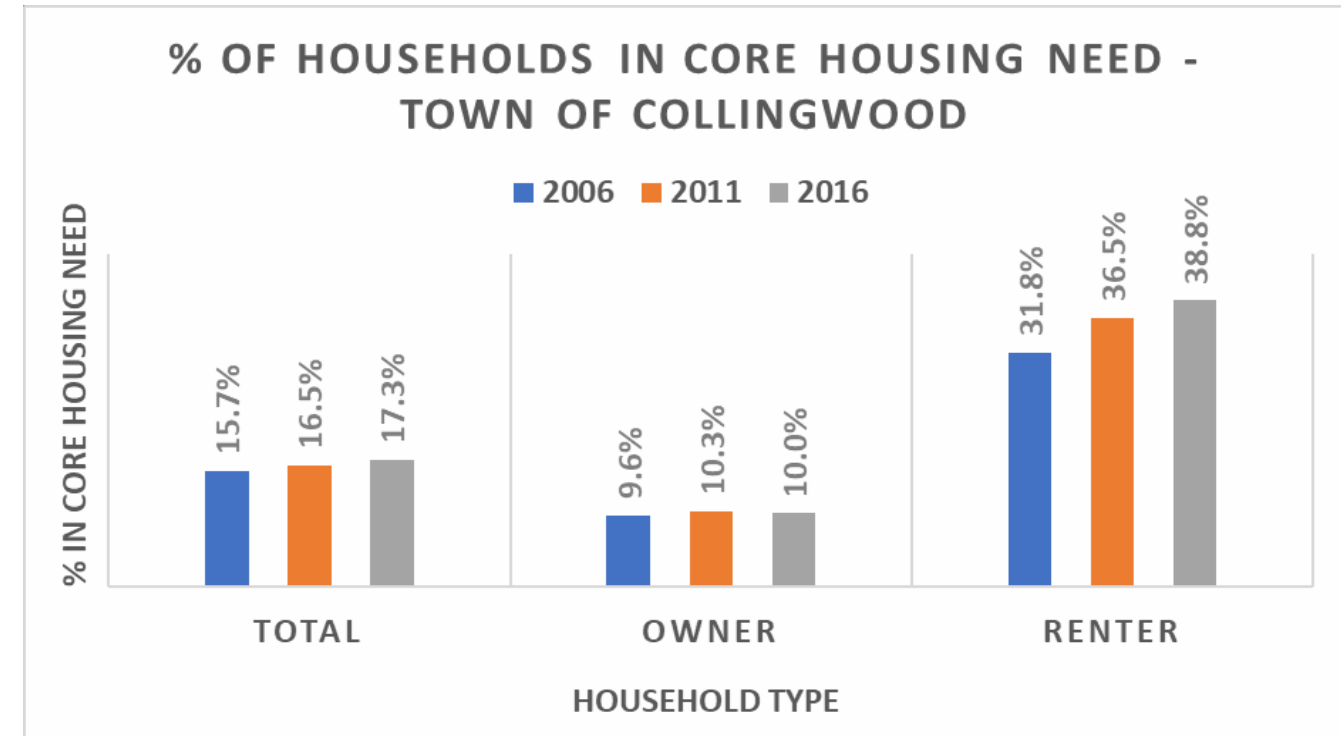
Town of Collingwood

Affordable Housing Task Force

Households in Core Housing Need: # of Households

- Households in core housing need have been increasing every census period since 2006.
- Significantly more renter households in core housing need than owners.
- Ownership households in core housing need has been relatively stable since 2006.
- Renter households in core housing need has been rapidly increasing.
- 0% of the surveyed households in core housing need indicate that affordability is the only challenge. This means these households are not only spending too much on housing costs, but also the home is either not suitable or adequate to their needs.
- Vast majority of households in Core Housing Need (84% - 89%) is due to affordability standard. Adequacy is next most common standard for all household types (10%-12%).
- For rental households, suitability and adequacy represent a statistically significant result. These households are likely paying too much for housing, in addition to living in a home that requires major repairs and is not suitable to them.

Source: N. Barry Lyon Consultants Limited



Town of Collingwood

Affordable Housing Task Force

Core Housing Need: Households Characteristics

- Renter households have higher incidence of core housing need across all characteristics. Key renter groups include:
 - Older households (65 and over) and households with at least one-senior.
 - Lone-parent and one-person households.
 - Households with a child.
 - Recent immigrants.
 - Households with activity limitations.
- While certain owner groups will also face affordability challenges, clearly a larger need to address renter households across a variety of incomes and characteristics.
- Since 2006, the following renter groups have experienced a 10% growth in core housing need:
 - Those age 35 - 64
 - One-person households
 - Immigrants and recent immigrants

Source: N. Barry Lyon Consultants Limited

Households in Core Housing Need by Household Characteristics						
Year	2016		2011		2006	
Tenure	Owner	Renter	Owner	Renter	Owner	Renter
Total - % Households in Core Housing Need	10%	39%	10%	37%	10%	32%
Age of Primary Household Maintainer						
15 to 24 years	0%	37%	0%	0%	0%	33%
25 to 34 years	8%	30%	13%	25%	16%	33%
35 to 44 years	8%	38%	10%	38%	13%	27%
45 to 54 years	8%	33%	12%	43%	7%	22%
55 to 64 years	9%	40%	9%	32%	9%	31%
65 years and over	12%	49%	9%	40%	9%	44%
Household Type						
Couple with children	3%	26%	5%	30%	4%	21%
Couple without children	5%	17%	3%	23%	3%	16%
Lone-parent household	15%	47%	21%	46%	21%	48%
One-person household	22%	55%	23%	43%	19%	39%
Household has at least one senior (65 or older)	12%	47%	9%	39%	8%	39%
Household has at least one child less than 18 years old	6%	43%	10%	46%	13%	39%
Immigration Status						
Non-immigrant	9%	39%	10%	35%	10%	33%
Immigrant	14%	37%	15%	47%	9%	22%
Recent immigrants (landed 2011-2016)	67%	67%	0%	0%	0%	0%
Household Characteristics						
Household has at least one person with activity limitations	11%	44%	13%	41%	14%	37%
Aboriginal Households						
Aboriginal households	9%	38%	0%	18%	0%	36%

Source: CHC Housing Portal Core Housing Need Analysis for Collingwood. Red indicates variable is above overall average for tenure.

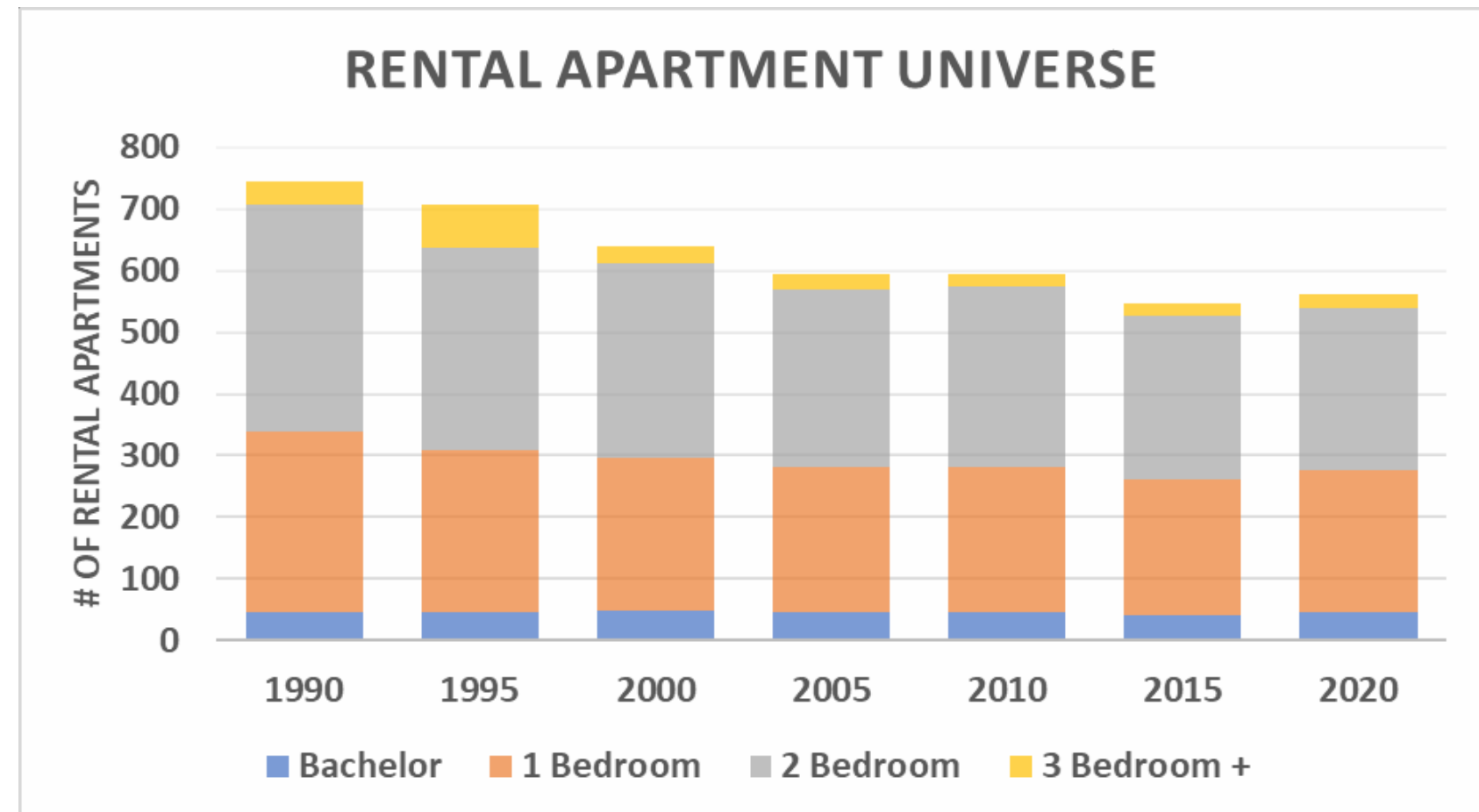


Town of Collingwood

Affordable Housing Task Force

The Rental Market is Shrinking

- Collingwood has added only 213 new rental units since 2008 (6% of all housing completions), with 147-units being associated with the Simcoe County Second Street affordable housing development.
- Despite the above, the Town's rental universe has decreased by 181 total rental units since 1990, with the vast majority being one and two-bedroom units.



Source: N. Barry Lyon Consultants Limited



Town of Collingwood

Affordable Housing Task Force

Economic Impacts

Here are some important excerpts from **the Economic Development Action Plan** (approved October 2020)

- Collingwood’s population is growing quickly, with more than 10,000 new full-time and seasonal residents expected to be living in the town by 2031. In order to maintain its small-town essence, Collingwood must provide jobs for the majority of its residents locally.
- This will require creating more than 1,500 local jobs in the next 10 years in a moderate growth scenario. Up to 3,000 jobs would be more consistent with historic trends and account for the town’s future commercial development and the high number of jobs required to support both the tourism industry and population growth.

Source: N. Barry Lyon Consultants Limited

Collingwood Forecast Population and Employment Growth (2006–2031)

	2006	2016	2031	2006–2016 Growth	2016–2031 Growth
Collingwood Population	18,000	22,469	33,400	4,469	10,931
Collingwood Employment	10,800	11,942	13,500	1,142	1,558
Activity Rate				26%	14%

Source: Collingwood Growth Management Official Plan Update, Discussion Paper, July 2020



Town of Collingwood

Affordable Housing Task Force

Insight & Data Summary

- **Low to Moderate Income Rental: 916 rental households in Core Housing Need**
- **Moderate Income Ownership Housing: 683 owner households in Core Housing Need**
- **Based on growth forecast to 2031, assumption that rental housing will account for 20% of households growth (trend since 2006), and Core Housing Need remains at 2016 level (38.8% of renter households) – the number of renter households in Core Housing Need will increase to nearly 1,700.**
- **The above is also likely an underestimate, as continued increases to rental rates will likely place more renter households in Core Housing Need, which has been the case in Collingwood since 2006 with this group increasing by 300.**
- The data indicates that much of the housing in Collingwood is unaffordable to most households in the municipality.
- Employers are facing challenges for recruitment and retention of staff due to the lack and affordability of housing in Collingwood.
- For ownership housing, it is likely that high-income individuals from other parts of Ontario are moving to Collingwood, which would not be reflected in the data. As illustrated throughout this report, it also appears that supply is not sufficiently meeting demand.
- Owners are also more likely to spend over 30% of their gross household income on a home in order to “enter the market”, believing that their equity commitment will pay off down the road.
- Renters are also facing significant affordability challenges. Outside of a bachelor apartment, rental apartments and rental single-family homes are unaffordable to roughly 70% of all rental households in the municipality. Unlike owners, most renters will overpay for housing, due to lack of choice, without any corresponding benefit.
- Lack of choice and supply are two key factors driving rental housing unaffordability, which is unlikely to improve without the introduction of new market and affordable supply.
- When selecting an affordability target, it is important to note that 100% of the CMHC AMR still remains out of reach for many renter households.

* This data should be revised and reassessed when the 2021 census data is released.



AHTF Recommendations

The following recommendations are divided into the sub-committee areas established to focus on the 4 mandates of the Task Force, in addition to other critical recommendations for Council's consideration. Each recommendation includes:

- PRIORITY
- RESPONSIBILITY
- BUDGET IMPLICATIONS



Town of Collingwood

Affordable Housing Task Force

Property Recommendations

Birch Street / Johnson Trust Apartments

A.

Investigate opportunities and make a recommendation to Council regarding the Town owned lands on Birch Street

Recommendation	Priority	Responsibility	Budget Implication
Retain the Birch St properties for redevelopment and possible mixed-use development. This should include an appropriate mix of affordable (30th to 60th income deciles) and market rent units	High	Staff	Immediate
Investigate acquiring additional adjoining properties to create a larger parcel for redevelopment. Dependent on the outcome of the new OP, there could be opportunity to do a mixed use, higher density residential project that can scale as it develops to the south boundary for neighbourhood compatibility	High	Staff	Immediate
With or without additional properties, commence a process to create a plan for redevelopment on the site in consultation with neighbours and interested stakeholders to achieve maximum densities that can be compatible with and, transition into the neighbourhood context. Any development should meet, as a minimum, as many of the criteria as possible as set out in the ideal UN Goal #11 vision described below	High	Staff / AHAC	Minimal
Due to the severe shortage of available affordable rentals, it will be challenging to relocate the existing tenants for any option selected. The committee recommends that the process of relocating tenants should begin one year before the commencement of any construction. The County should be brought into the process and advice should be obtained from a lawyer	High	Staff	Minimal
The Town has the option of developing and subsequently managing the land itself or turning it over to another not-for-profit entity (eg. Community Land Trust, Municipal Service Corporation, Housing Co-operatives, etc) to build on. Consult with a lawyer to guide best options considering liability, tenure, process	High	Staff/Council	Immediate



Town of Collingwood

Affordable Housing Task Force

Property Recommendations

Other Critical Recommendations

A.

Investigate opportunities and make a recommendation to Council regarding the Town owned lands on Birch Street

Recommendation	Priority	Responsibility	Budget Implication
Town-owned lands have been identified as being suitable for future development of AH, that should be explored with Council in-camera, These properties should be designated in the new OP for residential apartment built form with mixed uses including commercial and community facilities. Further, ensure these properties are held in Town ownership for future AH projects.	High	Staff	Minimal
Acquire a property that is currently zoned and suitable for immediate development of AH and begin development process (visioning, consultation, planning, etc)	High	Staff	Future



Town of Collingwood

Affordable Housing Task Force

Policy Recommendations

Official Plan and Zoning by-law

B.

Monitor and make recommendations to local planning policies that are underway as well as a regional focus to closely monitor and provide recommendations to increase affordable housing options.

Recommendation	Priority	Responsibility	Budget Implication
Develop policies/zoning that are more inclusive of a broad range of housing types with a greater focus on requirements of the specific housing type in existing neighbourhoods and residential areas.	High	Staff	Minimal
Review and amend regulations addressing minimum building height and use mix, where appropriate in commercial zones, to reduce the construction of single storey and single use buildings.	High	Staff	Minimal
Encourage developers through financial incentives to consider building for mixed use.	Medium	Staff	Future
Define development intensity using Floor Space Index, not Unit Density.	High	Staff	Minimal
Amend all provisions (lot sizes, setbacks, height limits, etc.) to ensure that all the OP's intensification targets can be met without Rezoning Applications or Variances.	High	Staff	Minimal
Eliminate parking minimums for multi-unit residential projects, thereby providing the opportunity for the marketplace to offer parking spaces and alternatives that best meet the needs and demands of the future residents of their projects.	Medium	Staff	Minimal
Consider "Shared Parking Strategies" as a tool to encourage the development of mixed-use commercial buildings.	Medium	Staff	Minimal
Petition the Provincial government to allow the use of simplified Inclusionary Zoning outside of Projected Major Transit Station Area. Currently, this tool is not permitted in Collingwood	Low	Staff	Minimal



Town of Collingwood

Affordable Housing Task Force

Policy Recommendations

Increase Housing Supply

B.

Monitor and make recommendations to local planning policies that are underway as well as a regional focus to closely monitor and provide recommendations to increase affordable housing options.

Recommendation	Priority	Responsibility	Budget Implication
Ensure broader permissions for Rooming House approvals in all Residential Zones	High	Staff	Minimal
Research ways to encourage/incentivize the renovation and rehabilitation of residential uses above commercial properties in the downtown area.	Medium	HPS	Minimal
Prohibit short term rentals and by doing so increasing the overall rental stock in the municipality.	High	Council	Minimal
Give priority to any application to the Planning and/or Building Departments with an Affordable Housing component.	High	Staff / HPS	Minimal
Ensure that infrastructure capacity is set aside to support projects with an Affordable Housing component.	High	Staff	Minimal

Vision for Surplus Town Lands

Recommendation	Priority	Responsibility	Budget Implication
Ensure that affordable housing is a priority use for surplus town owned land and that the development of affordable housing be prioritized in considering the sale or acquisition of lands by the Town. Further, the Town should also encourage School Boards and other levels of government, in the disposal of surplus lands, to institute an "Affordable Housing First" priority.	High	Council	Future

Retention of Affordable Housing

Recommendation	Priority	Responsibility	Budget Implication
Through a "Rental Replacement By-Law" prohibit the demolition or conversion of rental apartment buildings to other uses unless replacement units are provided and the rents of the replacement units are at, or below, the average market rents in the municipality at the time of the application.	High	Council	Minimal



Town of Collingwood

Affordable Housing Task Force

Policy Recommendations

Accessory Units and Secondary Suites (Subcategory “Increase Housing Supply”)

B.

Monitor and make recommendations to local planning policies that are underway as well as a regional focus to closely monitor and provide recommendations to increase affordable housing options.

Recommendation	Priority	Responsibility	Budget Implication
Have a process in place to align Town Official Plan and Zoning Bylaw permissions with Planning Act Section 16(3) to allow an accessory apartment in the main dwelling and a detached accessory residential unit.	High	Staff	Minimal
The Task Force understands that increasing of the number of Accessory Apartments in the Town is the fastest way to help alleviate affordable housing crisis. The existing Accessory Apartment Building Permit and Approvals Guide is a challenging document for the average person. Either improve it substantially so that it is easier to implement the requirements found within or create a second "Layman’s Guide to Accessory Apartments" that will allow a homeowner to determine whether they want to proceed with their project.	High	Staff	Immediate
"Fast Track" all applications to the Building Department for Accessory Apartment applications.	High	Staff / HPS	Minimal
Encourage rental rates in Accessory Residential Units to meet the Town’s affordability threshold. Promote the County’s Secondary Suites Program to encourage rental affordability in accessory residential units.	High	Staff / HPS	Minimal
Assign one building inspector to one application/address so the number of differing opinions is reduced.	High	Staff	Minimal
Create an "Accessory Apartment Registry" in the Building Department so that the municipality can make decisions regarding support and incentivization based on real numbers.	Medium	Staff	Future



Town of Collingwood

Affordable Housing Task Force

Policy Recommendations

Other Critical Recommendations

B.

Monitor and make recommendations to local planning policies that are underway as well as a regional focus to closely monitor and provide recommendations to increase affordable housing options.

Recommendation - Secure Necessary Resources to Manage ongoing Affordable Housing Programs & Initiatives	Priority	Responsibility	Budget Implication
<p>Hire a dedicated Housing Planning Specialist* (HPS), whose responsibility would be to undertake studies related to housing, compile information relating to (and promotion of) affordable housing and rental advocacy groups, reporting to Council, developing a complete Affordable Housing Strategy that includes a Housing Charter, public consultation, consultation with the development community, maintenance of existing housing stock, monitoring of conversions/demolitions and the establishment of an accessory apartment registry. The Specialist will guide all development proposals with an affordable housing component, through the process of approval and will provide input on planning matters relating to these development proposals. In addition, the AHD would review targets, measure progress, investigate new opportunities, advocate at the county level, update data and advise council on policy framework, implementing Housing Strategies, in addition to other ancillary functions with the vision to increase affordable housing stock. A "Collingwood Housing Charter" would formally recognize housing as a fundamental human right. (substantive – security of tenure, habitable, easy access to services and infrastructure; procedural - all decisions should reflect on the right to housing; and, further, that the Town and Council needs to defend these rights over unsubstantiated objections and opposition based on unproven conjecture.</p> <p>*Ideally this position would lead to establishing an Affordable Housing Division within the Planning Department with the mandate to implement a Comprehensive Housing Strategy.</p>	High	Council	Immediate
<p>Establish an Affordable Housing Advisory Committee (AHAC) made up of citizen representatives, including “Lived Experience” representation, in addition to representation from Simcoe County and the Georgian Triangle Development Institute, whose role would be to provide community input to the AHD. In addition, the AHAC would provide opinion on policy framework and proposed strategies developed by Staff</p>	High	Staff / HPS	None
<p>Develop and promote a vision for affordable housing which promotes sustainable, equitable homes for people in all income levels with a specific focus on meeting the needs of residents working in the service industry. (between 4th and 6th income decile)</p>	High	Staff / AHAC	Immediate



Town of Collingwood

Affordable Housing Task Force

Policy Recommendations

Other Critical Recommendations

B.

Monitor and make recommendations to local planning policies that are underway as well as a regional focus to closely monitor and provide recommendations to increase affordable housing options.

Recommendation - Secure Necessary Resources to Manage ongoing Affordable Housing Programs & Initiatives	Priority	Responsibility	Budget Implication
Incorporate a Municipal Not-for-profit Housing Corporation or explore the potential for an existing NFP that has the capacity to develop additional projects with the specific mandate to develop new, affordable housing in the community. Ideally, each project would be incorporated as a unique NFP entity, with oversight from the Municipal NFP Housing Corp.	High	Staff / AHAC	Future
In coordination with the Simcoe County Social Housing Department, provide a clear definition of thresholds for affordable, accessible, attainable and social housing in addition to establishing targets for each.	High	Staff / AHAC	Immediate
Establish specific goals/targets for the construction of duplex, triplex and multi-unit buildings (as per the data from the needs analysis completed by NBLC and subsequent work completed by the AHD).	High	Staff / AHAC	Immediate
Institute a regular programme of open forums for stakeholders and members of the community to receive input and provide information about affordable housing options and proposals in order to ensure public engagement and discussion.	Medium	Staff / AHAC	Minimal
Increase awareness and promotion of innovative and non-traditional housing models and consider alternative development strategies, that make home ownership more affordable such as cohousing, communal housing, life-lease options, etc.	Medium	Staff / AHAC	Minimal



Town of Collingwood

Affordable Housing Task Force

Grants/Funding Recommendations

C.

Explore and make recommendations regarding current grant / funding opportunities for affordable housing development: new, renovation and conversions.

Reserve

Recommendation	Priority	Responsibility	Budget Implication
Establish an Affordable Housing Reserve Fund (AHRF) with initial funding of 1% of tax revenues (\$350,000) to be included in the 2022 budget and subsequent budgets. Direct any annual tax revenue surplus to the AHRF	High	Treasury / Planning	Immediate

Land Trust

Recommendation	Priority	Responsibility	Budget Implication
Uses a portion of the proceeds of the utility and the airport to purchase land (\$2 - \$3M) to be held in a land trust specifically designated for affordable housing. Identify currently available properties to assist in relocating Birch St residents pending redevelopment of that site.	High / Medium	Treasury / Planning	Immediate

Policy Awareness

Recommendation	Priority	Responsibility	Budget Implication
Increase awareness of all affordable housing funding opportunities available to non-profit and for-profit developers such as the Co-Investment Fund and Rental Construction Financing Initiative.	High	Staff / AHAC	None



Town of Collingwood

Affordable Housing Task Force

Grants/Funding Recommendations

Incentives / Other Considerations

C.

Explore and make recommendations regarding current grant / funding opportunities for affordable housing development: new, renovation and conversions.

Recommendation	Priority	Responsibility	Budget Implication
Provide first loss guarantees to NFP Housing Corporations and Housing Co-ops to enable them to utilize Community Investment Bonds to fund down-payments on land purchases and construction financing, with further funding made available from traditional financing sources.	Medium	Treasury / Planning	Future
Develop an incentive program that facilitates the development of affordable and attainable housing throughout the municipality. Consider vehicles such as a Community Improvement Plan and /or a Capital Facilities Bylaw.	High	Treasury / Planning	Immediate
Align Town Development Charges By-law with amended Development Charges Act with respect to development charge exemptions, deferrals, and rate freezes for specific forms of housing.	High	Treasury / Planning	Minimal
Ensure that Community Benefits Charges identify Affordable Housing as one of the benefits.	High	Treasury / Planning	Minimal
Establish a program for Development Charge relief in the form of partially forgivable loans in exchange for long-term commitments to the maintenance of affordable housing.	High	Treasury / Planning	Future
100% exemption of property tax as long as the affordable housing component is maintained.	High	Treasury / Planning	Future
100% waiver of building and planning fees for Affordable Housing proposals.	High	Treasury / Planning	Future



Town of Collingwood

Affordable Housing Task Force

UN Sustainability Goal #11

D.

Remain connected with and provide support for an action plan for Council regarding Collingwood’s commitment to the United Nations Sustainability Goal #11 pertaining to safe and affordable housing.

Recommendation	Priority	Responsibility
<p>In line with UN sustainability goal #11 to make towns / cities inclusive, safe, resilient and sustainable, establish a specific set of criteria and principals that include the following:</p> <ul style="list-style-type: none"> • Focus on supplying units to the local workforce based on incomes in the 30th to 60th percentile and include a percentage of deeply affordable units in each development if County or other appropriate support is available • Any development involving public funds, incentives or land must include permanent security of tenure and be priced affordably in perpetuity. • Projects must be built sustainably and ideally to a net zero standard. • There needs to be a range of unit sizes geared at varied demographics and, designs must Incorporate accessible, universal design • Mixed use developments are desirable to allow for community spaces, social and/or private enterprises. • Food insecurity and childcare are important as they are both a cause and a by-product of the AH issue. Prioritize incorporating these into a mixed-use developments through either private or social enterprises • Cheaper is not better and, it is not less expensive in the long run. Rental housing must encompass quality that is built to last. Noise and vibrations are a common problem in poorly built buildings and must be addressed • Consider and encourage forms of wealth sharing and broader community participation. For example, others in the community may contribute to a project like this by donating products (solar panels), time, money, social bonds, other • Courtyard designs are recommended for access and views to nature, light and air; builds sense of community • Access to nature/outdoors is important. Incorporating greenspaces such as parkettes that can be shared with the neighbourhood are desirable • Involve neighbours and other relevant stakeholders early on in the process from visioning, zoning to design • Build on or near transit routes and minimize parking requirements • When providing financial incentives through public funds, preference should be given to not-for-profit developers offering additional social benefits (provide a social good to people in the community such as hiring and training a local work force in construction or, reinvestment of profits in the community) • When RFP’s are issued for development of AH on Town owned land, identify the desirability of the values in the above list of principals • Awarding of projects on any Town-owned lands should also be tendered through a public RFP project including priority being given to the principals described above. Innovation should be encouraged and complete costing models provided. 	<p>High</p>	<p>Staff / AHAC</p>



Town of Collingwood

Affordable Housing Task Force

Summary

As the Town continues to grow, affordability challenges will worsen if housing supply does not adequately grow and respond to the need. Efforts should focus on market and affordable rental housing. Affordable ownership housing should also be pursued as a Secondary objective.

The following data is significant in understanding the needs that are critical in addressing the local housing crisis:

- Low to Moderate Income Rental: 916 rental households in Core Housing Need
- Moderate Income Ownership Housing: 683 owner households in Core Housing Need
- Based on growth forecast to 2031, assumption that rental housing will account for 20% of households growth (trend since 2006), and Core Housing Need remains at 2016 level (38.8% of renter households) – the number of renter households in Core Housing Need will increase to nearly 1,700. **likely an underestimate, as continued increases to rental rates will likely place more renter households in Core Housing Need, which has been the case in Collingwood since 2006 with this group increasing by 300.*

There is not one magic bullet solution to solve this complex problem. The solution lies in collaboration between all levels of government, the not-for-profit sector, and private developers/builders. If we want to improve the local housing crisis, we need to lead by example and take action immediately.



Town of Collingwood

Affordable Housing Task Force

Next Steps

The AHTF appreciates that the recommendations are detailed and require additional staff and external expertise to thoroughly evaluate costs, program impacts and integration in the full departmental and corporate objectives of the Municipality. The following Council actionable steps are recommended:

Recommendation: THAT Council direct recommendations contained within the report be referred to staff for their review and evaluation, within 3 months. AND FURTHER THAT Council immediately authorize the following:

- 1) THAT Council direct the recommendations regarding the future of the Johnson Trust Apartments be referred to staff to further investigate and develop an appropriate strategy for it's redevelopment at the existing site with potential mixed used commercial, with a focus on market and affordable rental units (within the 30th to 60th tenant income decile), for Council's consideration within 6 months.
- 2) THAT Council direct staff to include the requests to establish a reserve fund and land trust in the 2022 Budget Deliberations;
- 3) THAT Council direct all recommendations pertaining to the Official Plan (OP) and Zoning By-law (ZB) be referred immediately to Staff and Consultants for review and evaluation in the new updates being considered by Council.
- 4) THAT Council support in principle the proposed vision with respect to any future initiative(s) that pertains to the UN Sustainability Goal #11 and affordable housing.
- 5) THAT Council include in the 2022 Budget the hiring of an Affordable Housing Planning Specialist;
- 6) AND FURTHER THAT Council immediately establish an Affordable Housing Advisory Committee to advise and assist, where appropriate, with the recommendations contained within this report, and the mandate of the Task Force be extended during the transition.
- 7) AND FURTHER THAT Council refer the 'other critical recommendations' to staff for review and report back to Council within 3 months on the timelines for consideration and implementation.



Appendix A

Town of Collingwood – Affordable Housing Task Force

Affordable Housing Consulting
Services – Needs Assessment

October 2021



nblc

N. Barry Lyon Consultants Ltd.



Collingwood Affordable Housing Task Force

- The Town of Collingwood recognizes the current housing crisis. In February 2021, Council established an Affordable Housing Task Force to take leadership with a number of possible strategies to address the crisis and increase the supply of affordable housing. Specifically, the Task Force has the following responsibilities:
 - i. Investigate opportunities and make a recommendation to Council regarding Town owned housing.
 - ii. Monitor and make recommendations to local planning policies that are underway as well as a regional focus to closely monitor and provide recommendations to increase affordable housing options.
 - iii. Explore and make recommendations regarding current grant / funding opportunities for affordable housing development: new, renovation and conversions.
 - iv. Remain connected with and provide support for an action plan for Council regarding Collingwood's commitment to the United Nations Sustainability Goal #11 pertaining to safe and affordable housing.
- N. Barry Lyon Consultants Limited ("NBLC") has been retained by the Town of Collingwood to support this task force.

NBLC Assignment



1. Needs Assessment (THIS REPORT):

Assist in the research of housing specific data and collection and prepare a formal analysis identifying benchmarks and targets to ensure that the Task Force recommendations accurately reflect the current and future needs of the Town.



2. Strategy Development (SEPARATE COVER):

Assist the Task Force/Sub-committee in reviewing potential policy and procedure recommendations that facilitate creation of affordable housing and identifying planning policy best practices that may not have been considered in the current Official Plan review process, including any legislative parameters and restrictions of potential Task Force recommendations.

Needs Assessment

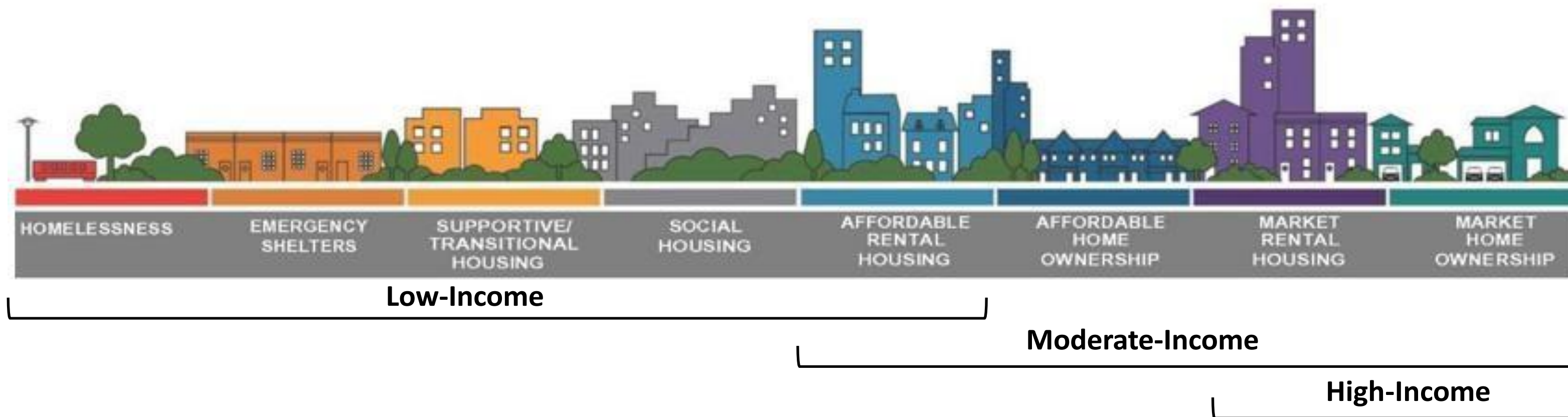
N. Barry Lyon Consultants Limited



4

Housing Continuum: Income Distribution

THE HOUSING CONTINUUM



Housing Continuum: Roles and Focus of this Report

THE HOUSING CONTINUUM



Simcoe County

Town of Collingwood

Focus of this Report

Affordable Housing Definition: Provincial Policy Statement

Affordable Ownership Housing - the least expensive of:

1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or
2. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the regional market area;

Affordable Rental Housing - the least expensive of:

1. a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or
2. a unit for which the rent is at or below the average market rent of a unit in the regional market area.

Low and Moderate Income Households:

1. Households with incomes in the lowest 60 percent of the income distribution.

Affordable Housing Definition: Definitions Used in this Report

- Studies of this nature typically focus on:
- The 30% of income calculation.
- Low-income refers to households in the first three income deciles (lowest 30 percent of the income distribution).
- Moderate-income refers to households between the 4th and 6th income decile.
- High-income refers to households in the
- 7th income decile and above.

N. Barry Lyon Consultants Limited

Census Data Key Indicators: Income

- Total incomes in the Town have increased, with renter household incomes increasing at a quicker rate than ownership households.
- However, the income of renter households remain well below owner households. In fact, owner incomes are nearly **twice** as much as renter incomes.
- Over 70% of renter households earn less than \$60k, with 20% earning less than \$20k. The inverse is true for ownership households, with over 34% earning more than \$100k.

Average Household Income Before Taxes (2006 - 2016)		
Year	Income	% Change 06 - 16
All Households		
2006	\$68,470	
2011	\$72,915	
2016	\$82,216	20.1%
Owner Households		
2006	\$80,225	
2011	\$83,120	
2016	\$94,314	17.6%
Renter Households		
2006	\$38,242	
2011	\$41,280	
2016	\$48,271	26.2%

Source: CMHC Housing Portal Census

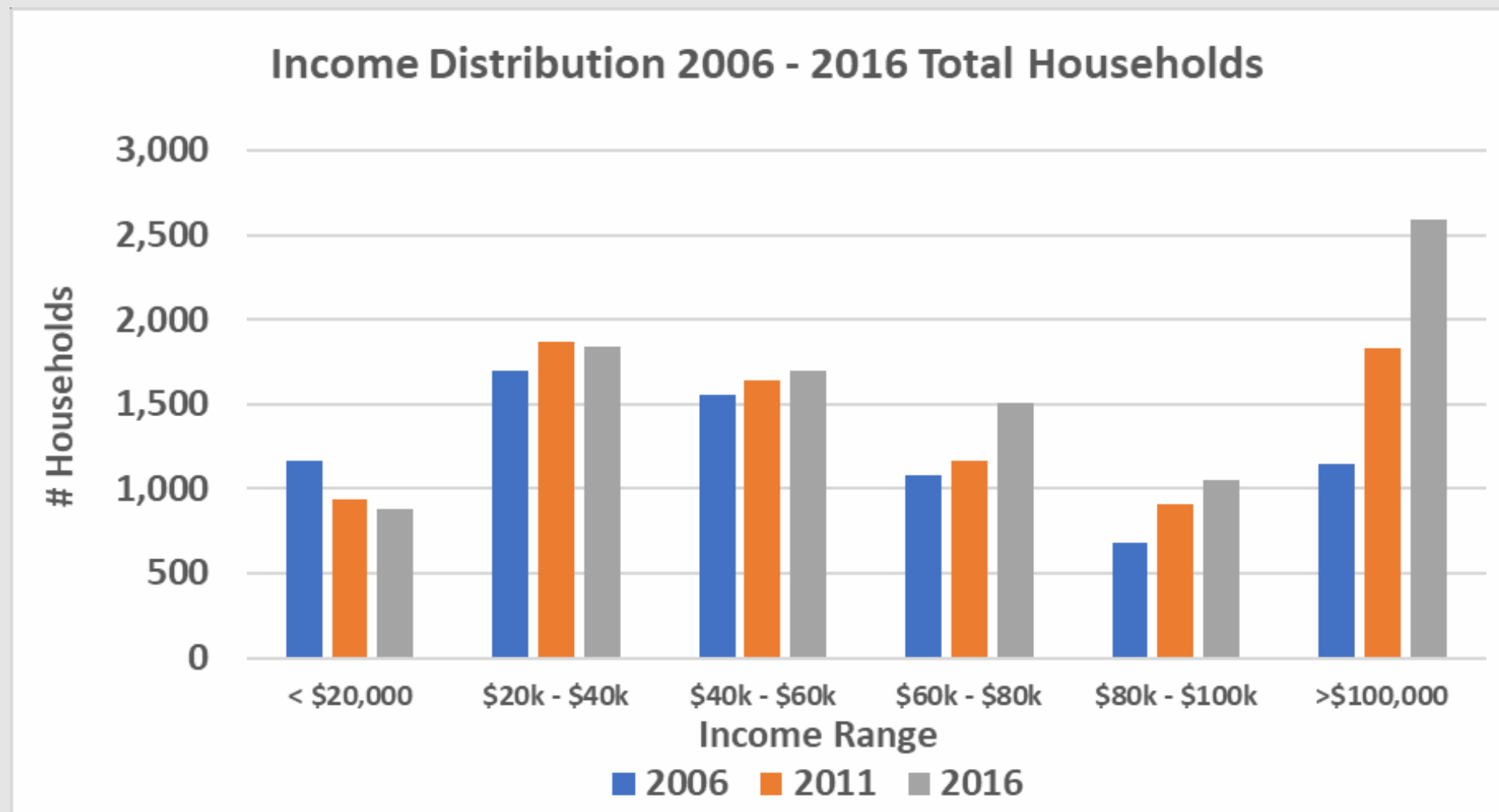


Owner Income Distribution



Renter Income Distribution

Census Data Key Indicators: Income Growth



- Overall, incomes have increased 20% from 2006 to 2016. Most can be attributed to the growth in high-income households.
- Those earning over \$100,000 has grown from a total of 15% of households in 2006 to nearly 30% as of 2016.
- The three lowest categories have had minimal change.
- The decrease in those earning less than \$20k does not signal affordability improving (inflation, minimum wage, etc.).

Census Data Key Indicators: Income Growth by Deciles and Tenure

Income Growth by Decile Group for Town of Collingwood						
Decile	2016		2006		% Change	
	Owner	Renter	Owner	Renter	Owner	Renter
1	\$26,400	\$14,400	\$19,800	\$12,100	33%	19%
2	\$39,600	\$20,000	\$31,800	\$17,000	25%	18%
3	\$52,400	\$25,200	\$40,400	\$19,400	30%	30%
4	\$64,500	\$33,200	\$48,800	\$25,400	32%	31%
5	\$76,500	\$39,600	\$58,800	\$31,200	30%	27%
6	\$90,000	\$47,200	\$69,000	\$37,200	30%	27%
7	\$109,000	\$56,000	\$82,000	\$44,400	33%	26%
8	\$133,000	\$68,000	\$100,000	\$54,000	33%	26%
9	\$174,000	\$88,000	\$131,000	\$76,500	33%	15%

- The data in this chart sorts owner and renter households by income deciles. Data was received through a special request from Statistics Canada.
- Data by decile group and tenure further illustrates income disparity between owners and renters.
- Owners earn significantly more than renter households across every decile and the gap is widening.

Incomes in Collingwood - Deciles

Household Incomes in Town of Collingwood

	Decile Group	Owner Income (2016)	Renter Income (2016)	CPI (2016 - 2021) ^{^^}	Owner Income (2021 estimate)	Renter Income (2021 estimate)*
Low Income	1st	\$26,400	\$14,400	9.5%	\$28,900	\$15,764
	2nd	\$39,600	\$20,000		\$43,351	\$21,894
	3rd	\$52,400	\$25,200		\$57,363	\$27,587
Moderate Income	4th	\$64,500	\$33,200		\$70,609	\$36,345
	5th	\$76,500	\$39,600		\$83,746	\$43,351
	6th	\$90,000	\$47,200		\$98,524	\$51,671
High	7th	\$109,000	\$56,000		\$119,324	\$61,304
	8th	\$133,000	\$68,000		\$145,597	\$74,441
	9th	\$174,000	\$88,000		\$190,480	\$96,335

Notes/Source: [^]2016 census data from Statistics Canada ^{^^}Consumer Price Index for Canada from Statistics Canada. *CPI adjusted incomes for 2021

- Incomes from the 2016 census have been inflated by the Canadian CPI over this period, which is estimated to be 9.5%.
- This provides an estimate of incomes in 2021. However, it does not account for actual change in income or people that might have moved to Collingwood over this period.
- When the 2021 census is released in mid-2022, the data and analysis should be updated.

Affordability Thresholds Based on Provincial 30% Definition

Household Incomes in Town of Collingwood and Affordability Thresholds

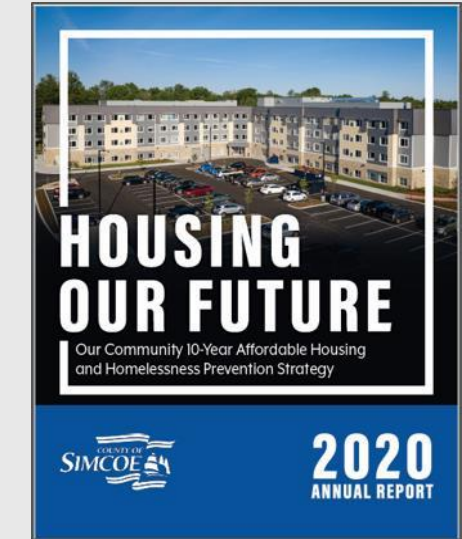
	Decile Group	Owner Income (2021 estimate)	Renter Income (2021 estimate)	Affordable Rental Rate (monthly)^	Affordable Purchase Price^^
Low Income	1st	\$28,900	\$15,764	\$394	\$83,331
	2nd	\$43,351	\$21,894	\$547	\$134,231
	3rd	\$57,363	\$27,587	\$690	\$189,635
Moderate Income	4th	\$70,609	\$36,345	\$909	\$248,642
	5th	\$83,746	\$43,351	\$1,084	\$313,956
	6th	\$98,524	\$51,671	\$1,292	\$390,981
High	7th	\$119,324	\$61,304	\$1,533	\$486,023
	8th	\$145,597	\$74,441	\$1,861	\$627,911
	9th	\$190,480	\$96,335	\$2,408	\$896,823

Notes/Source: ^Assumes 30% of gross income is available for monthly rent. ^^Assumes 30% of gross income is available for accommodation costs. Accommodation costs include mortgage (25 years, 4% fixed 5-year rate, 10% downpayment, 1.14% property tax payment).

- The data in this chart displays the maximum purchase price and rental rate each decile group could afford based on the Provincial definitions found earlier in this report.
- In addition to affordability challenges, other barriers to entry will include:
 - Availability of units at these price points
 - Rental Housing: First and Last Month Rent
 - Ownership Housing: Down payment, other closing costs

- Housing Available to these
 - Households
-

Homelessness, Shelters, Social Housing, Affordable Housing – Simcoe County



Homelessness

- 563 people experiencing homelessness on November 17, 2020.
- 82% were singles, 11% were single with dependant, 5% were couples, 1% were couple with dependant.
- 50% of this population was in Barrie. Only 6% was in South Georgian Bay.
- 60% were adults, even spit of youth and seniors. 57% are male.
- Only 10% lost housing due to COVID-19.
- 60% experience chronic homelessness, mostly due to interpersonal / family and financial issues.
- 67% experience mental health issues.

Social Housing

- Simcoe County has 4,546 people on the centralized wait-list for social housing (RGI – 4.7% increase 2019-2020).
 - Seniors 19%
 - Adults no dependants 52%
 - With dependants 29%
- Wait times have increased 50% since last year.
- Ongoing operating and capital subsidies to Simcoe County Housing Corporation and legacy non-profit and cooperative housing providers.
- Assisting with end of operating agreements to ensure long-term affordability and availability of units.

Affordable Housing

Has a target of 2,685 new affordable housing units by 2024. 88% of this target has been accomplished since 2014 through:

- Rent supplements/ housing allowances (\$1.86M in 2020 | 845 households since 2014)
- Homeownership down payment assistance (\$347k in 2020 | 126 households since 2014)
- Creation of secondary suites (~1.0M in 2020 | 169 new secondary suites created since 2014)
- Urgent home repair (\$360k in 2020 | 304 units have been supported since 2014)
- New Development:
 - \$26.8M investment in Wasaga Beach (with municipal incentives) for 99 affordable units.
 - \$13.5M investment in Township of Tay for 41 affordable units.
 - County approved \$80M investment in Orillia.
 - New Project in Collingwood (see next page)

Source: Simcoe County 10-Year Affordable Housing and Homelessness Prevention Strategy 2020



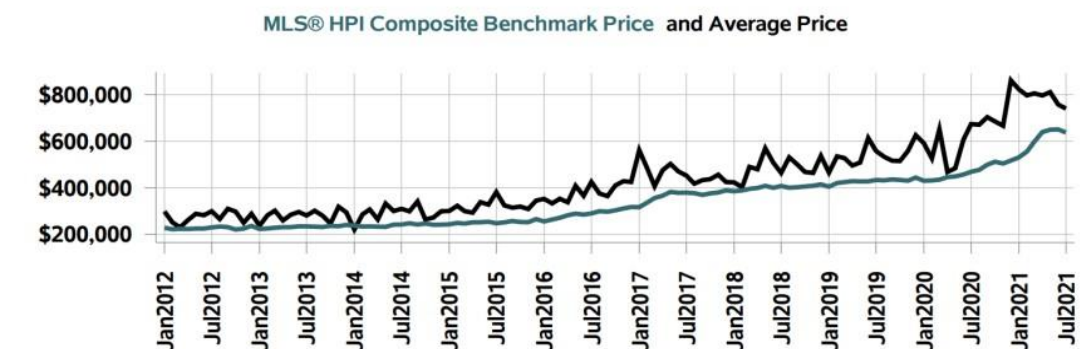
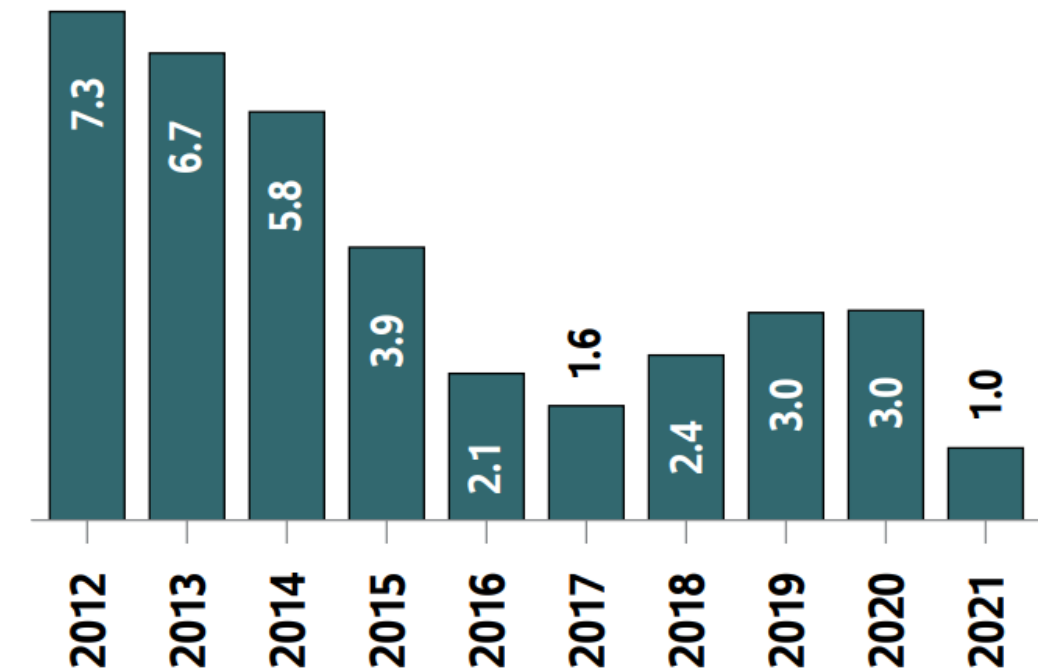
Affordable Housing in Collingwood

- 235 Rent Geared to Income (“RGI”) units and 159 affordable rental units in Collingwood, owned by County and Non-Profits. Also 40 rent supplements deployed in the private market.
- Of the 4,546 households on the wait list across the entire County, there are 1,333 households waiting for units in Collingwood. Collingwood has one of the highest wait lists in all of Simcoe County for both RGI and affordable units.
- 475/485 Second Street: 147 “below market” units, recently developed by Simcoe County Housing Corporation.
 - 1-BR \$648 | 2-BR \$763 | 3-BR \$847
 - One building is seniors housing, one building is families/singles
 - Qualifying income must be less than \$49,500, asset value must be below \$50,000.
 - Building is fully occupied with a wait-list.

Ownership Housing – Resale Data (YTD July 2021)

- Median Price:
 - Single-Family: \$815,500 (up 214% since 2011, 40.5% since last year)
 - Condo Townhouse: \$646,723 (up 188% since 2011, 57.7% since last year)
 - Condo Apartment: \$547,900 (up 163% since 2011, 39.2% since last year)
- Median Days on Market:
 - Single-Family: 2021 – 8.0 days | 2020 – 26 days | 2016 – 20 days
 - Condo Townhouse: 2021 – 6.0 days | 2020 – 23 days | 2016 – 24 days
 - Condo Apartment: 2021 – 9.0 days | 2020 – 26.5 days | 2016 – 26 days
- All homes types are increasing in price rapidly, selling quickly, with decreasing supply / months of inventory.
- **Demand appears to be outpacing supply.**

Graphs are all housing types:
 Months of Inventory ² (July Year-to-date)



Ownership Housing – Resale Listing Price Ranges (source: realtor.ca)

- Detached:
 - Most range between \$800k - \$1.6M
 - Some smaller “cottage” homes for less than \$650k
 - Some luxury properties for over \$2M
- Semi-Detached:
 - Small number of listings, range between \$550k - \$750k
- Townhome:
 - Typical range between \$750k - \$1M
 - Some options for less than \$500k
- Apartment:
 - Typical range between \$650k - \$1M



Ownership Housing – New Sale, Low-Density

- New housing developments are all sold out in Collingwood. Some options remain in Clearview and Wasaga Beach.
- Pricing largely ranged between \$400k and \$970k.
- Projects sold at a pace of approximately 1.3 homes per project, per month, on average.

Actively Marketing Low-Rise Projects Collingwood and Surrounding Area, As of June 28, 2021													
Project Name / Builder	Open Date	Product	Lot Size (ft)	Released Lots	% Sold	Size ¹			Price Range ¹			Avg \$PSF ¹	Abs. Rate ²
						Min	Max	Avg	Min	Max	Avg		
Collingwood													
Grandeur at Indigo Estates <i>Sunvale Homes</i>	Nov-19	Detached	55	4	100%	2,212	3,004	2,672	\$744,900	\$829,900	\$791,567	\$296	0.3
			45	4	100%	2,002	2,213	2,129	\$644,900	\$679,900	\$666,567	\$313	0.3
	Jun-19		36	23	100%	1,037	1,928	1,586	\$619,900	\$733,900	\$680,344	\$429	1.3
			45	8	100%	1,322	2,213	1,901	\$584,900	\$679,900	\$645,900	\$340	0.4
Summit View <i>Devonleigh Homes Inc.</i>	Jul-18	Detached	43	79	100%	1,118	2,600	1,800	\$557,900	\$690,900	\$619,400	\$344	2.8
Red Maple <i>Alliance Homes Ltd.</i>	Mar-15	Townhouse	20	56	100%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1.2
			36	100	100%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.2
		Detached	50	31	100%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.7
Collingwood (3 Projects / 8 Product Offerings):				305	100%	1,037	3,004	1,857	\$557,900	\$829,900	\$654,637	\$352	1.3
Wasaga Beach													
Shoreline Point <i>Zancor Homes</i>	Feb-21	Detached	52	21	100%	1,589	2,457	2,039	\$779,990	\$879,990	\$831,657	\$408	21.0
	Oct-20		40	61	98%	1,354	2,277	1,748	\$774,990	\$889,990	\$834,276	\$477	27.6
			60	39	92%	1,629	2,030	1,865	\$889,990	\$969,990	\$927,490	\$497	8.6
Villas of Upper Wasaga <i>Baycliffe Communities</i>	Aug-19	Townhouse	23	77	26%	1,483	2,182	1,850	\$479,990	\$537,990	\$513,590	\$278	1.1
Golf Side Estates <i>JDC Homes</i>	Oct-16	Detached	60	41	88%	1,609	1,716	1,658	\$849,900	\$858,900	\$855,900	\$516	0.7
Wasaga Beach (3 Projects / 5 Product Offerings):				239	72%	1,354	2,457	1,863	\$479,990	\$969,990	\$801,923	\$430	2.2
Clearview													
Nottawasaga Station <i>MacPherson Master Builders</i>	Sep-17	Detached	45	90	80%	1,355	2,486	1,907	\$573,900	\$706,900	\$635,567	\$333	1.7
			50	47	85%	1,462	3,214	2,378	\$613,900	\$825,900	\$712,775	\$300	1.0
Ridge View Estates <i>Crawford Fine Homes</i>	Aug-17	Detached	50	35	66%	1,316	2,415	1,786	\$539,900	\$639,900	\$586,900	\$329	0.5
		Semi	24	24	96%	1,489	1,489	1,489	\$399,900	\$399,900	\$399,900	\$269	0.5
Clearview (2 Projects / 4 Product Offerings):				196	81%	1,316	3,214	2,121	\$399,900	\$825,900	\$664,192	\$313	0.9
Total / Average (8 Projects, 17 Product Offerings):				740	86%	1,037	3,214	1,946	\$399,900	\$969,990	\$720,537	\$371	1.3

¹ = Based on Available Inventory; ² = Adjusted to exclude months off-market or months with no product available.
Size and pricing not available for some projects.

Ownership Housing – New Sale, Apartments

- A number of new apartment projects are currently selling, with 77% sold.
- Sales averaged 1.7 homes per month, per project.
- New apartments averaged approximately \$522 per square foot. This would result in:
 - One-Bedroom (650 square foot): \$340k
 - Two/Three-Bedroom (900 square foot): \$470k
 - Some units available above these thresholds

Surveyed Actively Marketing (New) Condominium Apartment Projects in Collingwood

As of June 28, 2021

Project Name / Developer	Open Date	Status*	Storeys	Total Units	Released Units	% Sold	Available Units		Avg. \$PSF**		Abs.***	
							Size Range (sf)	Price Range	Org.	Curr.	70%	Overall
Royal Windsor at Balmoral Village <i>Sherwood Homes</i>	Nov-19	Pre	5	132	73	42%	660 - 1,927	\$349,900 - \$971,900	\$507	\$509	-	3.1
Wyldeewood Creek - Building A <i>Brandy Lane Homes</i>	Apr-19	Pre	3	33	33	94%	964 - 1,084	\$449,990 - \$489,990	\$336	\$459	1.4	1.4
Wyldeewood Creek - Building B <i>Brandy Lane Homes</i>	Apr-19	Pre	3	27	27	93%	1,084 - 1,084	\$489,990 - \$489,990	\$333	\$452	15.6	1.1
Wyldeewood Creek - Building C <i>Brandy Lane Homes</i>	Apr-19	Pre	3	27	27	93%	1,084 - 1,084	\$489,990 - \$489,990	\$352	\$452	15.6	1.1
Wyldeewood Creek - Building D <i>Brandy Lane Homes</i>	Apr-19	Pre	3	24	24	92%	1,084 - 1,084	\$489,990 - \$489,990	\$328	\$452	14.6	1.0
Wyldeewood Creek - Building E <i>Brandy Lane Homes</i>	Apr-19	Pre	3	27	27	93%	1,084 - 1,084	\$489,990 - \$489,990	\$344	\$452	15.6	1.1
Wyldeewood Creek - Building F <i>Brandy Lane Homes</i>	Apr-19	Pre	3	33	33	91%	1,084 - 1,084	\$489,990 - \$489,990	\$339	\$452	12.6	1.3
Monaco <i>Stonebrook / YYZed</i>	Oct-17	UC	6	128	128	95%	916 - 1,415	\$769,400 - \$899,400	\$600	\$725	5.3	3.0
Total/Average (8 Projects):			4	303	244	77%	660 - 1,927	\$349,900 - \$971,900	\$462	\$522	2.1	1.7

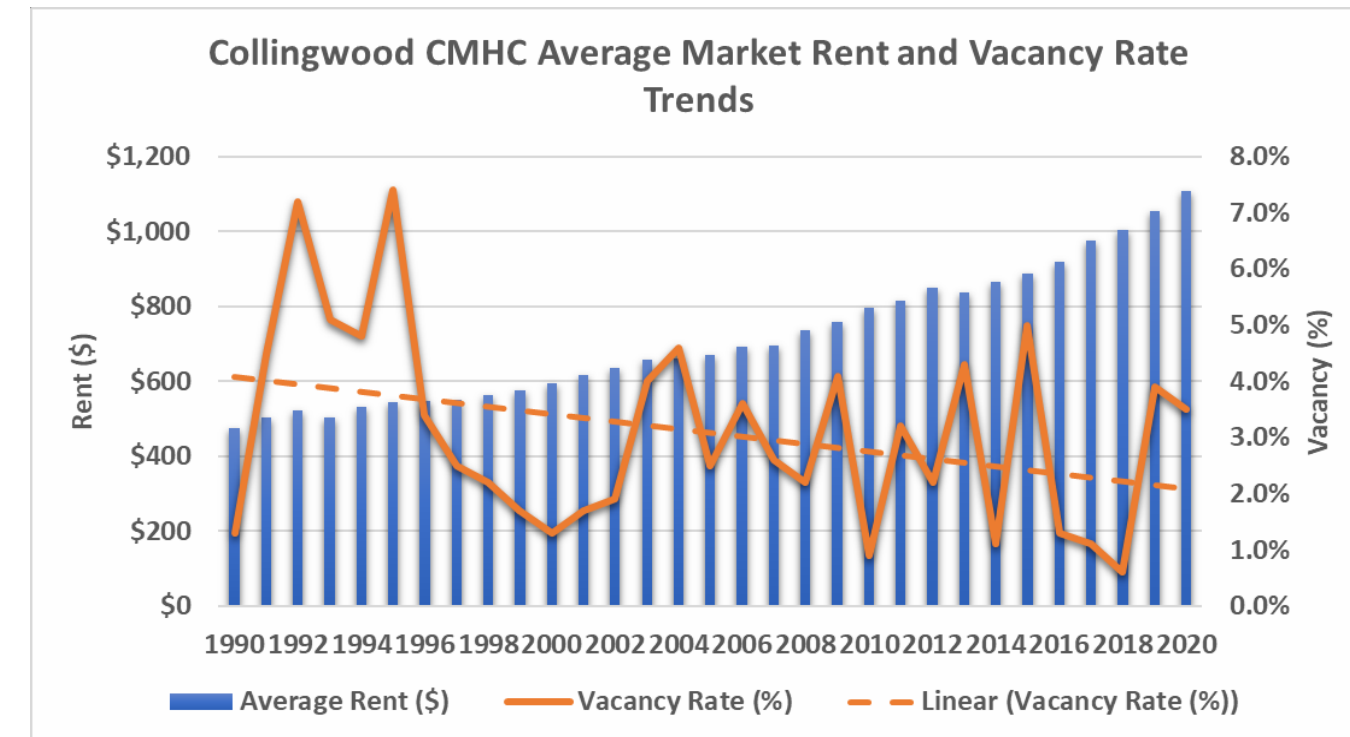
* Pre = Pre-Construction; UC = Under Construction.

** Avg. \$PSF = Original values are based on total inventory, current values are based on remaining inventory.

*** Abs. = Top number represents sales per month; bottom number represents the number of months the project has been on the market or the number of months to 70% sold. Source: Altus Group/RealNet Canada, Project Marketing Materials

Rental Housing – CMHC Average Market Rent and Vacancy Rate

- CMHC Average Market Rent (“AMR”) provides a high-level estimate of average rents in a municipality. It provides a useful indication of how overall rents and vacancy rates are trending. Includes all rental units, newly leased and long-term “rent controlled” units. Is not indicative of actual **Market Rents**.
- As illustrated, rents have been increasing year over year, while vacancy has been decreasing.
- Average rents have increased 134% since 1990 (average annual increase of 3%). Rents have been increasing more rapidly in recent years, averaging over 5% since 2016.
- The vacancy was around 1% between 2016 – 2018, but increased to over 3% the past two years. Some of this is likely explained by the recent affordable rental project, as well as COVID-19. Of note, vacancies are lower for buildings built between 1960 -1979 (1.4%) and 1980-1999 (2.6%) – likely because they are more affordable.



Collingwood Average Market Rent and Vacancy Rate October 2020		
Bedroom Type	Average Market Rent	Vacancy Rate
Bachelor	\$993	-
One-Bedroom	\$1,003	4.4%
Two-Bedroom	\$1,192	-
Three-Bedroom	-	-
Total	\$1,109	3.5%

Source: CMHC Housing Portal

Rental Housing – True Market Rents (source: Market Rent Survey for Simcoe County 2020)

- Market rents from Simcoe County Market Rental Survey are much higher than CMHC AMR, as expected.
- These are the rents one would expect to pay to secure a new unit.
- Shared accommodation include a rented room within a home owned by another.

Collingwood Average Market Rent 2020 (Apartments)		
Bedroom Type	CMHC Average Market Rent	Simcoe County Market Survey
Bachelor	\$993	\$942
One-Bedroom	\$1,003	\$1,351
Two-Bedroom	\$1,192	\$1,640
Three-Bedroom	-	\$1,750
Total	\$1,109	-

Source: CMHC Housing Portal and Simcoe County Rental Survey

Collingwood Average Market Rent Low-Rise Housing		
Bedroom Type	Single-Family Attached	Single-Family Detached
Two-Bedroom	\$1,467	\$1,785
Three-Bedroom	\$1,957	\$2,316
Shared Accomodation	\$724	

Source: Simcoe County Rental Survey



Average Market Rent Survey
2020

Prepared by Prantit Sanghavi, Research Assistant
Jacinta Gonsalves, Research Assistant
Under the guidance of Victoria Chapman, Research Analyst
December 2020

Affordability Gap Analysis

- The following table presents the income deciles (by tenure) and affordability thresholds of each decile group demonstrated earlier in this report (Page 13). It also illustrates the typical price/rent of housing options in the Town (Pages 14-22).
- Red** indicates the home is unaffordable and **Green** indicates the home is affordable to that decile group.
- As illustrated, most new ownership homes and rental apartments/homes are unaffordable to households below the 7th income decile.
- Also of note, 100% of the CMHC AMR is only affordable to renter households below the 6th income decile (important when selecting an affordability target for any new housing program).

Ownership Housing Affordability Gap Analysis										
Income Decile		1	2	3	4	5	6	7	8	9
Affordability Threshold		\$83,331	\$134,231	\$189,635	\$248,642	\$313,956	\$390,981	\$486,023	\$627,911	\$896,823
Housing Type	Purchase Price									
Single-Family Resale	\$815,000									
Condo Townhouse Resale	\$646,723									
Condo Apartment Resale	\$547,900									
Single-Family New (high range)	\$557,900									
Single-Family New (low range)	\$829,900									
Condo Apartment New 1BR	\$340,000									
Condo Apartment New 2BR	\$470,000									

Rental Housing Affordability Gap Analysis										
Income Decile		1	2	3	4	5	6	7	8	9
Affordability Threshold		\$394	\$547	\$690	\$909	\$1,084	\$1,292	\$1,533	\$1,861	\$2,408
Housing Type	Monthly Rental Rate									
CMHC Apartment Bachelor	\$993									
CMHC Apartment 1BR	\$1,003									
CMHC Apartment 2BR	\$1,192									
Market Apartment Bachelor	\$942									
Market Apartment 1BR	\$1,351									
Market Apartment 2BR	\$1,640									
Market Apartment 3BR	\$1,750									
Market SF Attached 2BR	\$1,467									
Market SF Attached 3BR	\$1,957									
Market SF Detached 2BR	\$1,785									
Market SF Detached 3BR	\$2,316									
Shared Accomodation	\$724									

Affordability Profile of Households and Gap Analysis

- The data indicates that much of the housing in Collingwood is unaffordable to most households in the municipality.
- For ownership housing, it is likely that high-income individuals from other parts of Ontario are moving to Collingwood, which would not be reflected in the data. As illustrated throughout this report, it also appears that the current supply is not sufficiently meeting demand.
- Owners are also more likely to spend over 30% of their gross household income on a home in order to “get into the market”, believing that their equity commitment will pay off down the road.
- Renters are also facing significant affordability challenges. Outside of a bachelor apartment, rental apartments and rental single-family homes are unaffordable to roughly 70% of all rental households in the municipality. Unlike owners, most renters will overpay for housing, due to lack of choice, without any corresponding benefit.
- Lack of choice and supply are two key factors driving rental housing unaffordability, which is unlikely to improve without the introduction of new market and affordable supply.
- When selecting an affordability target, it is important to note that 100% of the CMHC AMR still remains out of reach for many renter households.
- This data should be revised and reassessed when the 2021 census data is released.

Who are the Households Facing Affordability Challenges

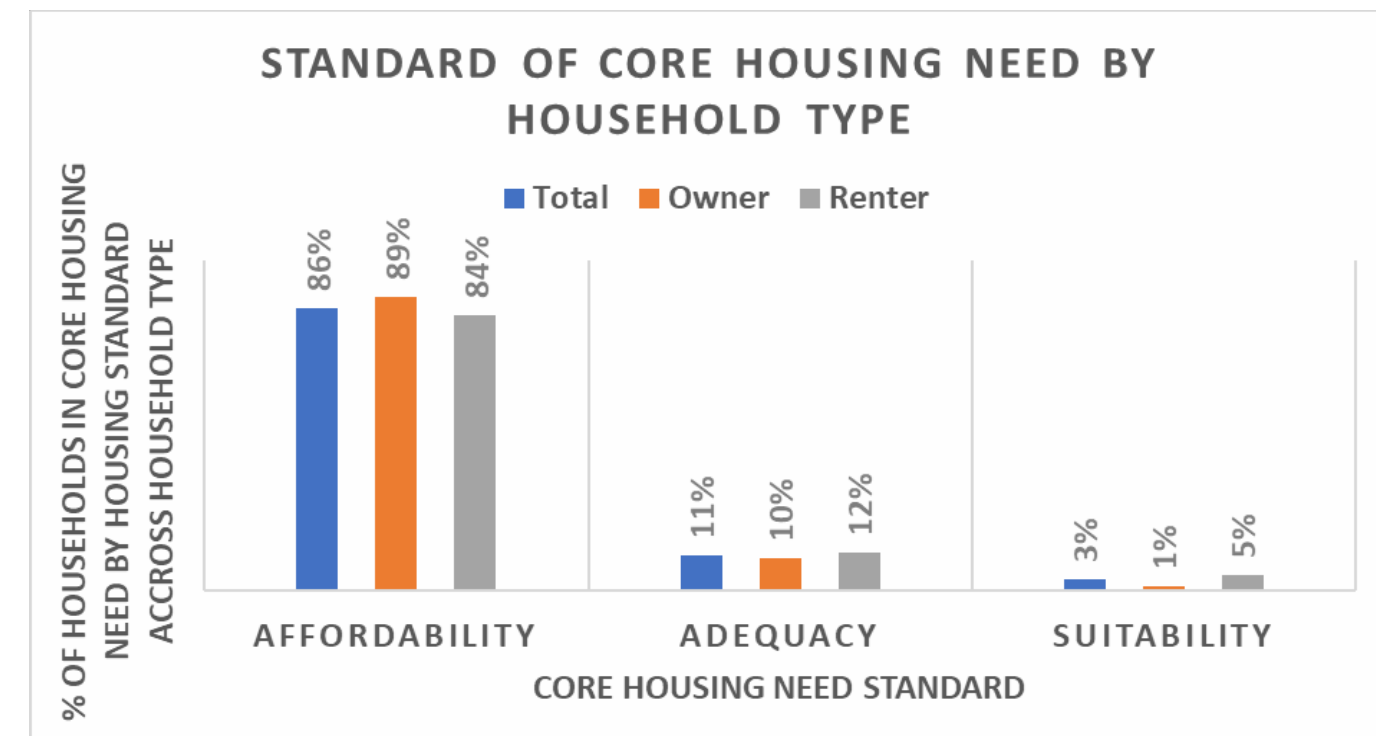
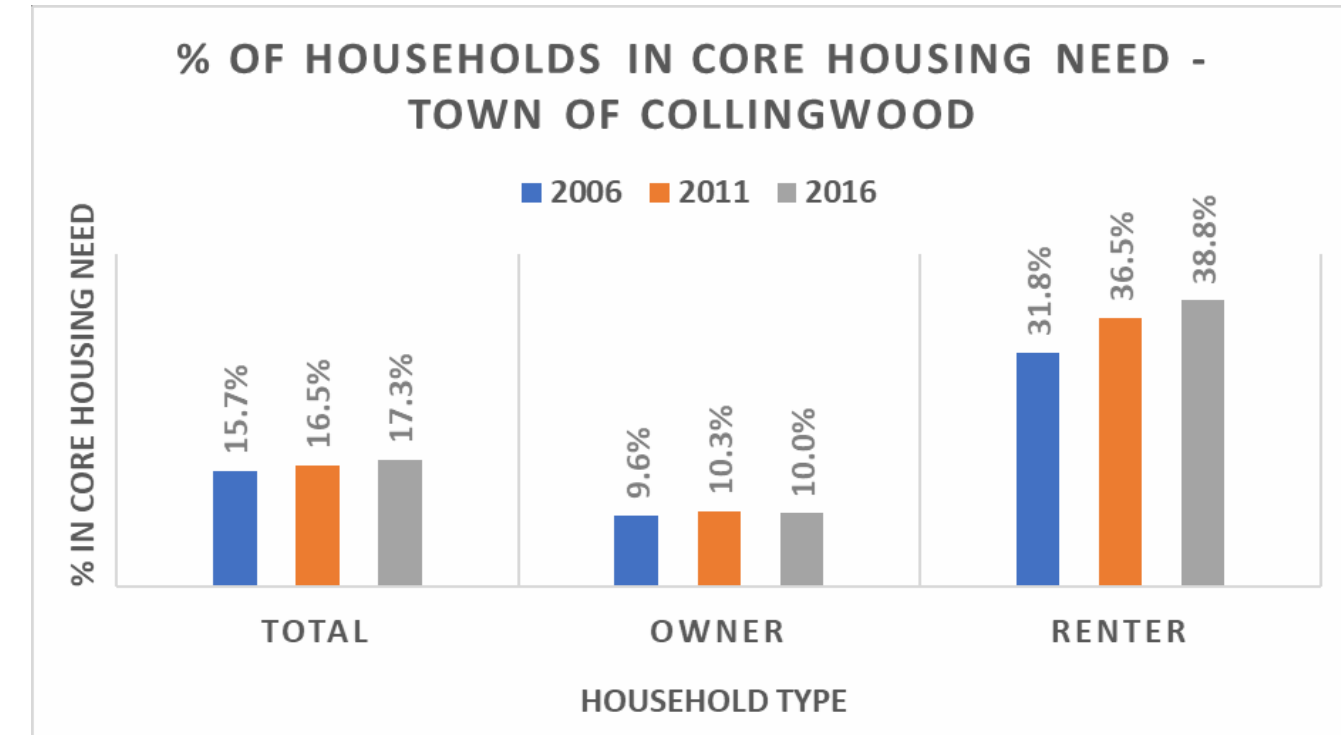
Core Housing Need - Definition

- CMHC has utilized census data to assess households in Core Housing Need within municipalities across Canada
- A household is in Core Housing Need if its housing does not meet one or more standards for housing:
 - Affordability: Household is spending more than 30% of before-tax household income.
 - Adequacy: Home requires major repairs.
 - Suitability: Home size is not adequate to the household size (i.e. family of 5 living in a 2-bedroom home).
 - Adequate housing does not require any major repairs, according to residents. Suitable housing has enough bedrooms for the size and make-up of resident households. Affordable housing costs less than 30 per cent of before-tax household income.
- In addition to providing total count of households experiencing Core Housing Need, CMHC provides specific data points to help identify the characteristics and socioeconomic indicators of these households.
- The following section provides an overview of this data to help the Town of Collingwood understand the needs of those experiencing affordability challenges.
- All data comes from the Canadian Census and CMHC Housing Portal for the Town of Collingwood Census Subdivision.



Households in Core Housing Need - # of Households

- Households in core housing need have been increasing every census period since 2006.
- Significantly more renter households in core housing need than owners.
- Ownership households in core housing need has been relatively stable since 2006.
- Renter households in core housing need has been rapidly increasing.
- 0% of the surveyed households in core housing need indicate that affordability is the only challenge. This means these households are not only spending too much on housing costs, but also the home is either not suitable or adequate to their needs.
- Vast majority of households in Core Housing Need (84% - 89%) is due to affordability standard. Adequacy is next most common standard for all household types (10%-12%).
- For rental households, suitability and adequacy represent a statistically significant result. These households are likely paying too much for housing, in addition to living in a home that requires major repairs and is not suitable to them.

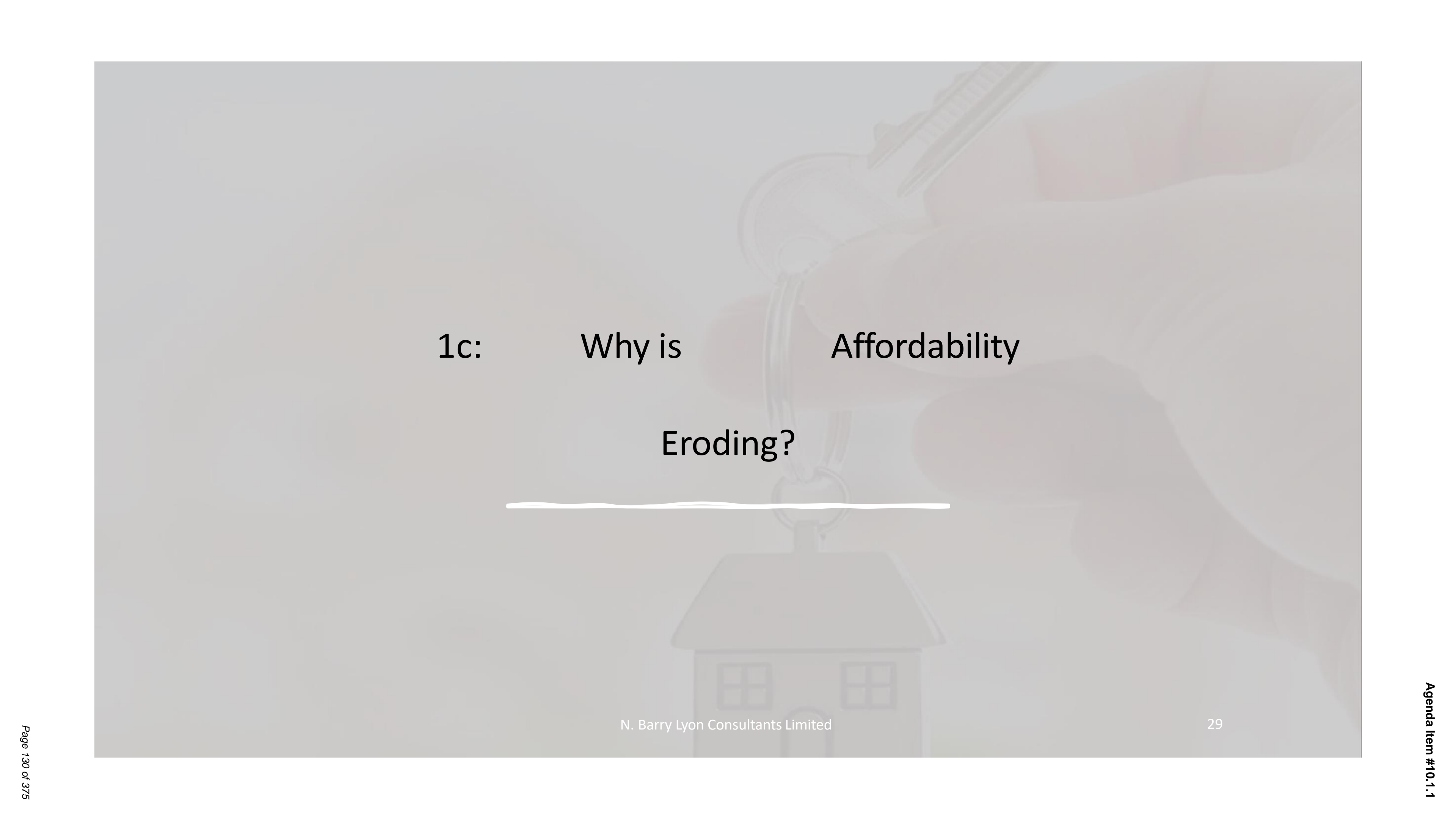


Core Housing Need – Household Characteristics

- Renter households have higher incidence of core housing need across all characteristics. Key renter groups include:
 - Older households (65 and over) and households with at least one-senior.
 - Lone-parent and one-person households.
 - Households with a child.
 - Recent immigrants.
 - Households with activity limitations.
- While certain owner groups will also face affordability challenges, clearly a larger need to address renter households across a variety of incomes and characteristics.
- Since 2006, the following renter groups have experienced a 10% growth in core housing need:
 - Those age 35 - 64
 - One-person households
 - Immigrants and recent immigrants

Households in Core Housing Need by Household Characteristics						
Year	2016		2011		2006	
Tenure	Owner	Renter	Owner	Renter	Owner	Renter
Total - % Households in Core Housing Need	10%	39%	10%	37%	10%	32%
Age of Primary Household Maintainer						
15 to 24 years	0%	37%	0%	0%	0%	33%
25 to 34 years	8%	30%	13%	25%	16%	33%
35 to 44 years	8%	38%	10%	38%	13%	27%
45 to 54 years	8%	33%	12%	43%	7%	22%
55 to 64 years	9%	40%	9%	32%	9%	31%
65 years and over	12%	49%	9%	40%	9%	44%
Household Type						
Couple with children	3%	26%	5%	30%	4%	21%
Couple without children	5%	17%	3%	23%	3%	16%
Lone-parent household	15%	47%	21%	46%	21%	48%
One-person household	22%	55%	23%	43%	19%	39%
Household has at least one senior (65 or older)	12%	47%	9%	39%	8%	39%
Household has at least one child less than 18 years old	6%	43%	10%	46%	13%	39%
Immigration Status						
Non-immigrant	9%	39%	10%	35%	10%	33%
Immigrant	14%	37%	15%	47%	9%	22%
Recent immigrants (landed 2011-2016)	67%	67%	0%	0%	0%	0%
Household Characteristics						
Household has at least one person with activity limitations	11%	44%	13%	41%	14%	37%
Aboriginal Households						
Aboriginal households	9%	38%	0%	18%	0%	36%

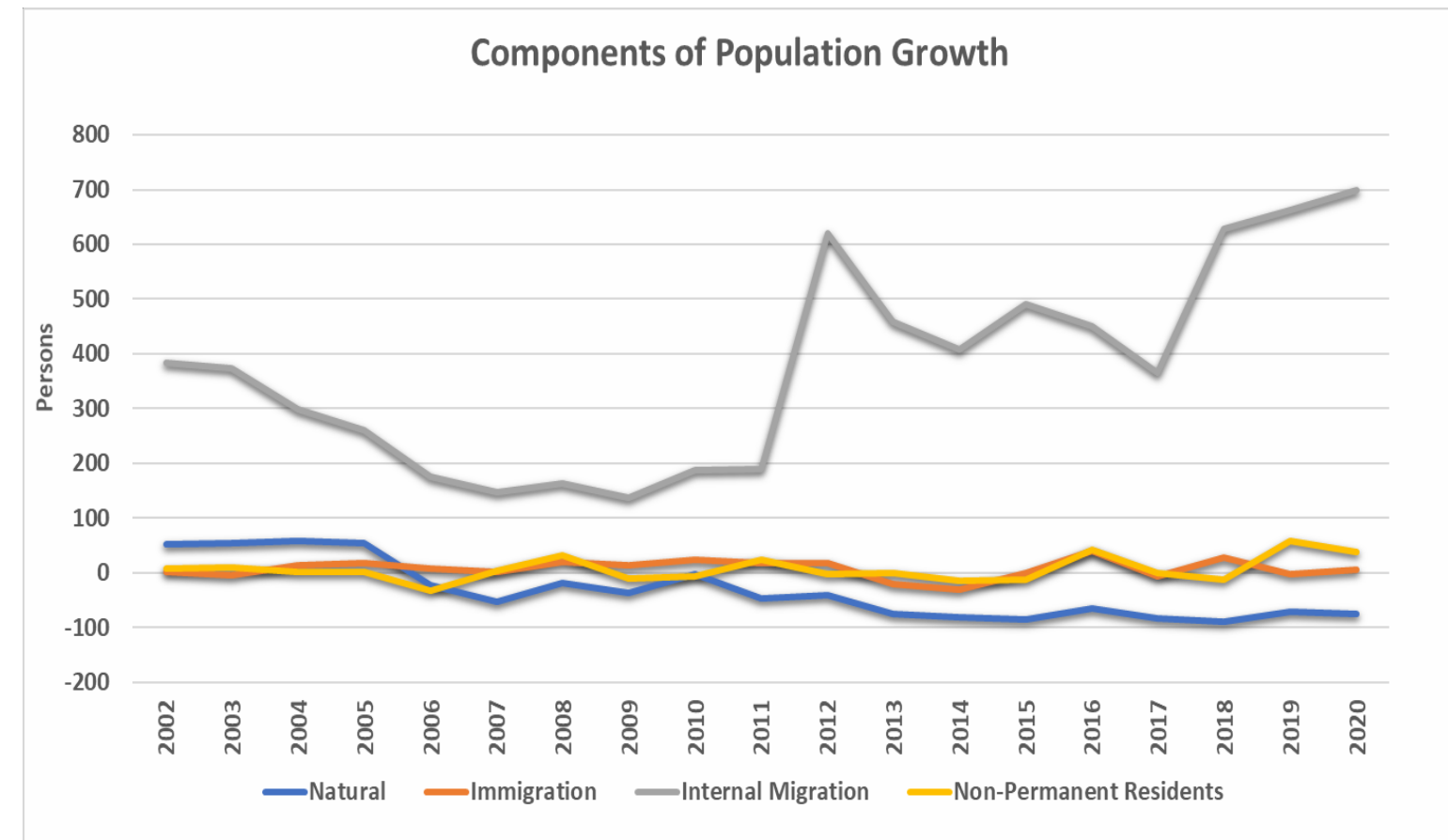
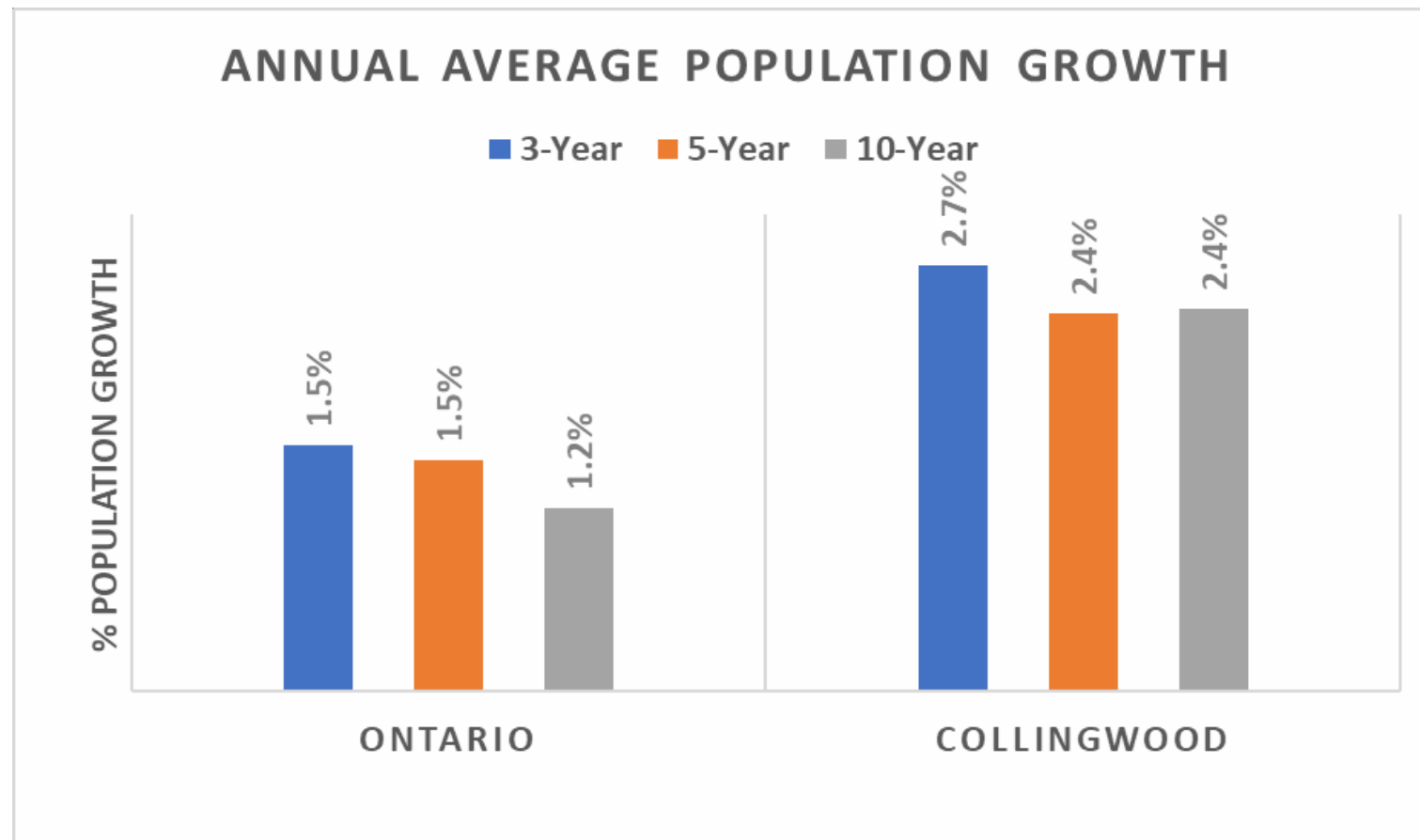
Source: CHC Housing Portal Core Housing Need Analysis for Collingwood. Red indicates variable is above overall average for tenure.



1c: Why is Affordability
Eroding?

Strong Population Growth

- Population growth has been strong in Collingwood over past ten years, growing at nearly double the Provincial average.
- Collingwood has grown by 2,552 persons between 2011 and 2016 (13% growth) relative to Ontario's growth of 4.6% over this period.
- Mobility data shows that nearly all of Collingwood's population growth over the past two decades has come from internal migration – persons moving to Collingwood from elsewhere in Canada, with 43% coming from the GTHA.





Population Change by Age Cohort

Population Growth by Age Cohort Town of Collingwood, 2010 to 2020									
Year	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 69	70 to 79	80+	Total
Population (Persons)									
2010	3,999	2,148	2,167	2,531	2,873	2,575	1,816	1,247	19,356
2015	4,147	2,308	2,332	2,541	3,252	3,449	2,263	1,530	21,822
2020	4,446	2,513	2,683	2,709	3,236	3,953	3,211	1,788	24,539
Total Growth (Persons)									
2010 to 2015	148	160	165	10	379	874	447	283	2,466
2015 to 2020	299	205	351	168	-16	504	948	258	2,717
2010 to 2020	447	365	516	178	363	1,378	1,395	541	5,183
% Growth									
2010 to 2015	4%	7%	8%	0%	13%	34%	25%	23%	13%
2015 to 2020	7%	9%	15%	7%	0%	15%	42%	17%	12%
2010 to 2020	11%	17%	24%	7%	13%	54%	77%	43%	27%

Source: Statistics Canada

- This population growth, through internal migration, has likely come from two main sources:
 - Affluent retirees, primarily from the GTA
 - Young adults and families, moving to the area for employment reasons, more affordable housing relative to other market areas, and/or lifestyle appeal.
- As illustrated in the table to the left, retirees (50 to 69) have made up a sizable share of population growth over the past decade. However, this growth has slowed in the past five years.
- Conversely, young adults/families (20 to 39) and even middle-aged persons (40 to 49) have seen an increasing share of population growth over the past five years.
- Over the past year, the COVID-19 pandemic has shifted housing demand in several ways. The increasing prevalence of work-from-home has pushed some households to consider both larger homes and lower-density communities further from the GTA. This includes persons who were near retirement age and have used the pandemic as an impetus to make the move away from the city. It also includes young families who were also likely considering moving away from the city prior to the pandemic in search of more square footage and/or a quieter lifestyle.
- Secondary/Seasonal homes are also playing a part and not captured by the data.

Ownership Housing Affordability is Strained

- Utilizing Environics income estimation (slightly different from census data), the following table assesses the household incomes relative to the average resale home value.
- Affordability has been quickly eroding in recent years, with the average income now failing to afford the average resale home price.
- These increased housing costs and rising affordability barriers have two key implications for housing demand in Collingwood:
 - Many would-be purchasers will now rent, placing increasing demand and pressure on the **rental market**.
 - Others may consider a denser housing option such as a townhome, apartment, or home in need of repairs.

**Median Family Income & Housing Affordability
Collingwood, 2016 to 2020**

Year	Average Household Income	Annual Growth	Stress Test Rate ¹	Max. Affordable Home Value ²	Avg. Resale Value	Annual Growth	Affordability Gap ³
2016	\$81,847	3.3%	4.74%	\$506,992	\$386,178	-	31%
2017	\$84,459	3.2%	4.64%	\$530,969	\$455,562	18.0%	17%
2018	\$87,510	3.6%	5.34%	\$515,672	\$488,638	7.3%	6%
2019	\$90,761	3.7%	5.19%	\$545,508	\$536,689	9.8%	2%
2020	\$94,035	3.6%	4.94%	\$582,116	\$653,209	21.7%	-11%

1= BoC's Five-Year Benchmark Rate on July 1 of the given year.

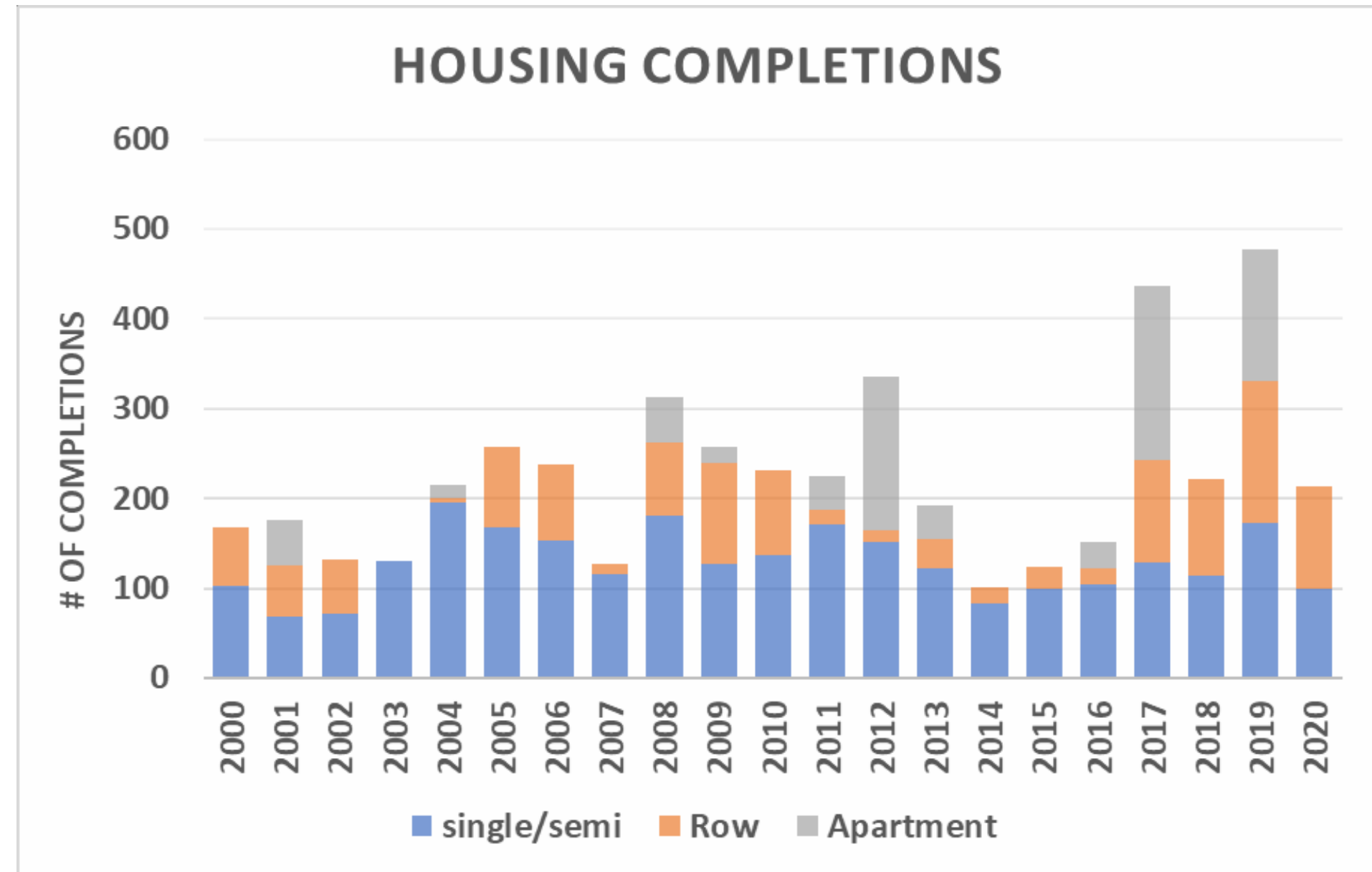
2= Assumes a 20% downpayment, mortgaged over 25 years, \$3,600 in annual property tax, a debt-to-income ratio of 36%, and no major household

d 3= Max. Affordable Home Value relative to Avg. Resale Value

Source: Environics, Bank of Canada, South Georgian Bay Association of Realtors, NBLC

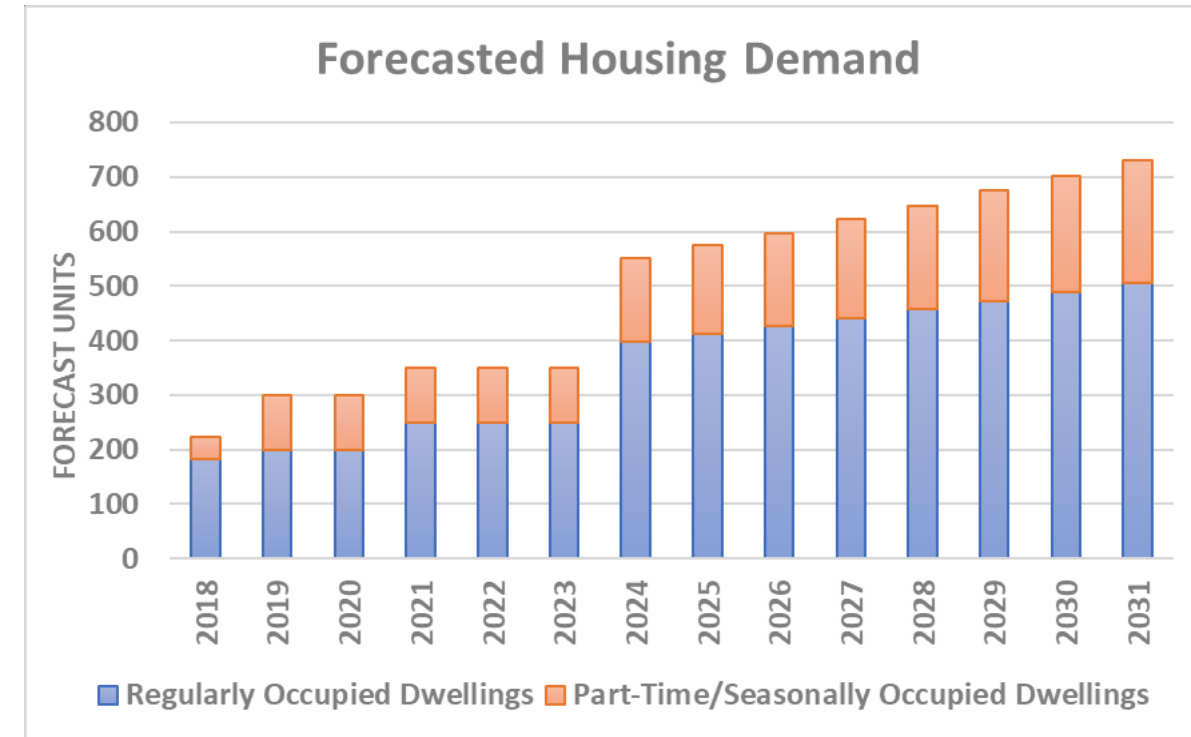
Housing Starts and Growth Forecast

- Housing growth has been relatively stable, averaging approximately 300 new home completions over past 3 and 5 years, and around 250 new home completions over past 10 and 20 years.
- The market is producing less single and semi-detached homes, and more townhomes and apartments.
- Two of the last four years has seen more than 400 new housing completions.
- 20% of household growth since 2006 has been renter households.



Housing Forecast

- Looking forward, the Town of Collingwood forecasts an increasing level of population growth into the foreseeable future.
- Hemson Consulting completed an updated Development Charge Background study in 2019, which forecasted a total housing demand of 6,750 units between 2018 and 2031, equal to an average of 519 new housing units per year.
- Hemson notes that this growth will primarily occur through single/semi detached and townhomes.
- The forecast is well above the recent housing start activity in the Town.



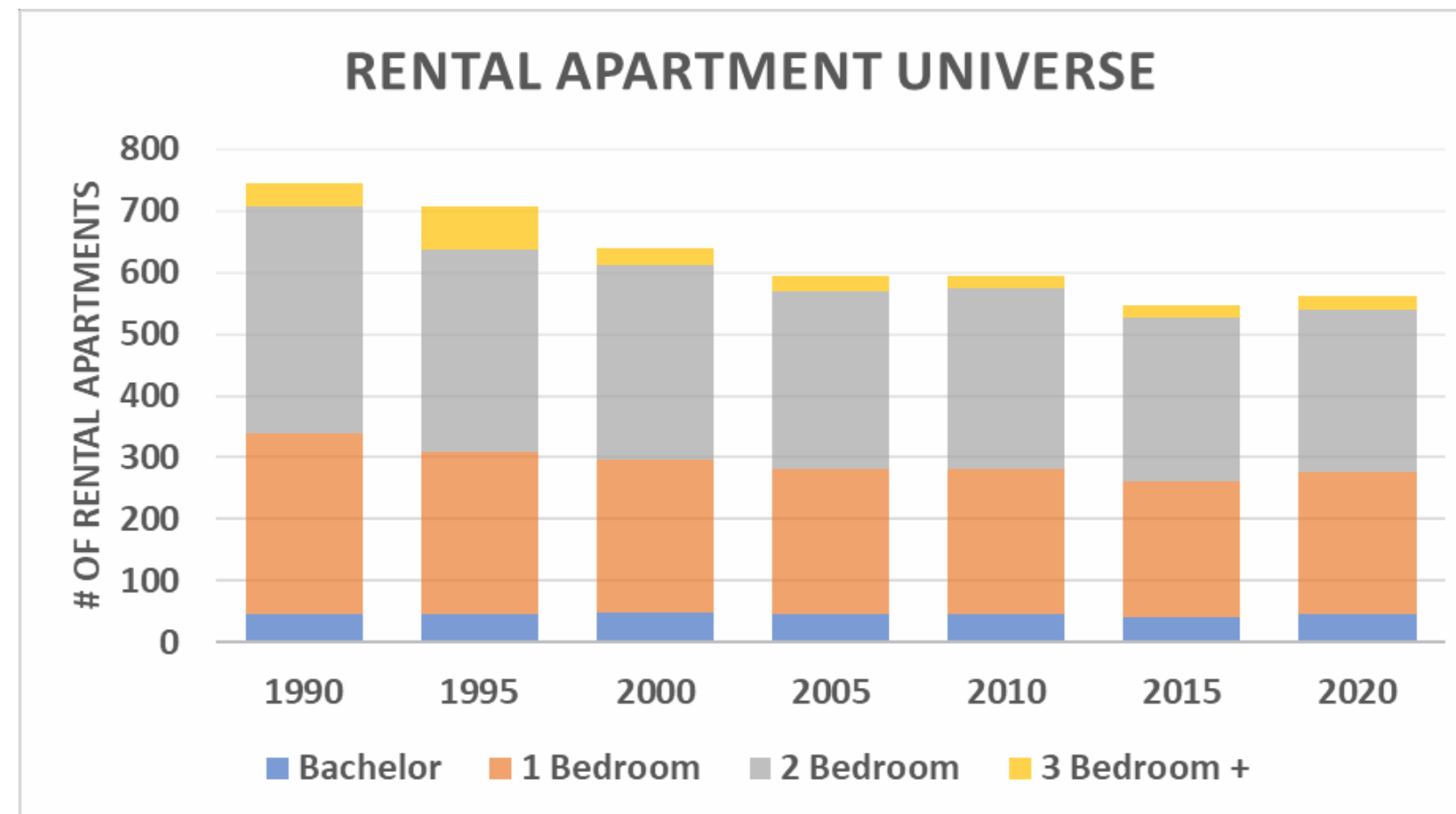
Collingwood Household Forecast 2018 to 2031

Year	Occupied	Seasonal	Total
2018 (Observed)	10,097	2,178	12,275
2031 (Forecast)	14,850	4,175	19,025
Avg. Annual Increase (2018 to 2031):	366	154	519
Total Increase (2018 to 2031):	4,753	1,997	6,750

Source: 2019 Development Charge Back Ground Study Collingwood

The Rental Market is Shrinking

- Collingwood has added only 213 new rental units since 2008 (6% of all housing completions), with 147-units being associated with the Simcoe County Second Street affordable housing development.
- Despite the above, the Town's rental universe has decreased by 181 total rental units since 1990, with the vast majority being one and two-bedroom units.



Primary Affordability Challenges

- Collingwood is rapidly growing, and expected to continue to grow looking forward. Overall, it appears that this growth, and corresponding demand for housing, is outpacing housing supply.
- This supply/demand gap is noticeable in the ownership market, with home price growth exceeding income growth.
- However, the supply/demand gap is most noticeable for rental housing. As home prices continue to become unaffordable, many households will look to the rental market. This is placing significant pressure on a rental market that has shrunk steadily over the past thirty years with very little new supply.
- This situation is causing low vacancy rates and rapid rental rate increases as assessed earlier in this report. This is also eroding the availability of traditionally affordable rental housing to those with lower incomes.
- Further, it is likely that those with higher incomes and equity are moving from the GTHA and placing further upward pressure on home prices.
- It is imperative, through the ongoing Official Plan Review, that adequate land supply is made available for future development to keep pace with population growth and housing demand.
- It is also imperative that the Town encourage the delivery of new rental housing. New rental housing will provide more choice and availability in the market. It will also allow those currently living in “older” rental units but have the income to rent a higher quality unit (if one was available) to do so. This is referred to as the “Filtering Process”, freeing up an older unit at lower rent to a lower income household.
- Additionally, affordable rental housing is needed, and should be supported with financial incentives and land.





Current and Future Needs

Current Unmet Demand – Summary Highlights

- There is need across the housing continuum. Simcoe County currently has a sizeable homelessness population and wait list for social housing. However, it is assumed that this need falls under the purview of Simcoe County as Service Manager (e.g. shelters, transitional housing, social housing, affordable housing).
- **Market Ownership Housing:** It appears that the supply of new ownership housing is not keeping pace with demand or the forecasted housing need. The best option for addressing ownership housing affordability is to ensure that realistic housing forecasts are developed and enough land is made available to allow developers to keep pace with demand. **This should be carefully considered through the ongoing Official Plan Review.**
- **Market Rental Housing:** As discussed in this report, there has been virtually no new rental housing delivered to the Collingwood market over the past 20 years. New purpose-built rental housing, as well as other options (e.g. second suites) are needed. This initiative can be supported with incentives if desired.
- **Affordable Ownership Housing:** It is also possible to partner with non-profit affordable ownership groups (e.g. Options for Homes, Habitat for Humanity) to deliver housing at below market rates to qualifying households. The County's down payment assistance program can also be leveraged.
- **Affordable Rental Housing:** There is a significant need for new affordable rental housing that is affordable to households below the 6th income decile.
- As the Town continues to grow, affordability challenges will worsen if housing supply does not adequately grow and respond to the need. Efforts should focus on market and affordable rental housing. Affordable ownership housing should also be pursued as a Secondary objective.
- Both market and affordable rental should seek to deliver a broad spectrum of units given the demand characteristics of those in Core Housing Need. A focus on one and two-bedroom units is appropriate, as well as housing for seniors. This will address the Core Housing Need characteristics (slide 29):
 - Older households, seniors, lone-parent and one-person households, households with children, and immigrant households.

Future housing demand and needs

Current Need:

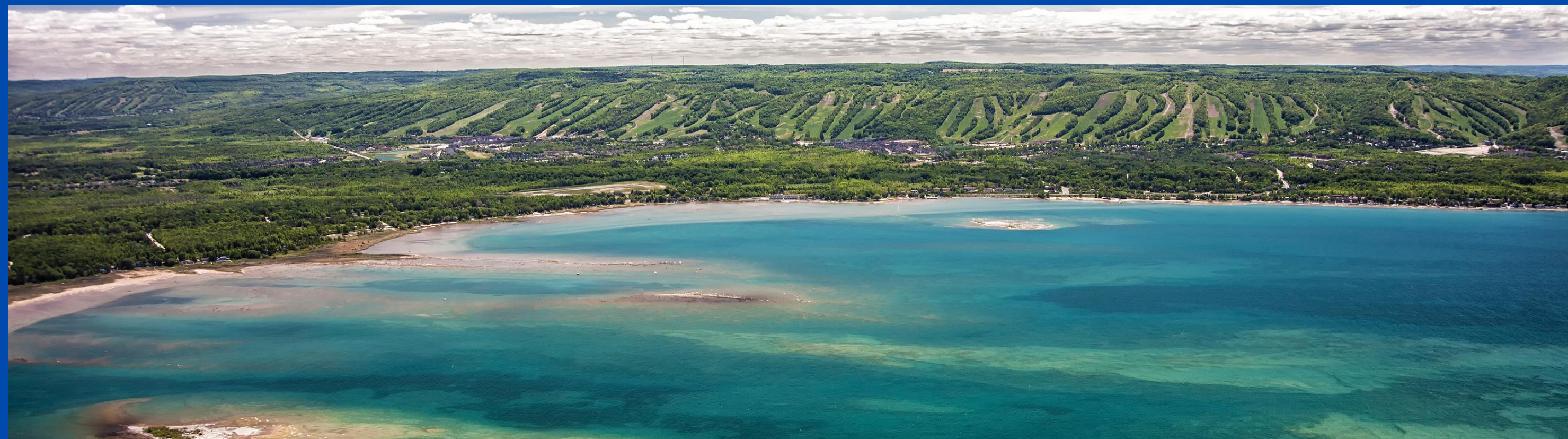
- Homeless: 563 people in Simcoe County
- Low-Income Rental: 4,546 households on the centralized wait-list across Simcoe County
- Low to Moderate Income Rental: 916 rental households in Core Housing Need
- Moderate Income Ownership Housing: 683 owner households in Core Housing Need

Future Need:

- Households forecasted to almost double by 2031 according to Development Charges Study. Simcoe County also expected to grow significantly to 2051 (Growth Plan).
- Growth will place upward pressure on affordability for all groups if supply does not meet demand.
- Growth is likely to place upward pressure on affordability for low-income groups without direct public-sector action.
- Based on growth forecast to 2031, assumption that rental housing will account for 20% of households growth (trend since 2006), and Core Housing Need remains at 2016 level (38.8% of renter households) – the number of renter households in Core Housing Need will increase to nearly 1,700.
- The above is also likely an underestimate, as continued increases to rental rates will likely place more renter households in Core Housing Need, which has been the case in Collingwood since 2006 with this group increasing by 300.



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Town of Collingwood – Affordable Housing Task Force

Affordable Housing Consulting
Services – Needs Assessment

October 2021



nblc

N. Barry Lyon Consultants Ltd.

Collingwood Affordable Housing Task Force

- The Town of Collingwood recognizes the current housing crisis. In February 2021, Council established an Affordable Housing Task Force to take leadership with a number of possible strategies to enhance and increase the supply of affordable housing. Specifically, the Task Force has the following mandate:
 - i. Investigate opportunities and make a recommendation to Council regarding Town owned lands;
 - ii. Monitor and make recommendations to local planning policies that are underway as well as a regional focus to closely monitor and provide recommendations to increase affordable housing options.
 - iii. Explore and make recommendations regarding current grant / funding opportunities for affordable housing development: new, renovation and conversions.
 - iv. Remain connected with and provide support for an action plan for Council regarding Collingwood's commitment to the United Nations Sustainability Goal #11 pertaining to safe and affordable housing.
- N. Barry Lyon Consultants Limited ("NBLC") has been retained by the Town of Collingwood to support this task force.

NBLC Assignment



1. Needs Assessment (THIS REPORT):

Assist in the research of housing specific data and collection and prepare a formal analysis identifying benchmarks and targets to ensure that the Task Force recommendations accurately reflect the current and future needs of the Town.



2. Strategy Development (SEPARATE COVER):

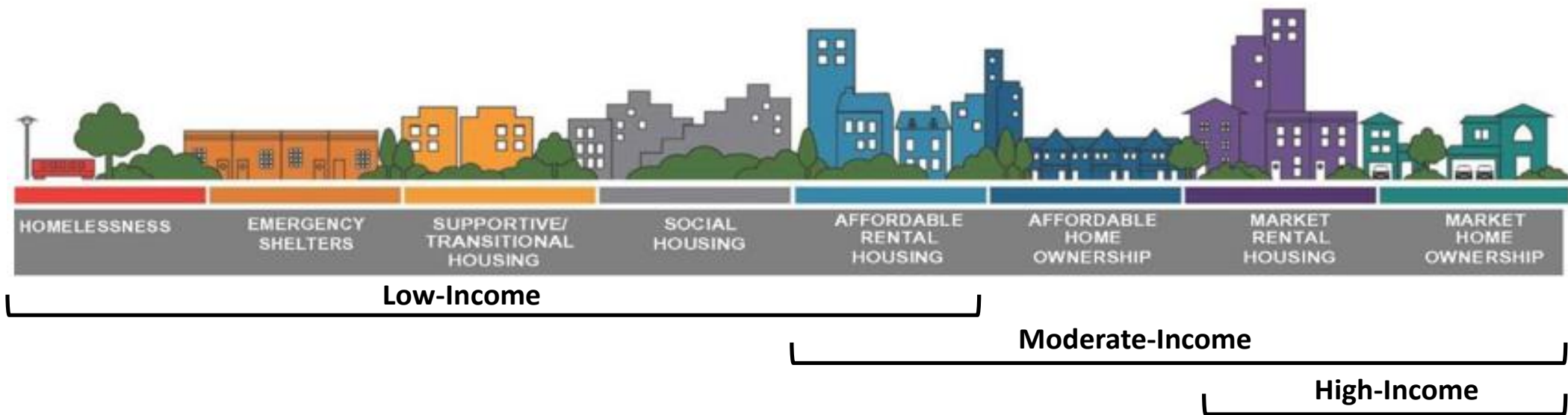
Assist the Task Force/Sub-committee in reviewing potential policy and procedure recommendations that facilitate creation of affordable housing and identifying planning policy best practices that may not have been considered in the current Official Plan review process, including any legislative parameters and restrictions of potential Task Force recommendations.

Needs Assessment



Housing Continuum: Income Distribution

THE HOUSING CONTINUUM



Housing Continuum: Roles and Focus of this Report

THE HOUSING CONTINUUM



Simcoe County

Town of Collingwood

Focus of this Report

Affordable Housing Definition: Provincial Policy Statement

Affordable Ownership Housing - the least expensive of:

1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or
2. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the regional market area;

Affordable Rental Housing - the least expensive of:

1. a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or
2. a unit for which the rent is at or below the average market rent of a unit in the regional market area.

Low and Moderate Income Households:

1. Households with incomes in the lowest 60 percent of the income distribution.

Affordable Housing Definition: Definitions Used in this Report

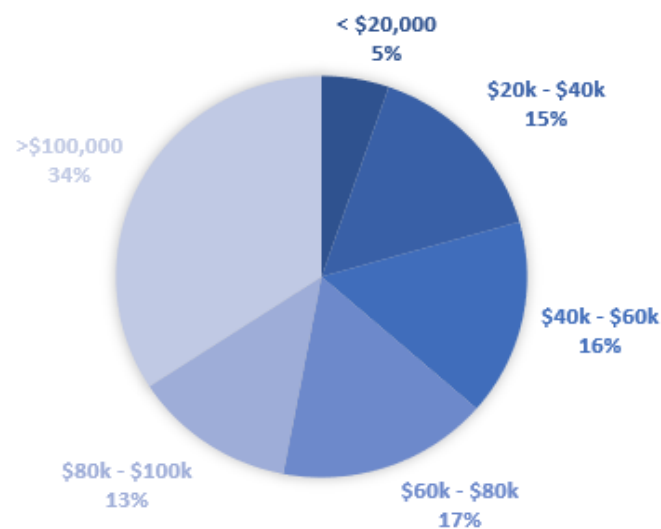
- Studies of this nature typically focus on:
 - The 30% of income calculation.
 - Low-income refers to households in the first three income deciles (lowest 30 percent of the income distribution).
 - Moderate-income refers to households between the 4th and 6th income decile.
 - High-income refers to households in the 7th income decile and above.

Census Data Key Indicators: Income

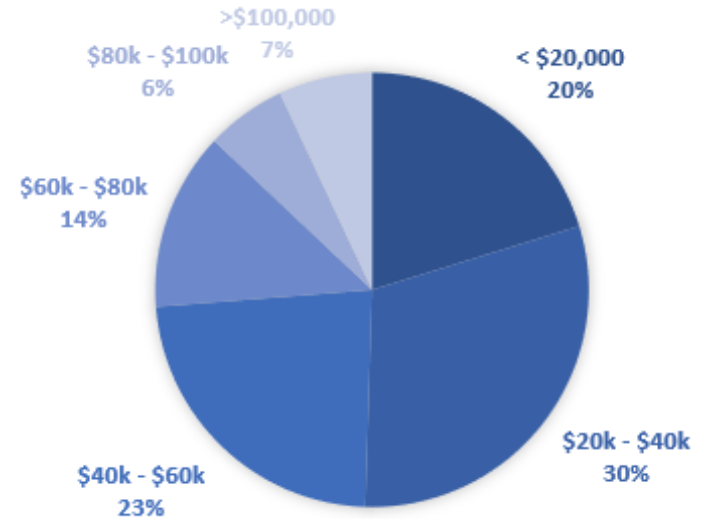
- Total incomes in the Town have increased, with renter household incomes increasing at a quicker rate than ownership households.
- However, the income of renter households remain well below owner households. In fact, owner incomes are nearly **twice** as much as renter incomes.
- Over 70% of renter households earn less than \$60k, with 20% earning less than \$20k. The inverse is true for ownership households, with over 34% earning more than \$100k.

Average Household Income Before Taxes (2006 - 2016)		
Year	Income	% Change 06 - 16
All Households		
2006	\$68,470	
2011	\$72,915	
2016	\$82,216	20.1%
Owner Households		
2006	\$80,225	
2011	\$83,120	
2016	\$94,314	17.6%
Renter Households		
2006	\$38,242	
2011	\$41,280	
2016	\$48,271	26.2%

Source: CMHC Housing Portal Census

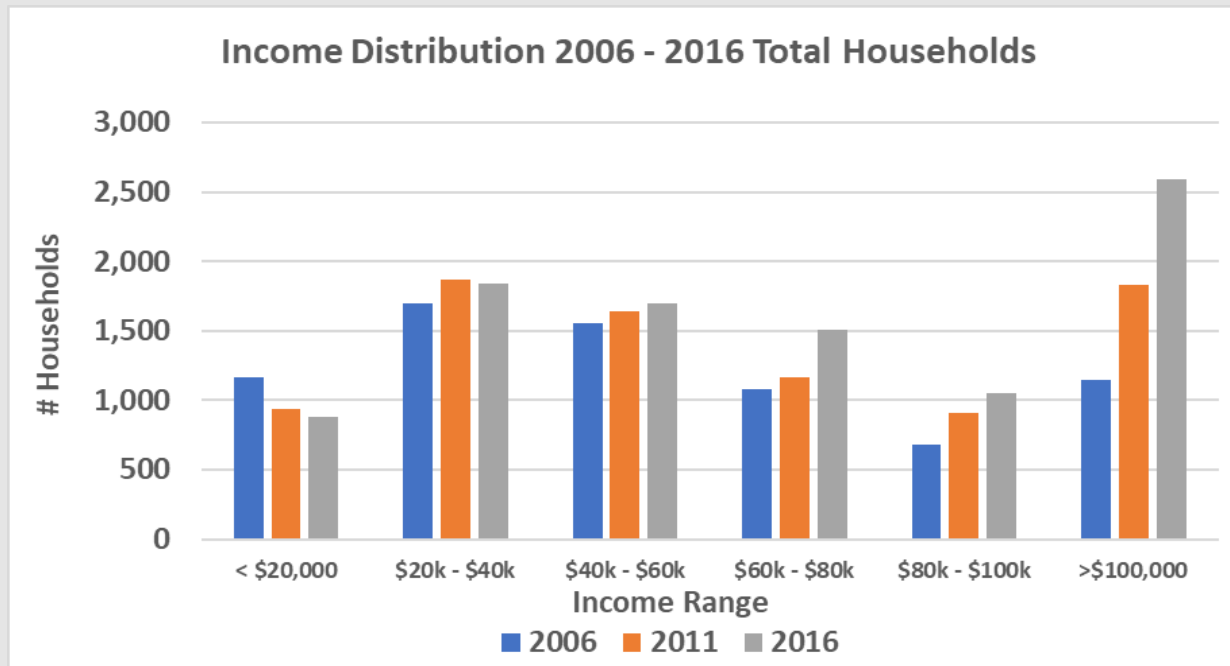


Owner Income Distribution



Renter Income Distribution

Census Data Key Indicators: Income Growth



- Overall, incomes have increased 20% from 2006 to 2016. Most can be attributed to the growth in high-income households.
- Those earning over \$100,000 has grown from a total of 15% of households in 2006 to nearly 30% as of 2016.
- The three lowest categories have had minimal change.
- The decrease in those earning less than \$20k does not signal affordability improving (inflation, minimum wage, etc.).

Census Data Key Indicators: Income Growth by Deciles and Tenure

Income Growth by Decile Group for Town of Collingwood						
Decile	2016		2006		% Change	
	Owner	Renter	Owner	Renter	Owner	Renter
1	\$26,400	\$14,400	\$19,800	\$12,100	33%	19%
2	\$39,600	\$20,000	\$31,800	\$17,000	25%	18%
3	\$52,400	\$25,200	\$40,400	\$19,400	30%	30%
4	\$64,500	\$33,200	\$48,800	\$25,400	32%	31%
5	\$76,500	\$39,600	\$58,800	\$31,200	30%	27%
6	\$90,000	\$47,200	\$69,000	\$37,200	30%	27%
7	\$109,000	\$56,000	\$82,000	\$44,400	33%	26%
8	\$133,000	\$68,000	\$100,000	\$54,000	33%	26%
9	\$174,000	\$88,000	\$131,000	\$76,500	33%	15%

- The data in this chart sorts owner and renter households by income deciles. Data was received through a special request from Statistics Canada.
- Data by decile group and tenure further illustrates income disparity between owners and renters.
- Owners earn significantly more than renter households across every decile and the gap is widening.

Incomes in Collingwood - Deciles

Household Incomes in Town of Collingwood

	Decile Group	Owner Income (2016)	Renter Income (2016)	CPI (2016 - 2021) ^{^^}	Owner Income (2021 estimate)	Renter Income (2021 estimate)*
Low Income	1st	\$26,400	\$14,400	9.5%	\$28,900	\$15,764
	2nd	\$39,600	\$20,000		\$43,351	\$21,894
	3rd	\$52,400	\$25,200		\$57,363	\$27,587
Moderate Income	4th	\$64,500	\$33,200		\$70,609	\$36,345
	5th	\$76,500	\$39,600		\$83,746	\$43,351
	6th	\$90,000	\$47,200		\$98,524	\$51,671
High Income	7th	\$109,000	\$56,000		\$119,324	\$61,304
	8th	\$133,000	\$68,000		\$145,597	\$74,441
	9th	\$174,000	\$88,000		\$190,480	\$96,335

Notes/Source: [^]2016 census data from Statistics Canada ^{^^}Consumer Price Index for Canada from Statistics Canada. ^{*}CPI adjusted incomes for 2021

- Incomes from the 2016 census have been inflated by the Canadian CPI over this period, which is estimated to be 9.5%.
- This provides an estimate of incomes in 2021. However, it does not account for actual change in income or people that might have moved to Collingwood over this period.
- When the 2021 census is released in mid-2022, the data and analysis should be updated.


Affordability Thresholds Based on Provincial 30% Definition

Household Incomes in Town of Collingwood and Affordability Thresholds

	Decile Group	Owner Income (2021 estimate)	Renter Income (2021 estimate)	Affordable Rental Rate (monthly)^	Affordable Purchase Price^^
Low Income	1st	\$28,900	\$15,764	\$394	\$83,331
	2nd	\$43,351	\$21,894	\$547	\$134,231
	3rd	\$57,363	\$27,587	\$690	\$189,635
Moderate Income	4th	\$70,609	\$36,345	\$909	\$248,642
	5th	\$83,746	\$43,351	\$1,084	\$313,956
	6th	\$98,524	\$51,671	\$1,292	\$390,981
High Income	7th	\$119,324	\$61,304	\$1,533	\$486,023
	8th	\$145,597	\$74,441	\$1,861	\$627,911
	9th	\$190,480	\$96,335	\$2,408	\$896,823

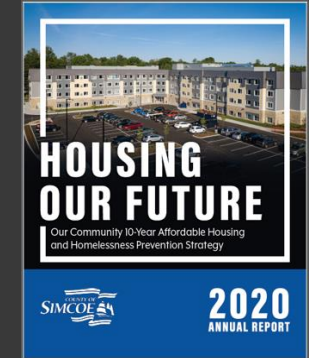
Notes/Source: ^Assumes 30% of gross income is available for monthly rent. ^^Assumes 30% of gross income is available for accommodation costs. Accommodation costs include mortgage (25 years, 4% fixed 5-year rate, 10% downpayment, 1.14% property tax payment).

- The data in this chart displays the maximum purchase price and rental rate each decile group could afford based on the Provincial definitions found earlier in this report.
- In addition to affordability challenges, other barriers to entry will include:
 - Availability of units at these price points
 - Rental Housing: First and Last Month Rent
 - Ownership Housing: Down payment, other closing costs

A close-up photograph of a hand holding a set of keys. One key is prominently displayed, attached to a silver keychain. Below the keychain is a small, dark-colored house-shaped keychain with two windows and a door. The background is a soft, out-of-focus outdoor scene.

Housing Available to these Households

Homelessness, Shelters, Social Housing, Affordable Housing – Simcoe County



Homelessness

- 563 people experiencing homelessness on November 17, 2020.
- 82% were singles, 11% were single with dependant, 5% were couples, 1% were couple with dependant.
- 50% of this population was in Barrie. Only 6% was in South Georgian Bay.
- 60% were adults, even spit of youth and seniors. 57% are male.
- Only 10% lost housing due to COVID-19.
- 60% experience chronic homelessness, mostly due to interpersonal / family and financial issues.
- 67% experience mental health issues.

Social Housing

- Simcoe County has 4,546 people on the centralized wait-list for social housing (RGI – 4.7% increase 2019-2020).
 - Seniors 19%
 - Adults no dependants 52%
 - With dependants 29%
- Wait times have increased 50% since last year.
- Ongoing operating and capital subsidies to Simcoe County Housing Corporation and legacy non-profit and cooperative housing providers.
- Assisting with end of operating agreements to ensure long-term affordability and availability of units.

Affordable Housing

Has a target of 2,685 new affordable housing units by 2024. 88% of this target has been accomplished since 2014 through:

- Rent supplements/ housing allowances (\$1.86M in 2020 | 845 households since 2014)
- Homeownership down payment assistance (\$347k in 2020 | 126 households since 2014)
- Creation of secondary suites (~1.0M in 2020 | 169 new secondary suites created since 2014)
- Urgent home repair (\$360k in 2020 | 304 units have been supported since 2014)
- New Development:
 - \$26.8M investment in Wasaga Beach (with municipal incentives) for 99 affordable units.
 - \$13.5M investment in Township of Tay for 41 affordable units.
 - County approved \$80M investment in Orillia.
 - New Project in Collingwood (see next page)

Source: Simcoe County 10-Year Affordable Housing and Homelessness Prevention Strategy 2020



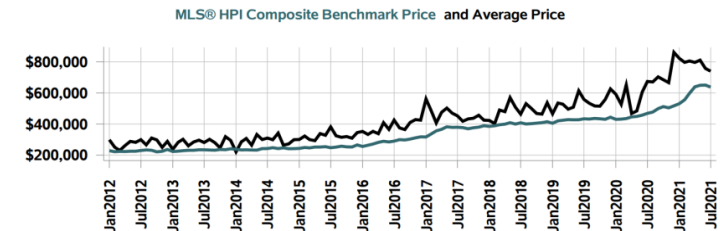
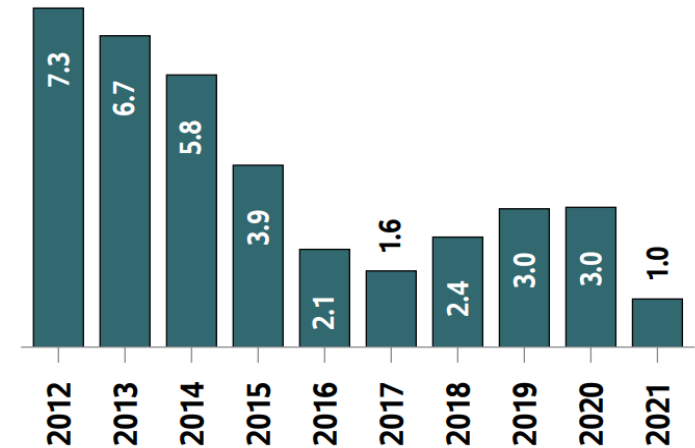
Affordable Housing in Collingwood

- 235 Rent Geared to Income (“RGI”) units and 159 affordable rental units in Collingwood, owned by County and Non-Profits. Also 40 rent supplements deployed in the private market.
- Of the 4,546 households on the wait list across the entire County, there are 1,333 households waiting for units in Collingwood. Collingwood has one of the highest wait lists in all of Simcoe County for both RGI and affordable units.
- 475/485 Second Street: 147 “below market” units, recently developed by Simcoe County Housing Corporation.
 - 1-BR \$648 | 2-BR \$763 | 3-BR \$847
 - One building is seniors housing, one building is families/singles
 - Qualifying income must be less than \$49,500, asset value must be below \$50,000.
 - Building is fully occupied with a wait-list.

Ownership Housing – Resale Data (YTD July 2021)

- Median Price:
 - Single-Family: \$815,500 (up 214% since 2011, 40.5% since last year)
 - Condo Townhouse: \$646,723 (up 188% since 2011, 57.7% since last year)
 - Condo Apartment: \$547,900 (up 163% since 2011, 39.2% since last year)
- Median Days on Market:
 - Single-Family: 2021 – 8.0 days | 2020 – 26 days | 2016 – 20 days
 - Condo Townhouse: 2021 – 6.0 days | 2020 – 23 days | 2016 – 24 days
 - Condo Apartment: 2021 – 9.0 days | 2020 – 26.5 days | 2016 – 26 days
- All homes types are increasing in price rapidly, selling quickly, with decreasing supply / months of inventory.
- **Demand appears to be outpacing supply.**

Graphs are all housing types:
Months of Inventory ² (July Year-to-date)



Ownership Housing – Resale Listing Price Ranges (source: realtor.ca)

- Detached:
 - Most range between \$800k - \$1.6M
 - Some smaller “cottage” homes for less than \$650k
 - Some luxury properties for over \$2M
- Semi-Detached:
 - Small number of listings, range between \$550k - \$750k
- Townhome:
 - Typical range between \$750k - \$1M
 - Some options for less than \$500k
- Apartment:
 - Typical range between \$650k - \$1M



Ownership Housing – New Sale, Low-Density

- New housing developments are all sold out in Collingwood. Some options remain in Clearview and Wasaga Beach.
- Pricing largely ranged between \$400k and \$970k.
- Projects sold at a pace of approximately 1.3 homes per project, per month, on average.

Actively Marketing Low-Rise Projects Collingwood and Surrounding Area, As of June 28, 2021													
Project Name / Builder	Open Date	Product	Lot Size (ft)	Released Lots	% Sold	Size ¹			Price Range ¹			Avg \$PSF ¹	Abs. Rate ²
						Min	Max	Avg	Min	Max	Avg		
Collingwood													
Grandeur at Indigo Estates	Nov-19	Detached	55	4	100%	2,212	3,004	2,672	\$744,900	\$829,900	\$791,567	\$296	0.3
Sunvale Homes	Jun-19		45	4	100%	2,002	2,213	2,129	\$644,900	\$679,900	\$666,567	\$313	0.3
			36	23	100%	1,037	1,928	1,586	\$619,900	\$733,900	\$680,344	\$429	1.3
		45	8	100%	1,322	2,213	1,901	\$584,900	\$679,900	\$645,900	\$340	0.4	
Summit View	Jul-18	Detached	43	79	100%	1,118	2,600	1,800	\$557,900	\$690,900	\$619,400	\$344	2.8
Devonleigh Homes Inc.	Mar-15	Townhouse	20	56	100%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1.2
Red Maple Alliance Homes Ltd.		Detached	36	100	100%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.2
			50	31	100%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.7
Collingwood (3 Projects / 8 Product Offerings):				305	100%	1,037	3,004	1,857	\$557,900	\$829,900	\$654,637	\$352	1.3
Wasaga Beach													
Shoreline Point	Feb-21	Detached	52	21	100%	1,589	2,457	2,039	\$779,990	\$879,990	\$831,657	\$408	21.0
Zancor Homes	Oct-20		40	61	98%	1,354	2,277	1,748	\$774,990	\$889,990	\$834,276	\$477	27.6
			60	39	92%	1,629	2,030	1,865	\$889,990	\$969,990	\$927,490	\$497	8.6
Villas of Upper Wasaga	Aug-19	Townhouse	23	77	26%	1,483	2,182	1,850	\$479,990	\$537,990	\$513,590	\$278	1.1
Baycliffe Communities	Oct-16	Detached	60	41	88%	1,609	1,716	1,658	\$849,900	\$858,900	\$855,900	\$516	0.7
Golf Side Estates													
JDC Homes													
Wasaga Beach (3 Projects / 5 Product Offerings):				239	72%	1,354	2,457	1,863	\$479,990	\$969,990	\$801,923	\$430	2.2
Clearview													
Nottawasaga Station	Sep-17	Detached	45	90	80%	1,355	2,486	1,907	\$573,900	\$706,900	\$635,567	\$333	1.7
MacPherson Master Builders			50	47	85%	1,462	3,214	2,378	\$613,900	\$825,900	\$712,775	\$300	1.0
Ridge View Estates	Aug-17	Detached	50	35	66%	1,316	2,415	1,786	\$539,900	\$639,900	\$586,900	\$329	0.5
Crawford Fine Homes		Semi	24	24	96%	1,489	1,489	1,489	\$399,900	\$399,900	\$399,900	\$269	0.5
Clearview (2 Projects / 4 Product Offerings):				196	81%	1,316	3,214	2,121	\$399,900	\$825,900	\$664,192	\$313	0.9
Total / Average (8 Projects, 17 Product Offerings):				740	86%	1,037	3,214	1,946	\$399,900	\$969,990	\$720,537	\$371	1.3

¹ = Based on Available Inventory; ² = Adjusted to exclude months off-market or months with no product available.
Size and pricing not available for some projects.

Ownership Housing – New Sale, Apartments

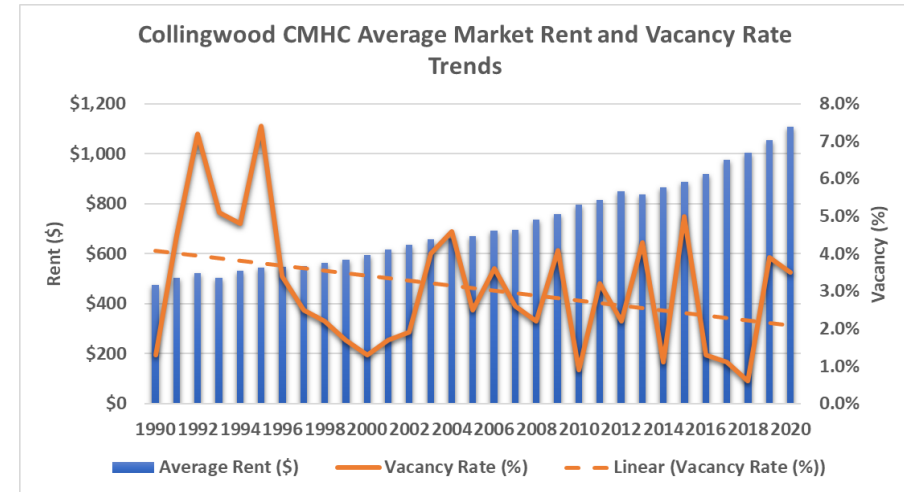
- A number of new apartment projects are currently selling, with 77% sold.
- Sales averaged 1.7 homes per month, per project.
- New apartments averaged approximately \$522 per square foot. This would result in:
 - One-Bedroom (650 square foot): \$340k
 - Two/Three-Bedroom (900 square foot): \$470k
 - Some units available above these thresholds

Surveyed Actively Marketing (New) Condominium Apartment Projects in Collingwood																
As of June 28, 2021																
Project Name / Developer	Open Date	Status*	Storeys	Total Units	Released Units	% Sold	Available Units				Avg. \$PSF**		Abs. ***			
							Size Range (sf)		Price Range		Org.	Curr.	70%	Overall		
Royal Windsor at Balmoral Village <i>Sherwood Homes</i>	Nov-19	Pre	5	132	73	42%	660	-	1,927	\$349,900	-	\$971,900	\$507	\$509	-	3.1
Wyldeewood Creek - Building A <i>Brandy Lane Homes</i>	Apr-19	Pre	3	33	33	94%	964	-	1,084	\$449,990	-	\$489,990	\$336	\$459	1.4	1.4
Wyldeewood Creek - Building B <i>Brandy Lane Homes</i>	Apr-19	Pre	3	27	27	93%	1,084	-	1,084	\$489,990	-	\$489,990	\$333	\$452	1.2	1.1
Wyldeewood Creek - Building C <i>Brandy Lane Homes</i>	Apr-19	Pre	3	27	27	93%	1,084	-	1,084	\$489,990	-	\$489,990	\$352	\$452	1.2	1.1
Wyldeewood Creek - Building D <i>Brandy Lane Homes</i>	Apr-19	Pre	3	24	24	92%	1,084	-	1,084	\$489,990	-	\$489,990	\$328	\$452	1.2	1.0
Wyldeewood Creek - Building E <i>Brandy Lane Homes</i>	Apr-19	Pre	3	27	27	93%	1,084	-	1,084	\$489,990	-	\$489,990	\$344	\$452	1.2	1.1
Wyldeewood Creek - Building F <i>Brandy Lane Homes</i>	Apr-19	Pre	3	33	33	91%	1,084	-	1,084	\$489,990	-	\$489,990	\$339	\$452	1.8	1.3
Monaco <i>Stonebrook / YYZed</i>	Oct-17	UC	6	128	128	95%	916	-	1,415	\$769,400	-	\$899,400	\$600	\$725	5.3	3.0
Total/Average (8 Projects):			4	303	244	77%	660	-	1,927	\$349,900	-	\$971,900	\$462	\$522	2.1	1.7

* Pre = Pre-Construction; UC = Under Construction.
 ** Avg. \$PSF = Original values are based on total inventory, current values are based on remaining inventory.
 *** Abs. = Top number represents sales per month; bottom number represents the number of months the project has been on the market or the number of months to 70% sold.
 Source: Altus Group/RealNet Canada, Project Marketing Materials

Rental Housing – CMHC Average Market Rent and Vacancy Rate

- CMHC Average Market Rent (“AMR”) provides a high-level estimate of average rents in a municipality. It provides a useful indication of how overall rents and vacancy rates are trending. Includes all rental units, newly leased and long-term “rent controlled” units. Is not indicative of actual **Market Rents**.
- As illustrated, rents have been increasing year over year, while vacancy has been decreasing.
- Average rents have increased 134% since 1990 (average annual increase of 3%). Rents have been increasing more rapidly in recent years, averaging over 5% since 2016.
- The vacancy was around 1% between 2016 – 2018, but increased to over 3% the past two years. Some of this is likely explained by the recent affordable rental project, as well as COVID-19. Of note, vacancies are lower for buildings built between 1960 -1979 (1.4%) and 1980-1999 (2.6%) – likely because they are more affordable.



Collingwood Average Market Rent and Vacancy Rate October 2020

Bedroom Type	Average Market Rent	Vacancy Rate
Bachelor	\$993	-
One-Bedroom	\$1,003	4.4%
Two-Bedroom	\$1,192	-
Three-Bedroom	-	-
Total	\$1,109	3.5%

Source: CMHC Housing Portal

Rental Housing – True Market Rents

(source: Market Rent Survey for Simcoe County 2020)

- Market rents from Simcoe County Market Rental Survey are much higher than CMHC AMR, as expected.
- These are the rents one would expect to pay to secure a new unit.
- Shared accommodation include a rented room within a home owned by another.

Collingwood Average Market Rent 2020 (Apartments)		
Bedroom Type	CMHC Average Market Rent	Simcoe County Market Survey
Bachelor	\$993	\$942
One-Bedroom	\$1,003	\$1,351
Two-Bedroom	\$1,192	\$1,640
Three-Bedroom	-	\$1,750
Total	\$1,109	-

Source: CMHC Housing Portal and Simcoe County Rental Survey



Average Market Rent Survey
2020

Prepared by Pranti Sanghani, Research Assistant
Jacinta Gonzalez, Research Assistant
Under the guidance of Victoria Chapman, Research Analyst
December 2020

Collingwood Average Market Rent Low-Rise Housing		
Bedroom Type	Single-Family Attached	Single-Family Detached
Two-Bedroom	\$1,467	\$1,785
Three-Bedroom	\$1,957	\$2,316
Shared Accomodation	\$724	

Source: Simcoe County Rental Survey

Affordability Gap Analysis

- The following table presents the income deciles (by tenure) and affordability thresholds of each decile group demonstrated earlier in this report (Page 13). It also illustrates the typical price/rent of housing options in the Town (Pages 14-22).
- **Red** indicates the home is unaffordable and **Green** indicates the home is affordable to that decile group.
- As illustrated, most new ownership homes and rental apartments/homes are unaffordable to households below the 7th income decile.
- Also of note, 100% of the CMHC AMR is only affordable to renter households below the 6th income decile (important when selecting an affordability target for any new housing program).

Ownership Housing Affordability Gap Analysis										
Income Decile		1	2	3	4	5	6	7	8	9
Affordability Threshold		\$83,331	\$134,231	\$189,635	\$248,642	\$313,956	\$390,981	\$486,023	\$627,911	\$896,823
Housing Type	Purchase Price									
Single-Family Resale	\$815,000									
Condo Townhouse Resale	\$646,723									
Condo Apartment Resale	\$547,900									
Single-Family New (high range)	\$557,900									
Single-Family New (low range)	\$829,900									
Condo Apartment New 1BR	\$340,000									
Condo Apartment New 2BR	\$470,000									

Rental Housing Affordability Gap Analysis										
Income Decile		1	2	3	4	5	6	7	8	9
Affordability Threshold		\$394	\$547	\$690	\$909	\$1,084	\$1,292	\$1,533	\$1,861	\$2,408
Housing Type	Monthly Rental Rate									
CMHC Apartment Bachelor	\$993									
CMHC Apartment 1BR	\$1,003									
CMHC Apartment 2BR	\$1,192									
Market Apartment Bachelor	\$942									
Market Apartment 1BR	\$1,351									
Market Apartment 2BR	\$1,640									
Market Apartment 3BR	\$1,750									
Market SF Attached 2BR	\$1,467									
Market SF Attached 3BR	\$1,957									
Market SF Detached 2BR	\$1,785									
Market SF Detached 3BR	\$2,316									
Shared Accomodation	\$724									

Affordability Profile of Households and Gap Analysis

- The data indicates that much of the housing in Collingwood is unaffordable to most households in the municipality.
- For ownership housing, it is likely that high-income individuals from other parts of Ontario are moving to Collingwood, which would not be reflected in the data. As illustrated throughout this report, it also appears that supply is not sufficiently meeting demand.
- Owners are also more likely to spend over 30% of their gross household income on a home in order to “enter the market”, believing that their equity commitment will pay off down the road.
- Renters are also facing significant affordability challenges. Outside of a bachelor apartment, rental apartments and rental single-family homes are unaffordable to roughly 70% of all rental households in the municipality. Unlike owners, most renters will overpay for housing, due to lack of choice, without any corresponding benefit.
- Lack of choice and supply are two key factors driving rental housing unaffordability, which is unlikely to improve without the introduction of new market and affordable supply.
- When selecting an affordability target, it is important to note that 100% of the CMHC AMR still remains out of reach for many renter households.
- This data should be revised and reassessed when the 2021 census data is released.

A close-up photograph of a hand holding a set of keys. The keys are silver and attached to a black keychain shaped like a house with two windows. The background is a soft, out-of-focus landscape. The text 'Who are the Households Facing Affordability Challenges' is overlaid in white, centered on the image.

Who are the Households Facing Affordability Challenges

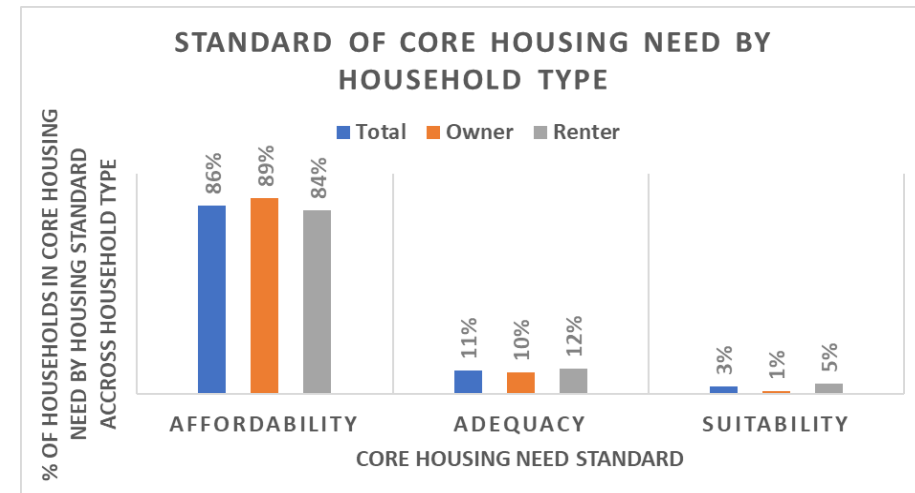
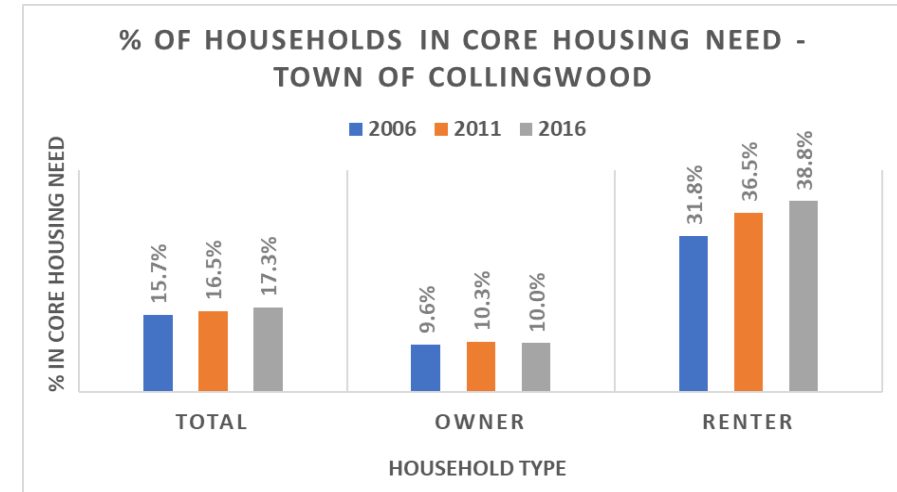
Core Housing Need - Definition

- CMHC has utilized census data to assess households in Core Housing Need within municipalities across Canada
- A household is in Core Housing Need if its housing does not meet one or more standards for housing:
 - Affordability: Household is spending more than 30% of before-tax household income.
 - Adequacy: Home requires major repairs.
 - Suitability: Home size is not adequate to the household size (i.e. family of 5 living in a 2-bedroom home).
 - Adequate housing does not require any major repairs, according to residents. Suitable housing has enough bedrooms for the size and make-up of resident households. Affordable housing costs less than 30 per cent of before-tax household income.
- In addition to providing total count of households experiencing Core Housing Need, CMHC provides specific data points to help identify the characteristics and socioeconomic indicators of these households.
- The following section provides an overview of this data to help the Town of Collingwood understand the needs of those experiencing affordability challenges.
- All data comes from the Canadian Census and CMHC Housing Portal for the Town of Collingwood Census Subdivision.



Households in Core Housing Need - # of Households

- Households in core housing need have been increasing every census period since 2006.
- Significantly more renter households in core housing need than owners.
- Ownership households in core housing need has been relatively stable since 2006.
- Renter households in core housing need has been rapidly increasing.
- 0% of the surveyed households in core housing need indicate that affordability is the only challenge. This means these households are not only spending too much on housing costs, but also the home is either not suitable or adequate to their needs.
- Vast majority of households in Core Housing Need (84% - 89%) is due to affordability standard. Adequacy is next most common standard for all household types (10%-12%).
- For rental households, suitability and adequacy represent a statistically significant result. These households are likely paying too much for housing, in addition to living in a home that requires major repairs and is not suitable to them.



Core Housing Need – Household Characteristics

- Renter households have higher incidence of core housing need across all characteristics. Key renter groups include:
 - Older households (65 and over) and households with at least one-senior.
 - Lone-parent and one-person households.
 - Households with a child.
 - Recent immigrants.
 - Households with activity limitations.
- While certain owner groups will also face affordability challenges, clearly a larger need to address renter households across a variety of incomes and characteristics.
- Since 2006, the following renter groups have experienced a 10% growth in core housing need:
 - Those age 35 - 64
 - One-person households
 - Immigrants and recent immigrants

Households in Core Housing Need by Household Characteristics						
Year	2016		2011		2006	
Tenure	Owner	Renter	Owner	Renter	Owner	Renter
Total - % Households in Core Housing Need	10%	39%	10%	37%	10%	32%
Age of Primary Household Maintainer						
15 to 24 years	0%	37%	0%	0%	0%	33%
25 to 34 years	8%	30%	13%	25%	16%	33%
35 to 44 years	8%	38%	10%	38%	13%	27%
45 to 54 years	8%	33%	12%	43%	7%	22%
55 to 64 years	9%	40%	9%	32%	9%	31%
65 years and over	12%	49%	9%	40%	9%	44%
Household Type						
Couple with children	3%	26%	5%	30%	4%	21%
Couple without children	5%	17%	3%	23%	3%	16%
Lone-parent household	15%	47%	21%	46%	21%	48%
One-person household	22%	55%	23%	43%	19%	39%
Household has at least one senior (65 or older)	12%	47%	9%	39%	8%	39%
Household has at least one child less than 18 years old	6%	43%	10%	46%	13%	39%
Immigration Status						
Non-immigrant	9%	39%	10%	35%	10%	33%
Immigrant	14%	37%	15%	47%	9%	22%
Recent immigrants (landed 2011-2016) ⁷	67%	67%	0%	0%	0%	0%
Household Characteristics						
Household has at least one person with activity limitations	11%	44%	13%	41%	14%	37%
Other Characteristics						
Aboriginal households	9%	38%	0%	18%	0%	36%

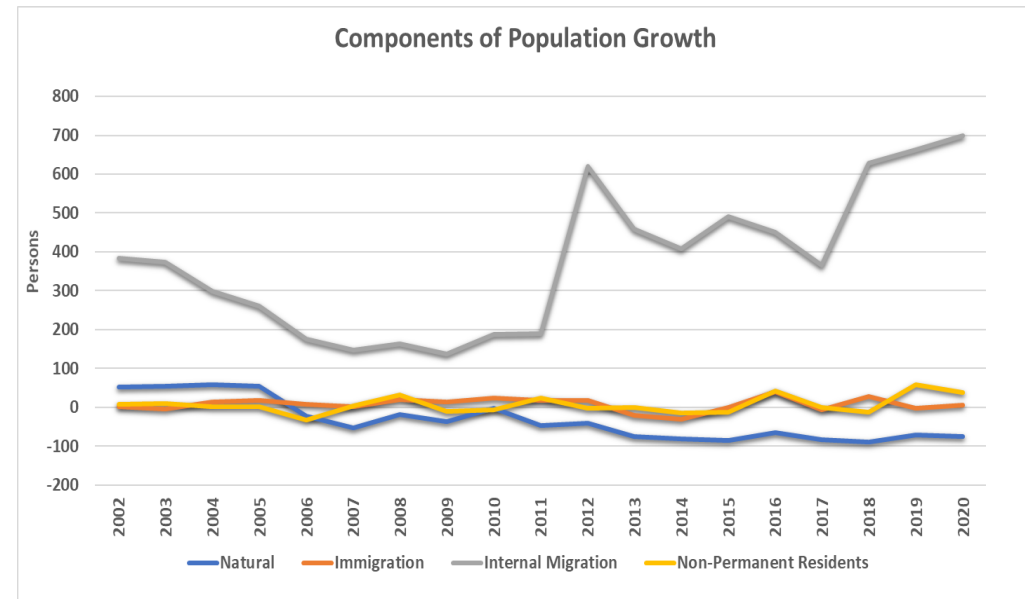
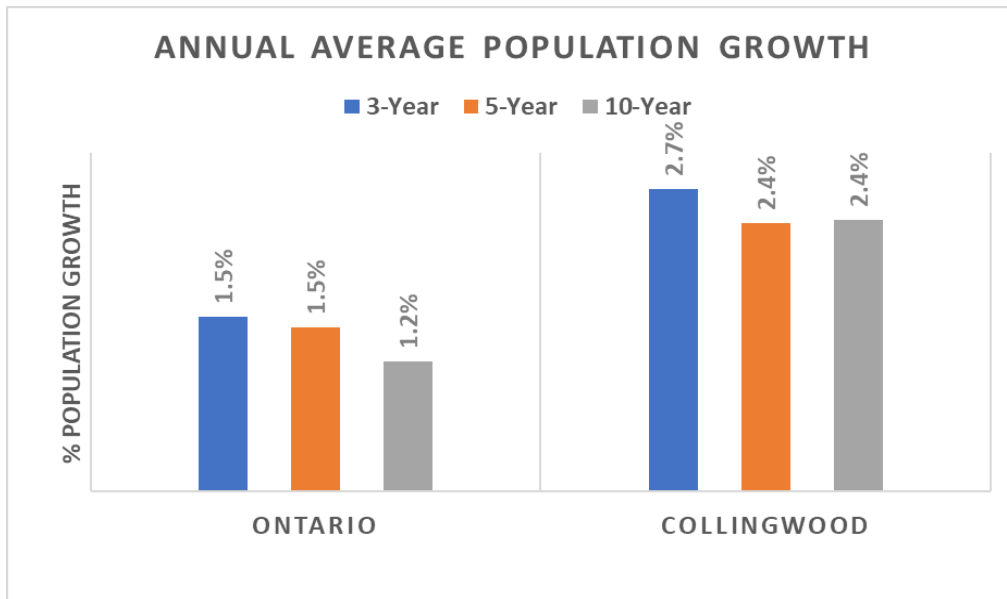
Source: CHC Housing Portal Core Housing Need Analysis for Collingwood. Red indicates variable is above overall average for tenure.

A hand holding a key with a house-shaped keychain against a blurred background. The keychain is a small, dark-colored house with two windows and a chimney. The text "1c: Why is Affordability Eroding?" is overlaid in white, with a white underline below it.

1c: Why is Affordability Eroding?

Strong Population Growth

- Population growth has been strong in Collingwood over past ten years, growing at nearly double the Provincial average.
- Collingwood has grown by 2,552 persons between 2011 and 2016 (13% growth) relative to Ontario's growth of 4.6% over this period.
- Mobility data shows that nearly all of Collingwood's population growth over the past two decades has come from internal migration – persons moving to Collingwood from elsewhere in Canada, with 43% coming from the GTHA.





Population Change by Age Cohort

- This population growth, through internal migration, has likely come from two main sources:
 - Affluent retirees, primarily from the GTA
 - Young adults and families, moving to the area for employment reasons, more affordable housing relative to other market areas, and/or lifestyle appeal.
- As illustrated in the table to the left, retirees (50 to 69) have made up a sizable share of population growth over the past decade. However, this growth has slowed in the past five years.
- Conversely, young adults/families (20 to 39) and even middle-aged persons (40 to 49) have seen an increasing share of population growth over the past five years.
- Over the past year, the COVID-19 pandemic has shifted housing demand in several ways. The increasing prevalence of work-from-home has pushed some households to consider both larger homes and lower-density communities further from the GTA. This includes persons who were near retirement age and have used the pandemic as an impetus to make the move away from the city. It also includes young families who were also likely considering moving away from the city prior to the pandemic in search of more square footage and/or a quieter lifestyle.
- Secondary/Seasonal homes are also playing a part and not captured by the data.

Population Growth by Age Cohort Town of Collingwood, 2010 to 2020									
Year	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 69	70 to 79	80+	Total
Population (Persons)									
2010	3,999	2,148	2,167	2,531	2,873	2,575	1,816	1,247	19,356
2015	4,147	2,308	2,332	2,541	3,252	3,449	2,263	1,530	21,822
2020	4,446	2,513	2,683	2,709	3,236	3,953	3,211	1,788	24,539
Total Growth (Persons)									
2010 to 2015	148	160	165	10	379	874	447	283	2,466
2015 to 2020	299	205	351	168	-16	504	948	258	2,717
2010 to 2020	447	365	516	178	363	1,378	1,395	541	5,183
% Growth									
2010 to 2015	4%	7%	8%	0%	13%	34%	25%	23%	13%
2015 to 2020	7%	9%	15%	7%	0%	15%	42%	17%	12%
2010 to 2020	11%	17%	24%	7%	13%	54%	77%	43%	27%

Source: Statistics Canada

Ownership Housing Affordability is Strained

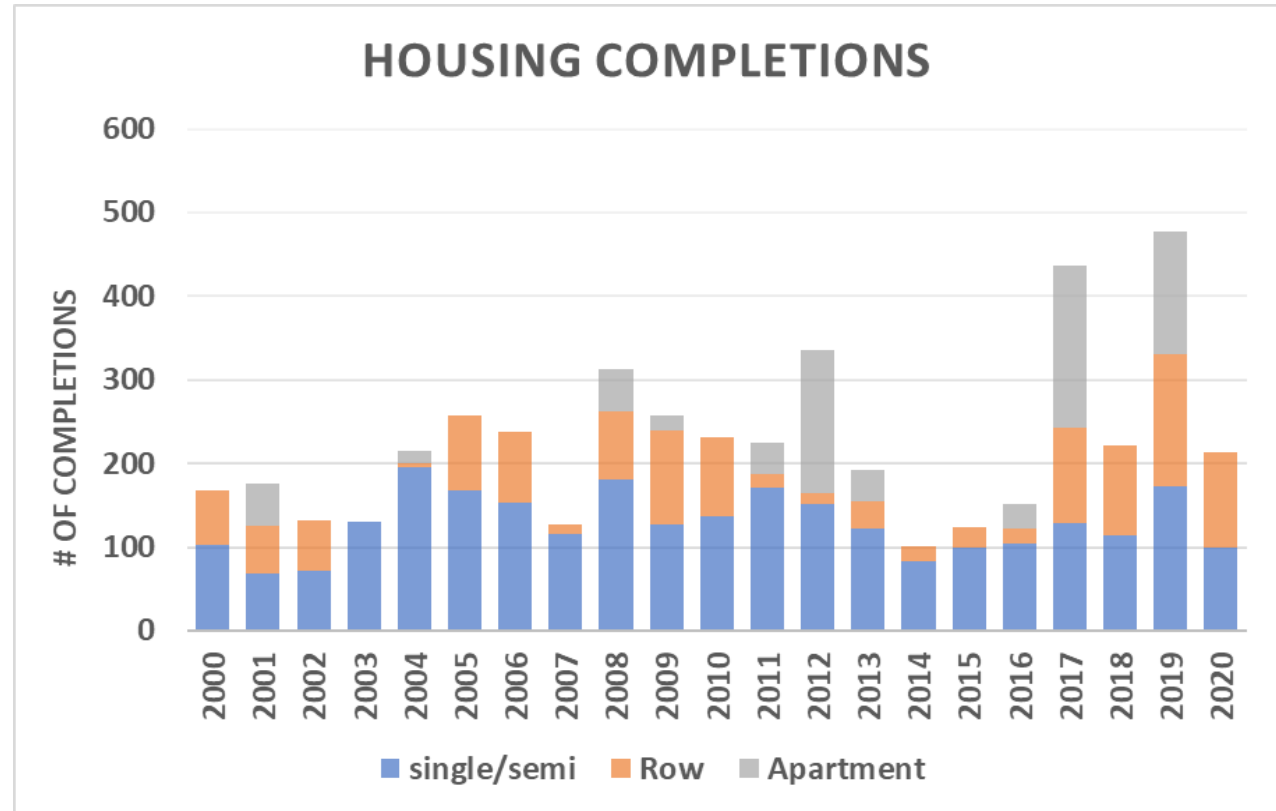
- Utilizing Environics income estimation (slightly different from census data), the following table assesses the household incomes relative to the average resale home value.
- Affordability has been quickly eroding in recent years, with the average income now failing to afford the average resale home price.
- These increased housing costs and rising affordability barriers have two key implications for housing demand in Collingwood:
 - Many would-be purchasers will now rent, placing increasing demand and pressure on the **rental market**.
 - Others may consider a denser housing option such as a townhome, apartment, or home in need of repairs.

Median Family Income & Housing Affordability Collingwood, 2016 to 2020							
Year	Average Household Income	Annual Growth	Stress Test Rate ¹	Max. Affordable Home Value ²	Avg. Resale Value	Annual Growth	Affordability Gap ³
2016	\$81,847	3.3%	4.74%	\$506,992	\$386,178	-	31%
2017	\$84,459	3.2%	4.64%	\$530,969	\$455,562	18.0%	17%
2018	\$87,510	3.6%	5.34%	\$515,672	\$488,638	7.3%	6%
2019	\$90,761	3.7%	5.19%	\$545,508	\$536,689	9.8%	2%
2020	\$94,035	3.6%	4.94%	\$582,116	\$653,209	21.7%	-11%

1= BoC's Five-Year Benchmark Rate on July 1 of the given year.
 2= Assumes a 20% downpayment, mortgaged over 25 years, \$3,600 in annual property tax, a debt-to-income ratio of 36%, and no major household debt.
 3= Max. Affordable Home Value relative to Avg. Resale Value
 Source: Environics, Bank of Canada, South Georgian Bay Association of Realtors, NBLC

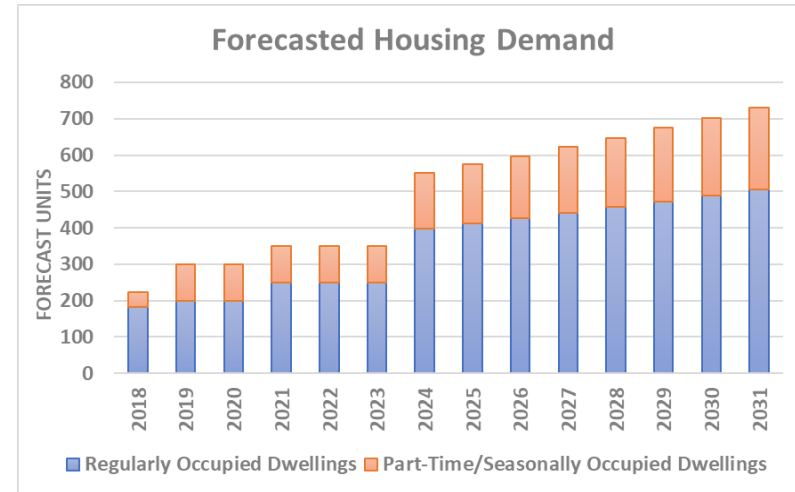
Housing Starts and Growth Forecast

- Housing growth has been relatively stable, averaging approximately 300 new home completions over past 3 and 5 years, and around 250 new home completions over past 10 and 20 years.
- The market is producing less single and semi-detached homes, and more townhomes and apartments.
- Two of the last four years has seen more than 400 new housing completions.
- 20% of household growth since 2006 has been renter households.



Housing Forecast

- Looking forward, the Town of Collingwood forecasts an increasing level of population growth into the foreseeable future.
- Hemson Consulting completed an updated Development Charge Background study in 2019, which forecasted a total housing demand of 6,750 units between 2018 and 2031, equal to an average of 519 new housing units per year.
- Hemson notes that this growth will primarily occur through single/semi detached and townhomes.
- The forecast is well above the recent housing start activity in the Town.

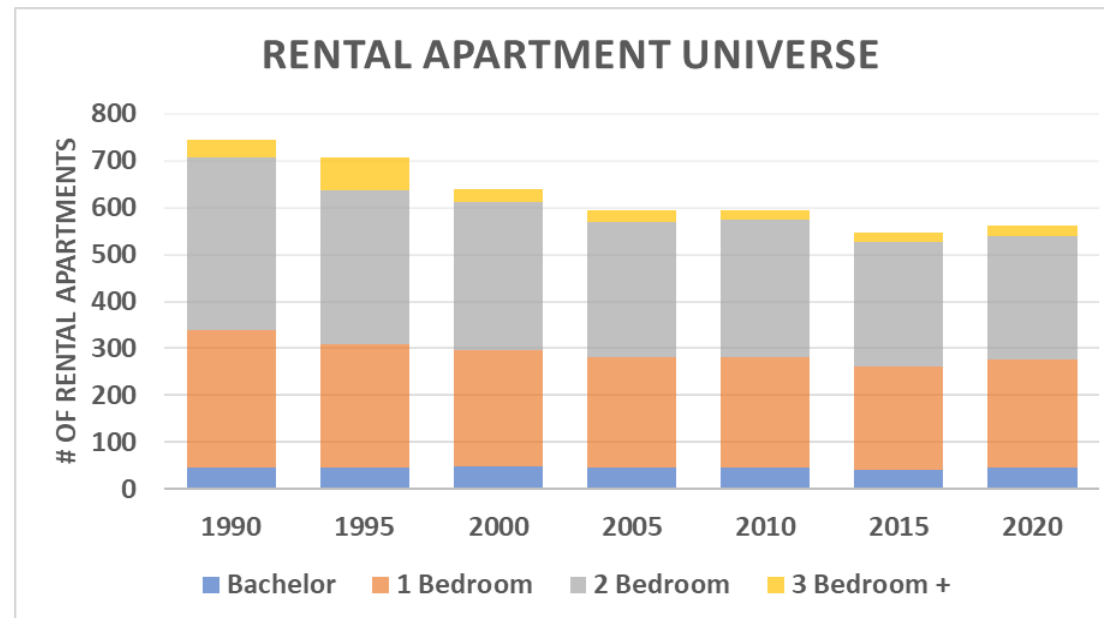


Collingwood Household Forecast 2018 to 2031			
Year	Occupied	Seasonal	Total
2018 (Observed)	10,097	2,178	12,275
2031 (Forecast)	14,850	4,175	19,025
Avg. Annual Increase (2018 to 2031):	366	154	519
Total Increase (2018 to 2031):	4,753	1,997	6,750

Source: 2019 Development Charge Back Ground Study Collingwood

The Rental Market is Shrinking

- Collingwood has added only 213 new rental units since 2008 (6% of all housing completions), with 147-units being associated with the Simcoe County Second Street affordable housing development.
- Despite the above, the Town's rental universe has decreased by 181 total rental units since 1990, with the vast majority being one and two-bedroom units.



Primary Affordability Challenges

- Collingwood is rapidly growing, and expected to continue to grow looking forward. Overall, it appears that this growth, and corresponding demand for housing, is outpacing housing supply.
- This supply/demand gap is noticeable in the ownership market, with home price growth exceeding income growth.
- However, the supply/demand gap is most noticeable for rental housing. As home prices continue to become unaffordable, many households will look to the rental market. This is placing significant pressure on a rental market that has shrunk steadily over the past thirty years with very little new supply.
- This situation is causing low vacancy rates and rapid rental rate increases as assessed earlier in this report. This is also eroding the availability of traditionally affordable rental housing to those with lower incomes.
- Further, it is likely that those with higher incomes and equity are moving from the GTHA and placing further upward pressure on home prices.
- It is imperative, through the ongoing Official Plan Review, that adequate land supply is made available for future development to keep pace with population growth and housing demand.
- It is also imperative that the Town encourage the delivery of new rental housing. New rental housing will provide more choice and availability in the market. It will also allow those currently living in “older” rental units but have the income to rent a higher quality unit (if one was available) to do so. This is referred to as the “Filtering Process”, freeing up an older unit at lower rent to a lower income household.
- Additionally, affordable rental housing is needed, and should be supported with financial incentives and land.





Current and Future Needs

Current Unmet Demand – Summary Highlights

- There is need across the housing continuum. Simcoe County currently has a sizeable homelessness population and wait list for social housing. However, it is assumed that this need falls under the purview of Simcoe County as Service Manager (e.g. shelters, transitional housing, social housing, affordable housing).
- **Market Ownership Housing:** It appears that the supply of new ownership housing is not keeping pace with demand or the forecasted housing need. The best option for addressing ownership housing affordability is to ensure that realistic housing forecasts are developed and enough land is made available to allow developers to keep pace with demand. **This should be carefully considered through the ongoing Official Plan Review.**
- **Market Rental Housing:** As discussed in this report, there has been virtually no new rental housing delivered to the Collingwood market over the past 20 years. New purpose-built rental housing, as well as other options (e.g. second suites) are needed. This initiative can be supported with incentives if desired.
- **Affordable Ownership Housing:** It is also possible to partner with non-profit affordable ownership groups (e.g. Options for Homes, Habitat for Humanity) to deliver housing at below market rates to qualifying households. The County's down payment assistance program can also be leveraged.
- **Affordable Rental Housing:** There is a significant need for new affordable rental housing that is affordable to households below the 6th income decile.
- As the Town continues to grow, affordability challenges will worsen if housing supply does not adequately grow and respond to the need. Efforts should focus on market and affordable rental housing. Affordable ownership housing should also be pursued as a Secondary objective.
- Both market and affordable rental should seek to deliver a broad spectrum of units given the demand characteristics of those in Core Housing Need. A focus on one and two-bedroom units is appropriate, as well as housing for seniors. This will address the Core Housing Need characteristics (slide 29):
 - Older households, seniors, lone-parent and one-person households, households with children, and immigrant households.

Future housing demand and needs

Current Need:

- Homeless: 563 people in Simcoe County
- Low-Income Rental: 4,546 households on the centralized wait-list across Simcoe County
- Low to Moderate Income Rental: 916 rental households in Core Housing Need
- Moderate Income Ownership Housing: 683 owner households in Core Housing Need

Future Need:

- Households forecasted to almost double by 2031 according to Development Charges Study. Simcoe County also expected to grow significantly to 2051 (Growth Plan).
- Growth will place upward pressure on affordability for all groups if supply does not meet demand.
- Growth is likely to place upward pressure on affordability for low-income groups without direct public-sector action.
- Based on growth forecast to 2031, assumption that rental housing will account for 20% of households growth (trend since 2006), and Core Housing Need remains at 2016 level (38.8% of renter households) – the number of renter households in Core Housing Need will increase to nearly 1,700.
- The above is also likely an underestimate, as continued increases to rental rates will likely place more renter households in Core Housing Need, which has been the case in Collingwood since 2006 with this group increasing by 300.



76 First St, Collingwood, ON
info@collingwoodyouthcentre.ca

October 25, 2021

Town of Collingwood
97 Hurontario St.
Collingwood, ON
L9Y 2L8

RE: Collingwood Youth Centre Letter of Request, 2022 Budget

Dear Mayor and Council,

First and foremost, we would like to thank you for the support you have provided for the Collingwood Youth Centre (CYC). The CYC launched in 2017, shortly thereafter the Town of Collingwood Council approved yearly operational funding totalling \$75,000 over three years.

Your assistance has allowed us to serve local youth through skill building, job readiness, employment support, entrepreneurship, arts, culture, sport, recreation and social and emotional growth. With this letter of request, we have included our 2019 Annual Report which begins with a background summary of the CYC and outlines in detail programming, budget, reach and impact as delivered in a non-pandemic year.

The purpose of this letter is to request an extension of the \$25,000 funding allocation for an additional year. We in turn would like to take the first 6 months of 2022 to develop a comprehensive action plan that reflects the synergies between the Town's strategic plans and mandate of CYC. It is our hope that our case for support will be a solid strategy for continued funding in the future.

With respect to strategic planning we note, at a preliminary stage, that two near-term objectives of the Town are closely aligned with activities at the Collingwood Youth Centre:

- CYC Youth Advisory Committee; creates opportunities for youth-adult partnerships supporting the development and implementation of community initiatives. The active engagement of youth builds the foundation for creating services and supports that meet

the needs of our community. Building this relationship further fosters the development of youth as active citizens.

- Project-based learning partnerships between industry and youth facilitated by the CYC attract a more youthful workforce, as outlined in the Economic Development Action Plan 2020-2025.
- Support equity, diversity and inclusion through active participation on the Unity Collective. CYC youth have developed a large mural that will be displayed on the side of the Fathom building on First St.

Beyond strategic planning, other clear alignments that support a partnership between the Town and the Collingwood Youth Centre are found in the Parks, Recreation, and Culture Master Plan. This Plan highlights the strength of collaboration with the CYC and the importance of partnerships in general. These kinds of collaboration enable the Town to better address community issues and needs through those who are dedicated to serving these functions.

Another core goal of the PRC Master Plan focuses on accessibility and affordability including the objective of creating opportunities that increase healthy, active living for all ages and abilities in Collingwood's facilities and programs.

As we look to building our collaborative action plan, we would like to invite representation from Council and staff to participate in a brief workshop session which will enable us to incorporate your feedback and priorities into our planning.

We welcome any questions, comments and feedback. We look forward to continuing to build our relationship with the Town of Collingwood in the years to come.



**CORPORATE & COMMUNITY SERVICES
STANDING COMMITTEE REPORT TO COUNCIL**

Submitted to: Mayor and Council
Subject: Corporate & Community Services Standing Committee Meeting

RECOMMENDATION

That Council receive the Corporate & Community Services Standing Committee Report from the meeting of Monday, November 1, 2021 as presented.

Present: Councillor McLeod, Chair
Councillor Madigan, Vice Chair
Mayor Saunderson
Councillor Comi
Councillor Berman

Staff Present: Sonya Skinner, CAO
Amanda Pegg, Executive Director, Corporate and Customer Services
Sara Almas, Clerk
Dean Collver, Director, Parks, Recreation and Culture
Monica Quinlan, Treasurer
Dan Thurman, Deputy Fire Chief
Melissa McCuaig, Manager, Human Resources
Stefanie Hochrein, Committee Secretary

1. CALL OF STANDING COMMITTEE TO ORDER

Chair Councillor McLeod called the meeting of the Corporate and Community Services Standing Committee to order at 5:29 p.m. and Mayor Saunderson provided recognition and acknowledgment of the traditional territory of the Indigenous peoples.

2. ADOPTION OF AGENDA

CC-060-2021
Moved by Member Councillor Madigan
Seconded by Member Councillor Berman

THAT the content of the Corporate & Community Services Standing Committee Agenda for November 1, 2021 be adopted as presented.

CARRIED.

3. DECLARATIONS OF PECUNIARY INTEREST

None.

4. DEPUTATIONS

Introduction of the Tremont Plaza Public Art Project, William W. Hung, Artist

William W. Hung shared a video which provides an overview of the "Dare to Dream" public artwork proposal for the Tremont Plaza.

Pollinate Collingwood 2021 Volunteer Activities, Shannon McCready, Carolyn Davis, Carrington Lauzon, Jeff Young and Jessica Lehr

Jessica Lehr provided an update on the successes with respect to the five strategic priorities regarding Habitat Stewardship, Education & Outreach, Municipal Policy, Pollinate Network, and Development and Governance, and reviewed their ask for the Town of Collingwood to commit to the hiring of a consultant in 2022 to research and write a Town Pollinator Strategy, as well as implementation guide.

CC-061-2021

Moved by Member Councillor Comi
 Seconded by Member Councillor Berman

THAT staff add a line item for a third-party consultant for a pollinator strategy for consideration during 2022 budget discussions.

CARRIED.

5. STAFF REPORTS

PRC2021-09 Tremont Plaza Public Art Update

Vice Chair Madigan left the meeting at 6:01 p.m.

Director Collver provided an update regarding the Tremont Plaza Public Art project noting the project commenced faster than was originally planned and requested funds be transferred from the Public Art Reserve to initiate payment to the selected artist in 2021.

CC-062-2021

Moved by Member Mayor Saunderson
 Seconded by Member Councillor Berman

THAT Staff Report PRC2021-09 Tremont Plaza Public Art Update be received;

AND THAT Council approve the transfer of \$10,250 from the Public Art Reserve to be utilized in 2021 as the first payment to the selected artist.

CARRIED.

T2021-20 Water & Wastewater Arrears - Update and Change to Procedures

Financial Analyst Janzen provided a detailed overview of the collection of arrears data with respect to tenants versus owners.

Manager Graham reviewed three options to improve water billing and collection process, and reviewed the recommendation to proceed with Option 2.

- Option 1 - Continue Shut Off Notices
- Option 2 - Eliminate Shut Off and Tax Roll at 90 Days Past Due
- Option 3 - Eliminate Tenant Accounts

Treasurer Quinlan responded to questions from the Standing Committee.

CC-063-2021

Moved by Member Mayor Saunderson
Seconded by Member Councillor Berman

THAT Staff Report T2021-20 Water and Wastewater Arrears - Update and Change to Procedures, be received for information;

AND THAT Council authorize staff to move forward with water/wastewater collections as follows:

- Initiate Option 2 (as detailed below) which eliminates water shut-offs and moves to transferring tenant arrears to owner property tax accounts; and
- Continue with and formalize the process to transfer owner water arrears to property accounts even in the event where an owner has sold a property.

CARRIED.

6. REPORTS/MINUTES OF OTHER COMMITTEES/BOARDS

CC-064-2021

Moved by Member Councillor Berman
Seconded by Member Councillor Comi

THAT the minutes of the various Committees and Boards provided below be received, and recommendations contained therein approved:

- 6.1 Accessibility Advisory Committee minutes, October 21, 2021
- 6.2 Special Collingwood Downtown BIA Board of Management minutes, October 5, 2021

6.3 Museum Advisory Committee minutes, October 21, 2021

6.4 Trails & Active Transportation Advisory Committee minutes, October 14, 2021

CARRIED.

7. CONSENT AGENDA

It was noted the current by-law permits human powered electric assisted bicycles on trails, however throttle powered electric bikes are not permitted.

CC-065-2021

Moved by Member Mayor Saunderson

Seconded by Member Councillor Berman

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.

7.1 Dr. John Maher - eScooter By-law Request

CARRIED.

8. DEPARTMENTAL UPDATES/DISCUSSION

**Updates (if any) on Department operations / initiatives / projects*

Gift it Forward! - Ticket Campaign, By-law Supervisor Adam Harrod

Deputy Fire Chief Thurman provided an overview of the 'Gift it Forward! - Ticket Campaign' which would run from November 29-December 13 where in lieu of paying parking tickets residents can choose to donate food or a new unwrapped toy of equal or greater value than the ticket noting all food and toys collected will be given to local charities throughout the holiday season. He also noted that subject to support from the BIA, free parking in the Downtown between December 13-January 3 is being recommended for the holiday season.

CC-066-2021

Moved by Member Councillor Berman

Seconded by Member Mayor Saunderson

THAT the Corporate and Community Services Standing Committee recommend Council authorize continuing the 'Gift it Forward! - Ticket Campaign' for the holiday season in lieu of paying parking tickets, upon proof of a receipt that the value of the donation is equal to or greater than the fine amount.

AND FURTHER THAT the approximate 2 week period prior to Christmas until the first business day following New Year's be free parking in the Downtown, subject to receiving support from the BIA Board.

CARRIED.

Collingwood Grain Terminals Update, Executive Director Pegg

Executive Director Pegg provided an update on the Built Heritage Assessment of the Collingwood Grain Terminals and noted the Built Heritage Assessment Community Consultation #3 – Heritage Assessment Findings survey is now open from October 25 - November 10 on Engage Collingwood, advised concurrently to the Built Heritage Assessment staff have issued an RFP for an alternate financing advisor noting the RFP is now closed and purchasing has scheduled evaluation meetings, and responded to questions regarding Part 4 versus Part 5 designated property under the Ontario Heritage Act.

9. PUBLIC DELEGATION(S) (maximum 5 minutes per delegation)

None.

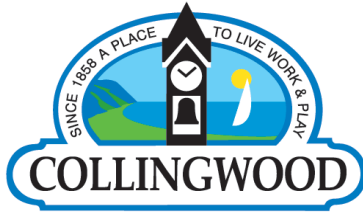
10. OTHER BUSINESS

Chair McLeod inquired about the number of resignations from the various Advisory Committees and inquired if members are happy in their roles. It was noted a number of members coincidentally resigned from the respective Advisory Committees due to life circumstances changing and staff endeavors to ensure volunteers are appreciated for their hard work.

11. ADJOURNMENT

Moved by Member Councillor Comi

THAT the Corporate and Community Services Standing Committee be hereby adjourned at 6:50 p.m. **CARRIED.**



STAFF REPORT # PRC2021-09

Standing Committee 11/1/2021

Council 11/15/2021

Amendments:

Submitted to: Corporate and Community Services Committee | Council
Submitted by: Dean Collver, Director, Parks, Recreation & Culture
Subject: Tremont Plaza Public Art Update

PURPOSE

The purpose of this report is to update Council on the Tremont Plaza Public Art project and to request the advancement of existing funds from the Public Art Reserve.

RECOMMENDATION

THAT Council receive Staff Report PRC2021-09 Tremont Plaza Public Art Update and that Council approve the transfer of \$10,250 from the Public Art Reserve to be utilized in 2021 as the first payment to the selected artist.

AMENDMENTS

None

1. BACKGROUND

On July 29, 2020 Council passed a motion to direct staff to proceed with the public art installation at the Tremont Plaza and develop a Call to Artists and selection process representing diversity and inclusion, including LGBTQ2S+ community members.

For the purpose of shaping the theme and vision for the project and selecting the artwork, an ad hoc Public Art Working Group was brought together representing artists, LGBTQ2S+, stakeholders and the broader community.

Artwork Theme:

The theme for this Public Art project is to celebrate LGBTQ+ life. In particular, we encourage works that consider and engage experiences of resilience, strength, affirmation, belonging, transformative joy and other topics that acknowledge the journey of LGBTQ2S+ individuals in our community. We would like viewers of all ages and diverse lived experiences, to take away an overall sense of love, and that they are included and have a place in Collingwood.

A Call to Artists was distributed across Ontario inviting professional artists to apply. A total of 24 applications were received, four of which were shortlisted and asked to provide a detailed proposal. The proposals were shared on the Town’s website and social media platforms.

2. INPUT FROM OTHER SOURCES

A Public Art Working Group provided input on the public art selection process including:

- Developing the purpose and concept for the public artwork
- Reviewing and evaluating stage 1 and stage 2 submissions
- Participating in interviews with shortlisted Artists
- Selecting the final artwork proposal for implementation
- Ensuring that the selected proposal is in the best interest of the community

A Project Team comprised mainly of a spectrum of relevant Town staff provided input on the technical feasibility of the proposed artwork and will participate in appropriate site preparation.

This report was reviewed by Department Heads and recommended to proceed to Committee and Council.

3. APPLICABLE POLICY OR LEGISLATION

The Tremont Plaza Public Art supports the Town of Collingwood’s Community Based Strategic Plan goal to Encourage Diverse Culture and Arts Offerings.

4. ANALYSIS

The Public Art Working Group is pleased to have selected the artwork proposed by William W. Hung. A Public Art Purchase Agreement has been put in place with William.

William’s work is titled **Dare to Dream** and consists of a bronze cast rhinoceros perched on top of a seven and a half foot tall arc. The rhinoceros is on its hind legs as if about to take flight and strapped to its body are eight balloons in the colours of the original Pride flag.

Artist’s Statement:

*"Joyful, bold and celebratory, **Dare to Dream** is designed for people of all ages and backgrounds. It is not only for those in the LGBTQ+ community, but for all of Collingwood, and beyond. It aims to inspire curiosity, hope, and dreams in everyone.*

***Dare to Dream** is for anyone who has ever felt different; for anyone who has ever felt like they didn't belong; and for anyone who yearns for a community to call their own. It is a reminder that you are not alone, and that as long as you dare to dream, even rhinos can fly."*

Installation is planned for spring 2022.

5. EFFECT ON TOWN FINANCES

The total project budget is \$50,000 and is currently fully funded from the Public Art Reserve.

\$3000 was approved by Council in the 2021 budget to be utilized from the Reserve in 2021 to compensate the stage two artists in the selection process. The remaining funds were expected to be utilized in 2022 to complete the project, including \$41,000 for the selected artist's costs to consult, collaborate, design, fabricate, store, transport and install the public art.

This project commenced faster than was originally planned and therefore it is requested that \$10,250 be transferred from the Public Art Reserve to initiate payment to the selected artist in 2021.

6. CONSIDERATIONS

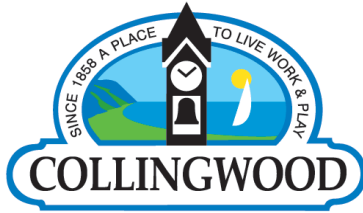
- Community Based Strategic Plan: N/A or Explain: Consistent with CBSP
- Climate Change / Sustainability: N/A or Explain: Choose an item.
- Accessibility: N/A or Explain: Choose an item.
- Communication / Engagement: N/A or Explain: Consultation has occurred
- Accountability / Transparency: N/A or Explain: Enhances Accountability and Transparency

7. APPENDICES & OTHER RESOURCES

Resource	July 29, 2020 Motion https://collingwood.civicweb.net/Portal/MeetingInformation.aspx?Org=Cal&Id=616
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SIGNATURES

Prepared by:	Department Head:
<i>Tanya Mazza, Coordinator Arts & Culture</i>	<i>Dean Collver, Director Parks, Recreation & Culture</i>
Town of Collingwood	Town of Collingwood



STAFF REPORT #T2021-20
Standing Committee 11/1/2021
Council 11/15/2021
Amendments: No

Submitted to: Corporate & Community Services Standing Committee | Council
Submitted by: Monica Quinlan, Treasurer
Subject: Water & Wastewater Arrears – Update and Change to Procedures

PURPOSE

The purpose of this report is to update Council on the status of water and sewer arrears and apprise Council of options identified to improve the management of water and sewer collections, provide consistent and equitable treatment of debtors and to establish the protocol for collection of accounts in arrears.

RECOMMENDATION

THAT Staff Report T2021-20, be received for information;

AND THAT Council authorize staff to move forward with water/wastewater collections as follows:

- Initiate Option 2 (as detailed below) which eliminates water shut-offs and moves to transferring tenant arrears to owner property tax accounts; and
- Continue with and formalize the process to transfer owner water arrears to property accounts even in the event where an owner has sold a property.

AMENDMENTS

N/A

1. BACKGROUND

This reports serves as a follow-up to Staff report #T2021-09 issued in June 2021 where staff recommended to be directed to follow the steps outlined below:

1. Follow By-law No 2016-066 and commence actions to shut-off water service and tax roll outstanding water arrears.
 - **Tenants**
 - Commencing June 22nd, shut-off notices were sent weekly to tenants with arrears > \$300 allowing them one week to pay the full arrears balance or arrange make a payment plan to do so.
 - The number of weekly notices started at 3 per week to accommodate the Water Department and increased each week as we found tenants took payment action and only one water service shut off was required with payment made immediately the following day. 54 notices have been delivered as of October 14th/21.
 - **Property Owners**
 - Notices were sent April 21st requesting payment by May 25th resulting in 47 property owners having their arrears tax rolled totaling \$70,000.
 - Another 31 letters were sent in August 20th requesting payment by September 24th resulting in a further 5 property owners having their arrears tax rolled for a total of \$3,700.
2. Undergo an initiative to improve the water billing and collection process which could include changes to internal procedures, By-law No. 2016-066 and the Service Level Agreement with EPCOR
 - See analysis section below for discussion and options for Council to consider.
3. Prepare an analysis of water and wastewater billing arrears in order to determine a path forward on collections of long-standing balances
 - See analysis section below for discussion and options for Council to consider.

2. INPUT FROM OTHER SOURCES

N/A

3. APPLICABLE POLICY OR LEGISLATION

Town of Collingwood By-law No. 2016-066
 Service agreement with EPCOR
 Municipal Act, 2001 *Part X Tax Collection*
 Municipal Act, 2001 Section 81

4. ANALYSIS

Water and wastewater revenue totaled \$12.4 Million in 2020 earned from an estimated 10,000 owned properties and 1,000 tenanted properties. As at September 15th, 2021, there is \$124,000

or 1% of annual revenue in arrears for water and wastewater billings for services rendered up to July 31st and greater than 31 days and is comprised approximately of the following:

September 15th	Total	Property Owners	% of Total	Tenants	% of Total
Water arrears value	\$124,000	\$38,000	31%	\$86,000	69%
# of accounts in arrears	505	302	60%	203	40%
% of accounts in arrears	4.5%	3%		20%	
Est. Total # of water accounts	11,000	10,000		1,000	

The change in water arrears since the May staff report is significant:

May 25, 2021	Total	Property Owners	% of Total	Tenants	% of Total
Water arrears value	\$235,100	\$108,700	46%	\$126,400	54%
# of water accounts	694	438	63%	256	37%
% of accounts in arrears		4%		26%	
Est. Total # of water accounts	11,000	10,000		1,000	

Change in Arrears	Total	Property Owners	% Change	Tenants	% Change
Water arrears value	(\$111,000)	(\$70,700)	65%	(\$40,400)	32%
# of water accounts	(189)	(136)	31%	(53)	21%

The positive change is most noticeable in property owner accounts. Treasury transferred 48 accounts with a total of \$69,790 to the property tax roll in June and a further 5 accounts with a total of \$3,700 in September. Although tenant accounts make up approximately 10% of total water accounts, their related arrears make up 69% of the total arrears.

TENANT WATER ACCOUNT ARREARS

To promote payment of water bills and arrears, staff have prepared the following options to change and enhance current procedures for properties where landlord-tenant relationships exist:

OPTION 1: Continue to issue Notices of Shut-Off, shut-off water services and tax roll unpaid water services charges:

New tenant account process

Staff will continue to follow the provisions under By-Law No. 2016-066 and issue notices of shut-off, shut-off water services and tax roll unpaid amounts with the following change:

- Tenant Consent Form will be required for accounts in tenant(s) or occupant(s) name as part of the initial account set up wherein tenant account holders authorize consent to disclose arrears balance to property owners. Staff is currently working with Epcor and legal counsel to develop the agreement to ensure documentation is not in violation of the Privacy Act. (See Appendix A.)

Pros

- The proposed consent form will allow property owners to be aware of the account balance in arrears within 90 days, as opposed to learning of a long standing arrears accumulation as is currently the case.

Cons

- The Town currently has approximately 1911, or 17%, properties where water cannot be shut off due to shared connections, such as multi-united dwellings (condominiums, legal detached or semi-detached dwellings with more than one unit etc.). These properties have a higher tenanted occupancy proportion, and the Notice of Shut-Off does not always provide the incentive for tenants to pay their arrears as the Town cannot follow through with the action.
- The process of issuing notices, following up on payments made between notice and deadline, payment arrangements and defaulted arrangements requires a significant amount of staff time in Treasury, By-Law and Water. For the period of June 1st to August 31st, the contracted position of Financial Operational Analyst has incurred 150 hours related to water arrears and the Treasurer and Manager of Finance have both incurred an additional estimated 75 hours. In addition, By-Law and Water have contributed an estimated 25 and 15 staff hours respectively in July and August. Arrears continue to accumulate during each of the steps involved.
- Shutting off water creates more distress for residents, property owners and staff at a time when there is already increased overall distress in our community from the length of the pandemic.

Transition for Existing Tenant Accounts:

1. Education letters will be mailed to current owners of tenanted accounts and to existing tenants outlining new procedure. It is the responsibility of the owner(s) to ensure tenants sign and return the form to the Town of Collingwood.

OPTION 2: Eliminate Shut-Off and Tax Roll Arrears at 90 Days Past Due

In this scenario, regardless of whether the account holder is a tenant or landlord, accounts in arrears for ninety (90) days after due date and greater than three hundred dollars (\$300) will be transferred from the billing agent's receivable ledger to the applicable property tax account for the service address on a quarterly basis.

Preference will be to have accounts in owner's name as the primary account holder, however, owners will still have the option of allowing accounts in tenant/occupants name if Tenant Consent portion of Epcor Application as described in Option 1 is signed before an account is opened.

Proposed procedure:

1. Thirty (30) days following the due date if the account remains unpaid a friendly reminder notice will be issued to the primary account holder.
2. Sixty (60) days following the due date if the account remains unpaid a notice will be issued to the primary account holder and to the secondary account holder (Owner) if applicable, warning of pending transfer to the applicable property tax account for the service address.

3. Quarterly, Epcor will send the Town an aged arrears listing and the Town will add all amounts greater than \$300 and 90 days overdue to the respective property tax accounts. A notice will be mailed to both the primary account holder and secondary account holder to confirm the account has been transferred to the applicable property tax account.

Pros

- Property Owners will benefit from the option of being the secondary account holder and being notified of arrears before amount is significant, while still providing flexibility of allowing their tenants to have water account in their name.
- This option will also alleviate the difficulties of having many properties that cannot be shut off due to multi-units serviced by one connection.
- This option will greatly reduce Treasury staffing time and no longer require staffing time from By-Law and water operators.

Cons

- Transferring amounts to tax rolls may not provide a strong enough incentive for customers to pay their bills, especially tenants which is where the most significant number of issues are with the most significant financial risk to the Town.

Transition for Existing Tenant Accounts:

1. Education letters will be mailed to current owners of tenanted accounts and to existing tenants outlining new procedure. It is the responsibility of the owner(s) to ensure tenants sign and return the form to the Town of Collingwood.
2. Accounts with balance in arrears at transition date will be transferred to collection agency. All previous debts for Town of Collingwood water and wastewater must be paid in full before a new account may be set up with the billing agent. Proof of payment or confirmation from collection agency will be required.

OPTION 3: Accounts can only be in the Property Owner Name

In this scenario, all residential accounts established after transition must be opened and billed in the name of the registered owner(s) of the property and not the name of any tenant(s) or occupant(s). Existing accounts currently billed in tenants name will remain until the tenant moves out. At that time, the water account will revert to, and remain with, the owner. Collection efforts for tenant arrears would continue as they are now.

Pros

- This option minimizes risk of not collecting amounts due because of the Town's ability to transfer water arrears to the owner property accounts.
- This option will alleviate the difficulties of having many properties that cannot be shut off due to multi-units.
- This option will greatly reduce Treasury staffing time and no longer require staffing time from By-Law and water operators.

Cons

- It would require a significant amount of communication and education to property owners.
- It is uncertain how long it will take to transition to only having owners registered with water accounts; this depends on rental turnover and adequate education and

communication. Until all accounts are transitioned, the Town's tenant arrears are still at high risk of non-collection and Finance staff will continue to require a significant amount of time which should decrease as accounts transition or customers begin to pay their bills on time.

Transition for Existing Tenant Accounts:

1. Existing tenant accounts in good standing would remain in tenants name until account is closed. At that point account would revert and stay in Owner's name.
2. Education letters would be sent to all property owners with tenant accounts advising of change in procedure.

ANALYSIS OF SURROUNDING MUNICIPALITIES

Municipality	Tenant Accounts	Water Shut-Off	Comments
Town of Blue Mountains	No	No	Owners can elect to have utility bill sent to tenant care of the owner by completing a Property Owner Tenant Account Guarantee Form.
Clearview Township	No	No	Owners can elect to have bill go to tenant care of owner by contacting the Town but bill remains in registered owner(s) of the property.
City of Barrie	Yes, with agreement	Yes, with request	Account can be established in Tenant name if a completed and signed Owner Tenant Agreement Form is submitted by the Owner. Owner has option to submit Request for Consideration of Water Shut Off – City determines if appropriate to do so.
Springwater Township	Yes, with agreement	No	Owner can request tenant receive the water/sewer bill by signing Water/Sewer Tenant Mailing Application
Town of Wasaga Beach	Yes, with agreement	Under Review	Owners can elect to bill Tenant in Tenant name and require signed Owner/Tenant Agreement Form. Water Process is under review regarding Tenant Accounts. Owner Accounts are tax rolled once per year without shut-offs.
Town of Midland	No	No	Owner can elect to have copy of bill mailed to Tenant by signing Application to Send Copy of Utility Bills to Tenant(s)
City of Orillia	Yes, with agreement	Yes	Account can be established in Tenant name once owner submits Owner Agreement. Water is shut off once account is behind two billings. If water cannot be shut off the account is transferred to tax roll.

Town of Innisfil	Yes, with agreement	No	Account can be established in Tenant name if Owner Agreement signed acknowledging their ultimate responsibility for the account on the initial account application.
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STAFF RECOMMENDATION

Staff recommend proceeding with option 2. This option provides the most flexibility as tenant accounts are still allowed to be opened with agreement in place, it enables owners to request and receive information on the status of accounts, and provides fairness to all water rate payers as risk of uncollectable amounts is greatly reduced. The option also addresses the issue of properties that cannot be shut-off due to shared connections and reduces the burden on staff time.

OWNER WATER ACCOUNT ARREARS

With the Town commencing the practice earlier this year of transferring unpaid owner arrears to the property roll, the risk of not collecting owner arrears is low. For the reasons described previously in the tenant arrears analysis, this method is preferred over water shut-offs.

- **Finance proposes that it continues the practice of transferring owner arrears to their property roll on a regular basis going forward to align with the transferring of tenant arrears to the owner’s property roll described in the recommended option above.**

An issue that continues to arise is that when a property is sold without the lawyer obtaining a water certificate, unpaid water accounts may be left uncollected. EPCOR continues to attempt collection for 2 months before sending the amount to a collection agency which may never be collected. Presently, the Town takes no further action to collect these arrears. At September 15th, this amount is estimated to be \$4,600. According to the By-Law, the water arrears is tied to the property; therefore to address this situation, **Staff propose the following:**

- Tax department will share information on property sales with EPCOR on a bi-weekly basis with the intention of transferring arrears to property rolls immediately for properties that have sold;
 - If sale not complete, owner that incurred the arrears ends up paying upon sale;
 - If sale complete, new owner will have to pay the arrears on their property roll or file a claim against their personal title insurance.

5. EFFECT ON TOWN FINANCES

There is no direct impact on Town Finances however management of arrears is extremely important and greatly reduces the risk of uncollectible accounts.

6. CONSIDERATIONS

- Community Based Strategic Plan: N/A or Explain: Choose an item.
- Climate Change / Sustainability: N/A or Explain: Choose an item.
- Accessibility: N/A or Explain: Choose an item.
- Communication / Engagement: N/A or Explain: Choose an item.

Accountability / Transparency: N/A or Explain: Enhances Accountability and Transparency

7. APPENDICES & OTHER RESOURCES

Appendix A	EPCOR – Application
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SIGNATURES

Prepared by:		Department Head:
<i>Jennifer Graham, Manager of Finance</i>		<i>Monica Quinlan, Treasurer</i>
<i>Lara Janzen, Financial Analyst</i>		Town of Collingwood
<i>Town of Collingwood</i>		



**EPCOR Electricity Distribution Ontario Inc.
ELECTRICAL ENERGY AND/OR WATER SERVICE CONTRACT APPLICATION FORM**

43 STEWART ROAD, COLLINGWOOD, ONTARIO L9Y 4M7 • TEL: 705-445-1800 • FAX: 705-445-8267 • EMAIL: Moves.Ontario@epcor.com • WEB: EPCOR.COM
(PLEASE PRINT CLEARLY IN ALL APPLICABLE SECTIONS AND CAREFULLY READ THE TERMS AND CONDITIONS BEFORE SIGNING)

SECTION A Required Customer Information

OWNER(S)	TENANT(S)	BUSINESS - COMPLETE A & B	SERVICE START DATE			
			MONTH	DAY	YEAR	
1. CUSTOMER NAME			D.O.B.			
	First	Middle	Last	MONTH	DAY	YEAR
SERVICE ADDRESS			TOWN			
MAIN PH #		ALT PH #	POSTAL CODE			
EMPLOYER			DRIVERS LIC. #			
EMAIL						
LANDLORD/LAWYER NAME			LANDLORD/LAWYER PH #			
2. CUSTOMER NAME (IF APPLICABLE)			D.O.B.			
	First	Middle	Last	MONTH	DAY	YEAR
MAIN PH #		ALT PH #				
EMPLOYER			DRIVERS LIC #			
EMAIL						
* MAILING ADDRESS IF DIFFERENT FROM SERVICE ADDRESS						
* ADDRESS						
* TOWN		PROV.	* POSTAL CODE			

SECTION B Required Business Information

BUSINESS: TYPE	<input type="checkbox"/> PROPRIETORSHIP	<input type="checkbox"/> PARTNERSHIP	<input type="checkbox"/> CORP	BUS REG #
COMPANY/BUSINESS NAME				
BUSINESS CONTACT 1	First	Last	POSITION	
PHONE		EMAIL		
BUSINESS CONTACT 2	First	Last	POSITION	
PHONE		EMAIL		

SECTION C Terms & Conditions PLEASE READ ALL OF THE INFORMATION CAREFULLY.

I/We hereby request EPCOR Electricity Distribution Ontario Inc. and/or the Town of Collingwood Water (UTILITY) to supply the service indicated to the service address shown which will will not be occupied by the customer.

I/We further agree:

- to pay UTILITY rates in regards to supply, any required security deposit and change of occupancy fee. These rates are subject to change as approved by the applicable Government agencies.
- to UTILITY making credit checks when required
- that an interest charge may apply to invoices not paid by the due date and all amounts are collected in accordance to UTILITY's collection policies.
- that UTILITY reserves the right to discontinue service on all overdue accounts and shall not be held liable for any resulting damage.
- that UTILITY will endeavor to ensure bills are accurate and reserve the right to adjust billing when necessary.
- that this contract is binding until cancelled by the customer with notice and in accordance with the applicable conditions of service.
- that this agreement is binding upon my/our successors or assigns.
- to abide by UTILITY's conditions of service and other related rules, policies and regulations.
- that UTILITY's assets located on the customer's premises are under the customer's care and that the customer shall compensate UTILITY for any damage or loss of these assets unless caused by circumstances, as determined in UTILITY's sole discretion, to have been beyond the customer's control.
- that customer's use of UTILITY's service is determined by meter readings. In case of failure of meter, UTILITY may estimate for the applicable time period.
- that UTILITY may undertake legal proceedings against the customer for unlawful use of service.
- if this application includes a request to receive water/wastewater services from the Town of Collingwood and the applicant does not own the property, the property owner must be added as a secondary account holder. The applicant consents that the UTILITY may release information to the property owner for collection purposes and to manage the services provided.

SECTION D Authorization

TO BE SIGNED BY ALL THOSE NOTED IN THE NAME AREA OF SECTIONS A AND/OR B.
DECLARATION: I/We have read and understand the terms and conditions and hereby swear that the information provided is true and accurate to the best of my/our knowledge and acknowledge that supply may be discontinued without further notice if any information is found to be false.

Customer 1	Date
	MONTH DAY YEAR
Customer 2	Date
	MONTH DAY YEAR

SHADED AREA TO BE COMPLETED BY OFFICE STAFF			TOU	TIER
ACCT #	CUST #	DEPOSIT AMOUNT		

(WHITE) - ORIGINAL TO BE RETURNED TO OFFICE (YELLOW) - CUSTOMER COPY





Pollinate Collingwood is a volunteer-led initiative with a dual mission to 1) take action in support of and 2) raise awareness of Ontario's native pollinators

Habitat Stewardship

Four Season Gardening Garden Maintenance the Ecological Way

Gardens are a place of ecological diversity all year long. While monarch butterflies migrate south for the winter, many moths, butterflies and bees overwinter as caterpillars, pupae and even adults in the garden. A winter garden in a natural state provides habitat for these insect species, as well as Wood frogs, American toads and salamanders. Seed heads left on plants will help to feed birds and provide visual interest for you!

Garden Maintenance during Fall: Every autumn brings new opportunities to help pollinators, and other wildlife, by keeping fallen leaves, plant stems, natural debris and hiding places intact. In addition to helping wildlife, you will also be adding natural compost to your garden and in turn, healthy nutrients to the soil.

Garden Maintenance during Spring: If you feel that you need to tidy your garden in the spring, wait until temperatures consistently reach 10 Celsius during the day so that insects have a chance to emerge.

Habitat for Native Bees

Many native bees are ground nesting (70%) and the remainder nest above ground, often in cavities of stems and wood of dead perennial plants. Take a moment to view the 'How to Create Habitat for Stem-nesting Bees' diagram.

Meet the Leafcutter Bee!

Leafcutter bees are an example of a native bee species that nests above ground in cavities of plant stems and holes in wood. Their name comes from their act of cutting circular pieces of leaves or flower petals from plants.

Using a dead plant stem, single eggs are laid by the female bee in a cell which is lined by these circular cut leaves. A pollen ball is also added to the cell before it is capped with more circular cut leaves. This process will be repeated several times.

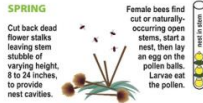
Once the bee larvae consume the pollen ball, it spins a silken cocoon to prepare to pupate. Adult bees will emerge a few weeks later, unless it is a female's last nest of the year, in which the larvae will overwinter in the cocoon in diapause (a suspended state of development).

Leafcutter bees are friendly and efficient pollinators that only sting when handled. They are attracted to shrubs and trees in the rose family, including cherry, plum and hawthorns.



From left to right: evidence of leaf cutter bee on a leaf, a nest capped with leaves, a leaf cutter bee emerging from the end of a flower stalk stem. (All Photos by Heather Horn)

How to Create Habitat for Stem-nesting Bees



Graphics and content: Catherine Sapphira, Elaine Evans, Heather Horn, Sarah Foltz-Jander





Red Scarf Equestrian Inc.

75 Ontario Street



The Wild Stand

856 Hurontario Street, Unit #2



Watts Boat House

25 Heritage Drive



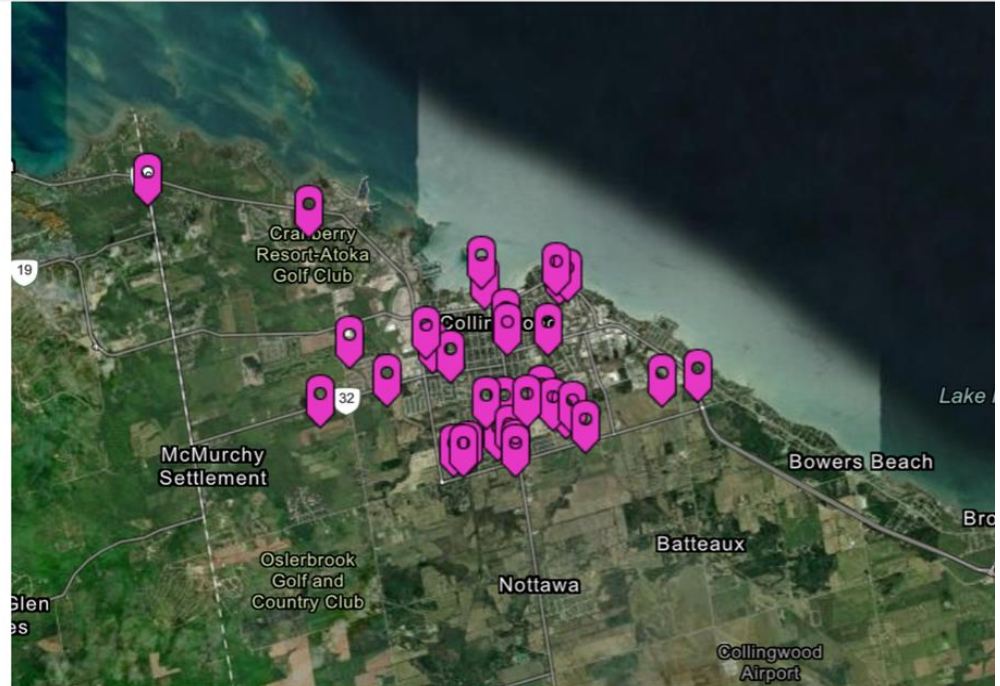
Ste. Marie Street Community Gar...

65 Simcoe Street, Suite 7



Free Spirit Gardens, Earth Ship Lo...

633 Sixth Street



Education & Outreach





2021, in Review...



242 Native Plants in the Ground



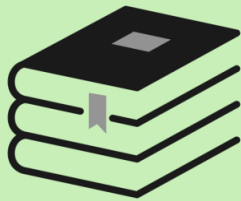
10 Popular Media Coverage



850 Community Connections



3 Community Events with Free Plants



18 Books to Local Schools



926 Social Media Followers

Challenges and Opportunities



Pollinate Collingwood Network



Municipal Policy

'To support the Town of Collingwood's 2020-2023 strategic goal of enhancing community well-being and sustainability, while concurrently supporting a revitalized waterfront and surrounding region; we will support the development of change in local practices and build upon, promote discussion of and lead in the creation of a Pollinator Strategy for the Town of Collingwood within five years, as indicated in the Town of Collingwood Bee City Canada application.' (Pollinate Collingwood 4 Year Strategic Plan)



Town of Collingwood Pollinator Strategy

ENVIRONMENTAL MASTER PLAN 21 **ECOSYSTEMS & AGRICULTURE**

ECOSYSTEMS & AGRICULTURE

1 Goal 1: Prioritize and protect the connectivity and integrity of local ecosystems

GOALS

- Enhance the quality and biodiversity of the private sector
- Protect and restore natural ecosystems
- Increase residents' ability to connect with nature
- Improve residents' ability to identify local flora

TARGETS

- ↑ 30% Increase native plant species across the town by 2035 by 2035
- ↑ 25% Increase the area of protected riparian areas by 2035
- ↑ 25% Increase native plant and tree species across the town by 2035
- ↑ 75% Increase local citizens' knowledge about local flora by 2035

Open spaces are areas that are unoccupied by buildings or other permanent structures and that are available for public use, such as sports fields, playgrounds, public parks, and parks. All types of open space in Collingwood encourage and invite people for residents to enjoy, help enhance the beauty of our community and improve the community's mental and physical wellbeing.

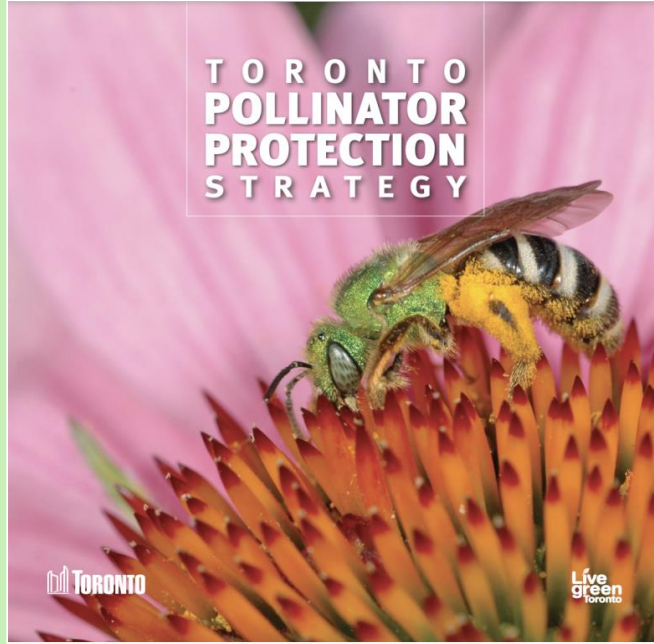
Green space is one type of open space, and refers to an area that is landscaped (green) and can enjoy the many benefits, such as sports fields or park benches. However, they are also important for natural areas or reforested areas.

Natural areas are places where "disturbance" (usually developing infrastructure and/or a home for native plant and animal species, recreational areas, etc.) are scarce. Components of vegetation that support both ecological regeneration and recreational purposes, usually with native plant material, both natural and reforested spaces and largely all areas and are not intensively managed.

Community food assets are local sources of food including "edible" community gardens, food trees, and farmers' markets.

Collingwood sits within a rich and fertile area comprised of 16 nesting places and three more habitats, dotted with a number of permanent and temporary wetlands. While a large portion of these birds have been identified in the agricultural and fringe rural areas and urban spaces continue to make up the ecosystem in and around Collingwood. The three that are of greatest concern, as well as the many other species in and around the town, are an ecological features that make Collingwood a unique and beautiful place to live.

Maximizing the beauty and health of this ecosystem is crucial in ensuring that Collingwood remains a thriving and attractive place for residents and visitors alike. Beyond providing a scenic backdrop, these natural features provide a number of "ecosystem services" that allow life to thrive. Trees and other forms of vegetation help remove pollutants from the air, improve the availability of the ground, lower the risk of flooding during periods of intense rain or snowmelt, and enhance water quality. Healthy ecosystems also support important pollinator species, which are crucial to local farms. These services help reduce our water, land and air quality and pollution, while supporting the health and wellbeing of our community. Beyond natural assets and parks and recreation in the environment, they can also increase property value.



ENVIRONMENTAL MASTER PLAN 22 **ECOSYSTEMS & AGRICULTURE**

The Town has already identified a number of measures to improve the quality of natural ecosystems, including:

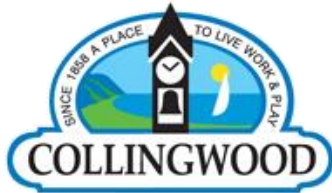
- Water Conservation Programs:** All of goals for the protection, preservation and sustainable use of water.
- Tree Planting Programs:** The Town has a number of tree planting programs that are available to residents and businesses.

Key Strategies

- Review and implement a comprehensive Ecological and Biodiversity Strategy**
 - To ensure that Collingwood continues to thrive for years to come, the Town will review and update its Ecological and Biodiversity Strategy. This strategy will provide a clear vision and direction for the Town's ecological and biodiversity efforts.
- Protect and enhance riparian ecosystems and watersheds**
 - Riparian ecosystems and watersheds are vital to the health of our community. The Town will work to protect and enhance these ecosystems through various measures, including riparian zone revegetation and erosion control.
- Develop and implement a town-wide green infrastructure strategy**
 - Green infrastructure is a key component of a sustainable and resilient community. The Town will develop and implement a strategy that promotes green infrastructure across the town.
- Protect a regional system of ecological areas and assets**
 - Ecological areas and assets are vital to the health of our community. The Town will work to protect and enhance these areas through various measures, including land use planning and conservation.



**Pollinate
Collingwood is asking the Town of Collingwood to commit to the hiring a consultant in 2022 to research and write a Town Pollinator Strategy, as well as implementation guide.**



**STRATEGIC INITIATIVES STANDING COMMITTEE
REPORT TO COUNCIL
SIC Meeting Friday, November 5, 2021**

Submitted to: Mayor and Council

Subject: Strategic Initiatives Standing Committee Meeting

RECOMMENDATION

That Council receive the Strategic Initiatives Standing Committee Report from the meeting of Friday, November 5, 2021 as presented.

Present: Mayor Saunderson
Deputy Mayor Hull
Councillor McLeod
Councillor Madigan
Councillor Doherty
Councillor Berman
Councillor Jeffery
Councillor Hamlin

Absent: Councillor Comi

Staff Present: Sonya Skinner, CAO
Amanda Pegg, Executive Director, Customer & Corporate Services
Sara Almas, Clerk
Dean Collver, Director, Parks, Recreation and Culture
Monica Quinlan, Treasurer
Peggy Slama, Director, Public Works, Engineering & Environmental Services
Summer Valentine, Director, Planning and Building Services
Ross Parr, Fire Chief
Stefanie Hochrein, Committee Secretary

1. CALL OF STANDING COMMITTEE TO ORDER

Mayor Saunderson called the Strategic Initiatives Standing Committee to order at 9:00 a.m. and Councillor Madigan provided recognition and acknowledgement of the traditional territory of the Indigenous peoples.

2. ADOPTION OF AGENDA

SIC-113-2021

Moved by Member Councillor Berman
Seconded by Member Councillor Jeffery

THAT the content of the Special Strategic Initiatives Standing Committee Agenda for November 5, 2021 be adopted as presented.

CARRIED.

3. DECLARATIONS OF PECUNIARY INTEREST

Councillor Jeffery declared a conflict of interest with respect to Item 4.1 HR2021-03 Non-Union and Council Compensation Review with respect to the Non-Union compensation component as she has an immediate family member that works permanent part time for the Town.

4. OLD OR DEFERRED BUSINESS

***HR2021-03 Non-Union and Council Compensation Review
Item deferred from the 1 November 2021 Strategic Initiatives standing
committee meeting***

Deputy Mayor Hull joined the meeting at 9:06 a.m.

CAO Skinner, Manager McCuaig, and Consultant Jane Mizanski responded to questions regarding timing of the report, cost of living increases for Council, consideration for council composition and full time versus part time status, and requested clarification regarding green circling, and other comparative municipalities.

Councillor Jeffery recused herself due to her conflict of interest and left the meeting at 9:53 a.m.

SIC-114-2021

Moved by Member Councillor Doherty
Seconded by Member Councillor Hamlin

THAT Staff Report HR-2021-03 Non-Union and Council Compensation Review be received;

AND THAT the Compensation Review Final Reports, as presented by Gallagher Benefit Services Group (Canada) Inc., be received;

AND FURTHER THAT Council direct staff to proceed with the recommended adjustments and updates to the Non-Union Salary Grid based on the recommendations of Gallagher Benefit Services Group (Canada) Inc, effective January 1, 2022. Including, the use of “green circling” and “Step-A” principles as described in the consultant report;

AND FURTHER THAT Council direct staff to amend the associated Human Resources Policies to reflect industry standards in benefits administration, vacation allotment and over-time/time in lieu principles, as outlined within the report. Save and except for Department Head time in lieu provisions.

CARRIED.

Councillor Jeffery returned to the meeting at 9:55 a.m.

Moved by Councillor Doherty
Seconded by Councillor Hamlin

AND FURTHER THAT Council compensation provisions be amended/maintained, based on the recommendations of Gallagher Benefit Services Group (Canada) Inc.

SIC-115-2021

Moved by Member Councillor Berman
Seconded by Member Councillor Madigan

AMENDMENT: THAT Council compensation provisions be amended/maintained **starting with the next Council**, based on the recommendations of Gallagher Benefit Services Group (Canada) Inc

DEFEATED.

SIC-116-2021

Moved by Member Councillor Doherty
Seconded by Member Councillor Hamlin

AND FURTHER THAT Council compensation provisions be amended/maintained, based on the recommendations of Gallagher Benefit Services Group (Canada) Inc

CARRIED.

Moved by Councillor McLeod
Seconded by Councillor Hamlin

AMENDMENT: AND FURTHER THAT the Council expense account and honorarium policy be amended to allow expense accounts to be used for childcare.

SIC-117-2021

Moved by Member Councillor Jeffery
Seconded by Member Councillor Berman

THAT the motion be deferred to the next SIC meeting.

DEFEATED.

SIC-118-2021

Moved by Member Councillor McLeod
Seconded by Member Councillor Doherty

AMENDMENT: AND FURTHER THAT the Council expense account and honorarium policy be amended to allow expense accounts to be used for childcare.

CARRIED.

SIC-119-2021

Moved by Member Councillor Hamlin
Seconded by Member Deputy Mayor Hull

AMENDMENT: AND FURTHER THAT Staff report back on the opportunities to explore the options with regard to council composition affecting the total number of council members and part time versus full time status of members.

CARRIED.

***T2021-21 2021 Q3 Financial Report
Item deferred from the 1 November 2021 Strategic Initiatives standing
committee meeting***

Treasurer Quinlan reviewed the Q3 preliminary forecast, and provided an overview of Q3 operating budget highlights and summary, and Q3 capital budget highlights and summary.

SIC-120-2021

Moved by Member Councillor Madigan
Seconded by Member Councillor Berman

THAT Staff Report T2021-21 2021 Q3 Financial Report be received for information;

AND THAT approval be received for the transfer of \$9,500 from the Council Grants – Financial Support budget to the 2022 Operating Budget to assist with increased needs expected in 2022.

CARRIED.

5. BUDGET DISCUSSIONS

Some members of Council raised concern with the budget provided and it not being within the 1% increase in the tax rate as previously directed.

SIC-121-2021

Moved by Member Councillor McLeod
Seconded by Member Deputy Mayor Hull

RECOMMENDATION: THAT the Strategic Initiatives Committee refer the 2022 Budget back to staff.

CARRIED.

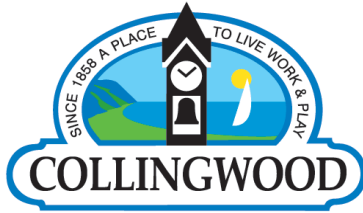
6. PUBLIC DELEGATION(S) (maximum 5 minutes per delegation)

None.

7. ADJOURNMENT

Moved by Councillor Hamlin

THAT the meeting of the Strategic Initiatives Standing Committee be hereby adjourned at 10:26 a.m. **CARRIED.**



STAFF REPORT #T2021-21
 Standing Committee 11/1/2021
 Council 11/15/2021
 Amendments: No

Submitted to: Strategic Initiatives Standing Committee | Council
Submitted by: Monica Quinlan, Treasurer
Subject: 2021 Q3 Financial Report

PURPOSE

The purpose of this report is to provide Council notice of any financial risks that could affect the 2021 year-end position and provide a preliminary year-end forecast based on actual financial information as of September 30, 2021, which is the end of the third quarter (Q3) for the tax supported and non-tax supported budgets.

RECOMMENDATION

THAT Staff Report T2021-21, 2021 Q3 Financial Report be received for information;
AND Further that approval be received for the transfer of \$9,500 from the Council Grants – Financial Support budget to the 2022 Operating Budget to assist with increased needs expected in 2022.

AMENDMENTS

None

1. BACKGROUND

Staff has committed to reporting quarterly to Council on financial performance against budget, based on the schedule outlined below:

- Q1 Reporting – May 2021 – SIC meeting
- Q2 Reporting – September 2021 – provided through a departmental update at SIC
- Q3 Reporting – November 2021
- Q4 Year End Reporting – March/April 2022

Providing this information allows both staff and members of Council the information it requires to make informed financial decisions.

2. INPUT FROM OTHER SOURCES

N/A

3. APPLICABLE POLICY OR LEGISLATION

N/A

4. ANALYSIS

The Town is now in the second year of operating under the difficult conditions of the COVID-19 global pandemic. The ongoing pandemic still poses a risk to the Town's finances, despite the continued support received from the Federal and Provincial governments.

As we have progressed through the third quarter of 2021, we are now experiencing the reopening of our Recreational facilities with additional pressures on staffing due to the vaccination check required to enter the facilities beginning in the fourth quarter. The Town has been fortunate in receiving additional funding from the Province to help offset the losses in revenue and increased expenses in the amount of \$482,430. While this amount will continue to support the loss in revenues experienced it is not certain that it will cover the additional expenses expected in the fourth quarter.

2021 Preliminary Year End Forecast (as at September 30, 2021)

Overall, the Town of Collingwood continues to be in a fair financial position, a detailed year-end projection by department is included in the table below. Based on the information known at this time it is expected that the Town will have a small surplus of just under \$200,000 for the 2021 year. This is considerably different from years past largely due to the decrease in supplemental billings. This decrease is mainly due to the fact that growth of assessment does not lag at such a great rate as it has historically, and beginning in 2021 a reasonable estimate was included in the budget for a net supplemental billing of \$570,000 versus years past of approximately \$273,000. That being said the growth rate for the Town in 2021 is still strong at approximately 2.5% in comparison to a historical amount of on average 3.9%.

Department	2021 Annual Budget (in '000's)	2021 YTD Actual (in '000's)	2021 Variance %	2021 Projection to Year End	2021 Projection Variance %
Taxation Revenue	\$ 37,258	\$ 36,870	99.0%	\$ 37,187	99.8%
General Government	- 9,229	- 5,221	56.6%	- 9,130	98.9%
Protection Services	- 11,998	- 8,582	71.5%	- 11,768	98.1%
Building Department *	65	73	-112.6%	98	-151.4%
Transportation Services	- 5,968	- 3,680	61.7%	- 6,054	101.4%
Parking Authority *	43	69	158.0%	72	164.8%
Environmental/Water Services *	3,844	4,227	110.0%	4,719	122.8%
Affordable Housing	- 101	- 125	124.4%	- 173	172.0%
PRC	- 5,766	- 3,503	60.7%	- 5,704	98.9%
Library	- 1,755	- 1,266	72.1%	- 1,736	98.9%
Planning & Development	- 2,441	- 1,544	63.3%	- 2,430	99.5%
Total **	\$ 3,953	\$ 17,172		\$ 4,885	
Non-Tax Supported Adjustments	-\$ 3,953	-\$ 4,223		- 4,692	
Grand Total	\$ -	\$ 12,950		\$ 193	

* Non-Tax Supported Adjustments represent the reversal of any budgeted transfers to/from reserves, to assist in the monitoring of the departments.

** (+) Indicates a Surplus (-) indicates a Deficit

A projection for capital spending has been provided below, note that it is shown based on expenses only without the offsetting revenues as the capital budget is primarily supported through transfers from Operating/Reserves/Reserve Funds and Grants. At this time it is expected that some major capital projects will be carried forward to 2022 (and/or future years), most notably they include:

- 1) Minnesota Storm Sewer Repair - \$4.1 Mil;
- 2) Stewart Road Reservoir & Booster Pumping Station - \$3.5 Mil;
- 3) Mountain Road Widening - \$3.2 Mil (Note – some costs will be experienced in 2021 - land purchases);
- 4) Harbourview Splash Pad - \$1.6 Mil;
- 5) Carmichael Reservoir Upgrades - \$1.4 Mil; and
- 6) Summit View Park - \$1.0 Mil.

Department	2021 Annual Budget (in '000's)	2021 YTD Actual (in '000's)	2021 Variance %	2021 Projection to Year End	2021 Projection Variance %
General Government	-\$ 942	-\$ 171	18.2%	-\$ 409	43.4%
Protection Services	- 1,016	- 644	63.4%	- 506	49.8%
Transportation Services	- 12,238	- 2,119	17.3%	- 4,430	36.2%
Environmental/Water Services *	- 14,905	- 1,749	11.7%	- 6,395	42.9%
PRC	- 9,255	- 2,144	23.2%	- 2,190	23.7%
Library	- 137	- 30	22.2%	- 37	27.0%
Planning & Development	- 274	- 47	17.2%	- 224	81.8%
Total **	-\$ 38,768	-\$ 6,905	17.8%	-\$ 14,191	36.6%
Non-Tax Supported Adjustments	\$ 14,905	\$ 1,749		\$ 6,395	
Grand Total ***	-\$ 23,862	-\$ 5,156	21.6%	-\$ 7,796	32.7%

* Non-Tax Supported Adjustments represent the reversal of any budgeted transfers to/from reserves, to assist in the monitoring of the departments.

** (+) Indicates a Surplus (-) indicates a Deficit.

*** Capital Budget shown with expenses only as revenues completely offset the full amount either through Reserve Transfers or Transfers from the Operating Budget. (i.e. no taxation impact within the Capital Budget).

2021 Q3 Operating Fund Financial Results

The table below illustrates the net impact of each department on the year to date surplus. Generally, what would be expected is that each department should be at approximately 75% of budgeted values. On average Town departments currently sit at 67.5% which means that expenditures are slightly behind the expectation however this due to the seasonality of many department activities as well.

Department	2021 Annual Budget (in '000's)	2021 YTD Actual (in '000's)	2021 Variance %	2020 Annual Budget (in '000's)	2020 YTD Actual (in '000's)	2020 Variance %	2019 Annual Budget (in '000's)	2019 YTD Actual (in '000's)	2019 Variance %
Taxation Revenue	\$ 37,258	\$ 36,870	99.0%	\$ 35,590	\$ 36,096	101.4%	\$ 34,118	\$ 34,833	102.1%
General Government	- 9,229	- 5,221	56.6%	- 8,486	- 6,219	73.3%	- 7,751	- 3,591	46.3%
Protection Services	- 11,998	- 8,582	71.5%	- 11,469	- 8,436	73.6%	- 10,994	- 7,913	72.0%
Building Department *	65	73	-112.6%	- 115	- 93	80.9%	55	880	-112.6%
Transportation Services	- 5,968	- 3,680	61.7%	- 6,128	- 4,122	67.3%	- 6,137	- 4,941	80.5%
Parking Authority *	43	69	158.0%	40	135	338.5%	62	210	158.0%
Environmental/Water Services *	3,844	4,227	110.0%	4,525	4,056	89.6%	4,235	4,098	96.8%
Affordable Housing	- 101	- 125	124.4%	- 88	- 112	127.2%	- 79	- 104	132.3%
PRC	- 5,766	- 3,503	60.7%	- 5,310	- 3,496	65.8%	- 5,312	- 4,139	77.9%
Library	- 1,755	- 1,266	72.1%	- 1,769	- 1,207	68.2%	- 1,757	- 1,217	69.3%
Planning & Development	- 2,441	- 1,544	63.3%	- 2,264	- 1,370	60.5%	- 2,088	- 1,189	56.9%
Total **	\$ 3,953	\$ 17,172		\$ 4,526	\$ 15,232		\$ 4,352	\$ 16,927	
Non-Tax Supported Adjustments	-\$ 3,953	-\$ 4,223		- 4,525	- 4,099		- 4,351	- 5,188	
Grand Total	\$ -	\$ 12,950		0	\$ 11,134		\$ 0	\$ 11,739	

* Non-Tax Supported Adjustments represent the reversal of any budgeted transfers to/from reserves, to assist in the monitoring of the departments.

** (+) Indicates a Surplus (-) indicates a Deficit

Highlights of 2021 Q3 by Department:

- Taxation – Note that the taxation department has nearly met the full budget due to the timing of the Final Tax Bills (July); however as discussed as part of the projection it is not expected that the supplemental billing budget will be met causing a slight unfavourable variance for the year (\$71k).
- General Government (75% - 56.6%% = 18.7%) – favourable variance due mainly to the timing of expenses most notably:
 - P3 advisory services for Terminals – RFP is in progress - \$300k;
 - COVID-19 expenses –timing of expenses - \$195k;
 - Legal Expenses - timing of expenses - \$117k; and
 - Transfer to Capital - timing of expenses, transfers occur at year-end - \$307k;

These are offset by increased expenses for the ICBL that were not planned – (\$75k).

- Protection Services (75% - 71.5% = 3.5%) – favourable variance due mainly to:
 - The timing of debenture and interest payments towards the Firehall loan – as payments are made on a semi-annual basis.
- Building Department (75% - (112.6% = (187.6%)) – as this department is Non-tax supported the net result shown (\$73k) is in comparison to the total reserve transfer that is expected at the end of each year. In this case the budgeted transfer to reserve was to be \$65k (increase to reserves) however at this point in the year a withdrawal of (\$73k) from the reserve is required to support the department (note that this is projected to increase to \$112k by years end). This is due mainly to a lower than expected amount in Permit Revenue (Bud - \$1.0M vs Act - \$543k) and the reallocation of the CBO salaries to the building department (which were previously shared with the ByLaw Department). It is not unusual for a Building department to require funds from their stabilization reserve from time to time and is in fact the reason for creating such a reserve fund, however excluding 2020 it is the first time in several years for the Town's Building department to experience this.

- Transportation Services – (75% - 61.7% = 13.3%) – favourable variance due mainly to:
 - Stormwater Master Plan – timing of study - \$225k;
 - Transfer to Capital – timing of expenses, transfers occur at year-end - \$110k; and
 - Contracted Services - \$667k; these are offset by:
 - Vehicle Repair and Maintenance – (\$87k); and
 - Fuel – (\$25k) – as fuel prices increase the expectation that this will be over budget by approximately (\$69k).
- Parking Authority – (75% - 158% = 83%) - as this department is Non-tax supported the net result shown \$69k is in comparison to the total reserve transfer that is expected at the end of each year. In this case a greater amount is expected to be transferred to reserves due mainly to an increase in parking revenues (most notably at Sunset Point Park – shared with PRC as noted below). This is partly offset by greater than expected expenses for Service Charges and Machine Rental.
- Environmental/Water Services – (75% - 110% = 35%) – as this department is Non-tax supported the net result shown \$4,227k is in comparison to the total reserve transfer that is expected at the end of each year. At this time the amount is ahead of the 75% listed as generally expected for Q3 results, however this is due mainly to the timing of expenses such as Debenture Payments/Interest and Studies.
- Affordable Housing – (75% - 124% = (49%)) - unfavourable variance due mainly to:
 - Additional expenses required for the repair and rehabilitation of a unit that was badly damaged – (\$29k).
- PRC – (75% - 60.7% = 14.3%) – favourable variance due mainly to:
 - Utilities/Natural Gas – due to closures of recreation facilities; note that this is offset by the decreased revenue;
 - Tree Planting Expenses - \$125k; and
 - Sunset Point Parking Revenues - \$60k.
- Library – (75% - 72.1% = (2.9%)) – favourable variance due mainly to:
 - Repairs & Maintenance – Building - \$17k;
 - Utilities - \$12k; and
 - Materials - \$7k – timing of purchases.
- Planning & Development (75% - 63.3% = 11.7%) – favourable variance due mainly to:
 - Official Plan – due mainly to the timing of expenses.

2021 Q3 Capital Fund Financial Results

The total Capital Budget for 2021 is \$38.8 Million, as at the end of Q3 \$6.9 Million has been spent with many projects expected to be carried forward to 2022 as noted above. The table below shows the details by department.

Department	2021 Annual Budget (in '000's)	2021 YTD Actual (in '000's)	2021 Variance %	2020 Annual Budget (in '000's)	2020 YTD Actual (in '000's)	2020 Variance %	2019 Annual Budget (in '000's)	2019 YTD Actual (in '000's)	2019 Variance %
General Government	-\$ 942	-\$ 171	18.2%	-\$ 646	-\$ 92	14.2%	-\$ 1,220	-\$ 518	42.5%
Protection Services	- 1,016	- 644	63.4%	- 970	- 607	62.6%	- 873	- 107	12.2%
Transportation Services	- 12,238	- 2,119	17.3%	- 11,777	- 3,006	25.5%	- 7,729	287	-3.7%
Environmental/Water Services *	- 14,905	- 1,749	11.7%	- 14,101	- 5,022	35.6%	- 18,231	- 4,058	22.3%
PRC	- 9,255	- 2,144	23.2%	- 5,761	- 952	16.5%	- 4,622	- 1,998	43.2%
Library	- 137	- 30	22.2%	- 111	- 10	9.0%	- 235	- 55	23.3%
Planning & Development	- 274	- 47	17.2%	-	-	0.0%	- 12	-	0.0%
Total **	-\$ 38,768	-\$ 6,905	17.8%	-\$ 33,366	-\$ 9,689	17.8%	-\$ 32,920	-\$ 6,448	19.6%
Non-Tax Supported Adjustments	\$ 14,905	\$ 1,749		14,101	-		18,231	-	
Grand Total ***	-\$ 23,862	-\$ 5,156	21.6%	- 19,265	- 9,689	21.6%	-\$ 14,689	- 6,448	43.9%

* Non-Tax Supported Adjustments represent the reversal of any budgeted transfers to/from reserves, to assist in the monitoring of the departments.

** (+) Indicates a Surplus (-) indicates a Deficit.

*** Capital Budget shown with expenses only as revenues completely offset the full amount either through Reserve Transfers or Transfers from the Operating Budget. (i.e. no taxation impact within the Capital Budget).

The projects that are currently underway and budgeted at greater than \$50k are as follows:

- EV Charging Stations - (Budget - \$230k – Actual to date - \$44k);
- Information Technology Computer HW/WS (Budget - \$53k – Actual to date - \$47.8k);
- 507 Tenth Line (Budget - \$80k; Carryforward from 2020 - \$35k – Actual to date - \$104k);
- Niagara and Huron Crosswalk - (Budget - \$253k – Actual to date - \$13.2k);
- Pretty River Channelization - (Budget - \$300k – Actual to date – (\$106k)) – contribution from developers received – note that a portion of this project will be carried forward to 2022;
- Mountain Rd Upgrade (Budget - \$3.2 Million – Actual to date - \$399.7k);
- Minnesota Storm Sewer (Budget - \$4.1 Million – Actual to date - \$109.1k) – to be carried forward to 2022;
- Transit Study (Budget - \$55k – Actual to date - \$49.9k);
- Splash Pad - (Budget - \$1.55 Million – Actual to date - \$221.4k); (carried to 2022)
- Sunset Park Redesign - (Budget - \$1.75 Million – Actual to date - \$284.4k); (carried to 2022)
- Facilities (Budget - \$730k – Actual to date - \$190.5k):
 - Eddie Bush Arena - (Budget - \$230k – Actual to date - \$175.1k);
- Wastewater Treatment & Collection (Budget - \$2.5 Million – Actual - \$274k):
 - WWTP Brickwork - (Budget - \$579k – Actual to date - \$90k); and
 - Sludge Pump Replacements - (Budget - \$1.26 Million – Actual to date - \$49k).
- Water Services (Budget - \$13.8 Million – Actual to date - \$1.5 Million);
 - In-Ground Reservoirs – (Budget \$1.43 Mil – Actual to date - \$8k);
 - WTP (Membrane Replacement) - (Budget - \$1.07 Mil – Actual to date - \$840.2k);
 - Water Equipment – (Budget \$543k – Actual to date - \$285k);
 - Pumping Stations - (Budget - \$409k – Actual to date - \$239k);
 - Wireless Water Meters - (Budget - \$50k – Actual to date - \$14k); and

- o Stewart Rd Reservoir - (Budget - \$3.5 Million – Actual to date - \$16.5k).

5. EFFECT ON TOWN FINANCES

At this time the impact to Town Finances are detailed as above in the 2021 Q3 Financial Statements/Year-end Projections.

6. CONSIDERATIONS

Community Based Strategic Plan: N/A or Explain: Choose an item.
 Climate Change / Sustainability: N/A or Explain: Choose an item.
 Accessibility: N/A or Explain: Choose an item.
 Communication / Engagement: N/A or Explain: Choose an item.
 Accountability / Transparency: N/A or Explain: Enhances Accountability and Transparency

7. APPENDICES & OTHER RESOURCES

Appendix A	2021 YTD Consolidated Statement of Operations
Appendix B	2021 YTD Consolidated Statement of Capital

SIGNATURES

Prepared by:		
<i>Monica Quinlan, Treasurer</i>		
Town of Collingwood		

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
Taxation Revenue
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
40010	Residential (RT)	\$160,098.37	\$29,504,715	\$30,117,070	97.97%	\$612,354.43	2.03%	\$27,676,114	
40050	Multi-Residential (MT)		719,349.86	719,573.00	99.97%	223.14	0.03%	738,021.22	
40110	Farmland (FT)		5,086.21	4,572.00	111.25%	(514.21)	(11.25%)	4,962.35	
40120	Commercial Small Scal...		107.59	110.00	97.81%	2.41	2.19%		
40140	Managed Forests (TT)		281.31	281.00	100.11%	(0.31)	(0.11%)	273.38	
40210	Commercial (CT)	1,413.26	3,214,310.9	3,275,764.0	98.12%	61,453.01	1.88%	3,292,013.8	
40240	Commercial Excess (CU)		68,045.41	48,810.00	139.41%	(19,235.41)	(39.41%)	54,048.18	
40270	Commercial Vacant (CX)		232,979.06	167,118.00	139.41%	(65,861.06)	(39.41%)	158,965.40	
40320	Office Building (DT)		5,254.60	5,385.00	97.58%	130.40	2.42%	5,376.79	
40330	New Const Office (YT)		10,318.99	10,574.00	97.59%	255.01	2.41%	10,763.27	
40340	Shopping Centre (ST)	8,334.32	440,442.66	442,793.00	99.47%	2,350.34	0.53%	421,744.92	
40350	Shopping Centre Exces...		12,533.59	8,990.00	139.42%	(3,543.59)	(39.42%)	13,317.15	
40360	New Construction Com...		642,273.99	622,182.00	103.23%	(20,091.99)	(3.23%)	620,935.97	
40370	New Construct Comm...		4,568.62	3,277.00	139.41%	(1,291.62)	(39.41%)	10,649.69	
40380	New Construct Shoppin...		22,467.84	23,023.00	97.59%	555.16	2.41%	21,666.76	
40390	Parking Lots (GT)		8,374.66		0.00%	(8,374.66)	0.00%		
40510	Industrial (IT)		161,829.16	169,975.00	95.21%	8,145.84	4.79%	196,165.79	
40540	Industrial Excess (IU)		24,189.81	11,639.00	207.83%	(12,550.81)	(107.83%)	15,786.12	
40570	Industrial Vacant (IX)		162,169.71	101,697.00	159.46%	(60,472.71)	(59.46%)	118,790.58	
40580	New Const - Industrial (...)		6,449.05	6,774.00	95.20%	324.95	4.80%		
40610	Large Industrial (LT)		203,914.25	214,178.00	95.21%	10,263.75	4.79%	244,490.57	
40620	Large Industrial Excess...		16,256.99	11,953.00	136.01%	(4,303.99)	(36.01%)	11,869.26	
40630	Industrial Collus (IH)		4,673.05	4,908.00	95.21%	234.95	4.79%	5,166.81	
40710	Pipelines (PT)	1,607.64	65,026.29	63,440.00	102.50%	(1,586.29)	(2.50%)	59,606.71	
40750	Special Capital Levy	1,290.08	266,998.70	270,000.00	98.89%	3,001.30	1.11%	254,107.98	
40805	Town Owned Properties			62,063.00	0.00%	62,063.00	100.00%		
40810	Federal Building	(1,392.00)	24,230.60	25,919.00	93.49%	1,688.40	6.51%	26,487.40	
40820	Ontario Housing		17,899.95	17,906.00	99.97%	6.05	0.03%	19,297.19	
40825	MTO		7,690.93	7,694.00	99.96%	3.07	0.04%	6,730.64	
40835	Simcoe County		22,572.16	22,698.00	99.45%	125.84	0.55%	23,047.32	
40845	Heads & Beds		14,365.09	11,204.00	128.21%	(3,161.09)	(28.21%)	12,756.63	
40885	BIA Levy	236.21	450,085.87	450,000.00	100.02%	(85.87)	(0.02%)	451,228.35	
40890	Special Charges - Sout...		193,821.33	196,816.00	98.48%	2,994.67	1.52%	209,624.33	
40893	Special Charges - Mad...		46,576.75	34,055.00	136.77%	(12,521.75)	(36.77%)	46,576.75	
40896	Special Charges - Raglan		28,607.43	20,212.00	141.54%	(8,395.43)	(41.54%)	35,212.32	
40898	Special Charges - Beac...		27,894.30		0.00%	(27,894.30)	0.00%	1,003.54	
40900	Penalties & Interest on...	43,577.65	364,874.39	535,000.00	68.20%	170,125.61	31.80%	412,549.55	

10/27/2021

Operating Fund

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T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Taxation Revenue
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
	Taxation Revenue	215,165.53	37,001,236.	37,687,653.	98.18%	686,416.24	1.82%	35,179,351.	
	<i>User Fees and Other...</i>								
	TOTAL REVENUE	215,165.53	37,001,236.	37,687,653.	98.18%	686,416.24	1.82%	35,179,351.	
	EXPENSES								
53300	Court of Revision	849.06	117,024.93	400,000.00	29.26%	282,975.07	70.74%	316,891.75	
63000	Rebates to Charity		13,753.14	30,000.00	45.84%	16,246.86	54.16%	28,960.50	
	TOTAL EXPENSES	849.06	130,778.07	430,000.00	30.41%	299,221.93	69.59%	345,852.25	
	DEPARTMENTAL NET	214,316.47	36,870,458.	37,257,653.	98.96%	387,194.31	1.04%	34,833,498.	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
General Government
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
41400	Bag Tags	\$45.00	\$300.00	\$6,000.00	5.00%	\$5,700.00	95.00%	\$1,290.00	
41600	Building Overhead Allo...	30,000.00	270,000.00	360,000.00	75.00%	90,000.00	25.00%	270,000.00	
41800	Communication Towers	6,878.09	58,248.69	37,000.00	157.43%	(21,248.69)	(57.43%)	32,013.33	
42110	Convenience Fee	174.31	1,387.21		0.00%	(1,387.21)	0.00%		
42350	Direct to Reserves				0.00%		0.00%	1,588.70	
43000	Expense Recoveries	38,966.37	1,073,402.5	1,210,550.0	88.67%	137,147.46	11.33%	1,003,671.2	
44200	Investment Income	66,544.65	624,692.20	200,000.00	312.35%	(424,692.20)	(212.35%)	1,456,631.8	
44500	Licenses	2,661.00	13,864.95	20,100.00	68.98%	6,235.05	31.02%	18,720.00	
44550	Lottery Licenses	1,221.00	2,520.90	10,050.00	25.08%	7,529.10	74.92%	12,457.10	
44900	Miscellaneous	(6,065.10)	(49,277.31)	50,200.00	(98.16%)	99,477.31	198.16%	26,370.14	
45200	Oath & Commission Re...	630.00	5,670.00	6,975.00	81.29%	1,305.00	18.71%	7,035.00	
46000	Promotional Product/Cl...	61.95	371.70	5,000.00	7.43%	4,628.30	92.57%		
46050	Provincial Funding		531,207.60	40,000.00	1328.02%	(491,207.60)	(1228.02%)	41,123.00	
46350	Recoveries	8,953.95	87,272.05	115,350.00	75.66%	28,077.95	24.34%	58,566.99	
46800	Rentals	8,207.58	73,868.22	98,491.00	75.00%	24,622.78	25.00%	50,582.25	
47000	Returned Cheque Fees	410.00	451.00	3,000.00	15.03%	2,549.00	84.97%	3,360.00	
47150	Sale of Equipment				0.00%		0.00%	8,917.00	
47300	Sale of Property			150,000.00	0.00%	150,000.00	100.00%	3,813,898.2	
48050	Tax Certificate Revenue	4,054.00	30,754.00	35,000.00	87.87%	4,246.00	12.13%	29,150.00	
48450	Transfer from DC Rese...			188,091.00	0.00%	188,091.00	100.00%		
48500	Transfer from Reserve	2,283.01	20,547.09	47,396.00	43.35%	26,848.91	56.65%		
48550	Transfer from Reserve...			438,500.00	0.00%	438,500.00	100.00%		
Total User and Other...		165,025.81	2,745,280.8	3,021,703.0	90.85%	276,422.16	9.15%	6,835,374.8	
TOTAL REVENUE		165,025.81	2,745,280.8	3,021,703.0	90.85%	276,422.16	9.15%	6,835,374.8	

EXPENSES									
50020	Accessibility				0.00%		0.00%	1,401.91	
50200	Advertising	3,085.42	37,235.38	60,600.00	61.44%	23,364.62	38.56%	40,311.85	
50650	Audit	5,833.33	52,499.97	75,000.00	70.00%	22,500.03	30.00%	61,281.53	
50800	Appreciation Night		2,031.88	10,000.00	20.32%	7,968.12	79.68%	1,764.62	
50900	Benevolence			500.00	0.00%	500.00	100.00%		
51400	Cabling		900.55	2,000.00	45.03%	1,099.45	54.97%	39.08	
51650	Cash short and over	(0.01)	0.52		0.00%	(0.52)	0.00%	(38.23)	
51950	Clothing, Boots & Unifo...			1,500.00	0.00%	1,500.00	100.00%	91.57	
52300	Communications	80.22	851.21	1,000.00	85.12%	148.79	14.88%	3,673.52	
10/27/2021				Operating Fund					13

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 General Government
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
52350	Community Recognition			1,500.00	0.00%	1,500.00	100.00%		
52500	Annual Support	56.50	82,375.47	174,030.00	47.33%	91,654.53	52.67%	126,258.75	
52600	Computer Software	25,507.46	72,842.90	87,600.00	83.15%	14,757.10	16.85%	23,448.71	
52650	Conferences		2,275.35	27,000.00	8.43%	24,724.65	91.57%	3,615.63	
52750	Consulting Fees	11,084.21	194,792.68	25,000.00	779.17%	(169,792.68)	(679.17%)	16,903.61	
52800	Corporate Contingency	1,527.72	1,527.72	50,000.00	3.06%	48,472.28	96.94%		
53000	Contracted Services		4,339.55	438,000.00	0.99%	433,660.45	99.01%		
53100	Council Grants & Donat...		2,500.00	105,000.00	2.38%	102,500.00	97.62%	2,276.69	
53050	COVID-19	12,332.92	117,670.69	315,000.00	37.36%	197,329.31	62.64%		
53200	Courses and Workshops	1,295.55	10,191.29	28,000.00	36.40%	17,808.71	63.60%	7,311.72	
53650	Debenture Interest	17,317.61	337,957.58	560,111.00	60.34%	222,153.42	39.66%	394,558.72	
53670	Debenture Principal	18,945.52	635,831.82	1,160,545.0	54.79%	524,713.18	45.21%	623,698.85	
53750	Dues, Fees, Membersh...	8.75	24,027.50	31,295.00	76.78%	7,267.50	23.22%	20,526.32	
53800	Employee Benefits	77,809.99	699,052.89	1,016,802.0	68.75%	317,749.11	31.25%	596,909.74	
54300	Equipment Purchases/...	19,097.62	24,418.80	29,000.00	84.20%	4,581.20	15.80%	23,529.38	
54600	FCM Standing Committee		610.56	7,500.00	8.14%	6,889.44	91.86%	4,441.64	
54900	Financial Support		40,500.00	50,000.00	81.00%	9,500.00	19.00%	50,025.00	
55350	Furniture & Small Equip...			15,000.00	0.00%	15,000.00	100.00%		
55450	Garbage Bag Stickers			5,500.00	0.00%	5,500.00	100.00%	1,405.00	
55650	Gas & Oil		1,100.12	1,750.00	62.86%	649.88	37.14%	983.28	
56050	Golf Tournament				0.00%		0.00%	240.50	
56150	Greener Collingwood			22,500.00	0.00%	22,500.00	100.00%		
56300	Health & Safety	89.30	20,369.60	55,500.00	36.70%	35,130.40	63.30%	33,473.10	
56695	In-Kind Support			35,000.00	0.00%	35,000.00	100.00%		
56800	Insurance	13,898.92	125,090.14	139,986.00	89.36%	14,895.86	10.64%	77,776.02	
56850	Insurance deductible	19,743.12	36,773.09	50,000.00	73.55%	13,226.91	26.45%	45,659.95	
56870	Integrity Commissioner...	4,070.40	11,033.33	7,500.00	147.11%	(3,533.33)	(47.11%)	3,651.13	
56875	Intergovernmental Rela...			5,000.00	0.00%	5,000.00	100.00%		
56950	Internet/Fibre	(549.45)	598.28	5,600.00	10.68%	5,001.72	89.32%	339.54	
57050	Janitorial Contract			4,005.00	0.00%	4,005.00	100.00%		
57100	Janitorial Supplies	109.29	1,043.05	4,000.00	26.08%	2,956.95	73.92%	2,561.02	
57120	Judicial Inquiry	1,195.88	62,205.71	100,000.00	62.21%	37,794.29	37.79%	4,185,542.6	
57250	Labour Relations & Admin		464.02	10,000.00	4.64%	9,535.98	95.36%		
57300	Land Purchases				0.00%		0.00%	8,865.86	
57400	Lease/Rental Equipment		2,187.84	2,000.00	109.39%	(187.84)	(9.39%)	7,466.22	
57600	Legal	3,390.14	92,437.64	210,000.00	44.02%	117,562.36	55.98%	4,505.42	
57700	Licences			250.00	0.00%	250.00	100.00%		
58150	Marriage Licences		4,800.00		0.00%	(4,800.00)	0.00%	9,600.00	
60000	Natural Gas	138.99	6,054.30	7,700.00	78.63%	1,645.70	21.37%	5,056.05	
60350	Office Supplies	61.64	4,776.89	19,500.00	24.50%	14,723.11	75.50%	10,781.37	
10/27/2021				Operating Fund					

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 General Government
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
60800	Overhead Allocation		2,657.67	19,050.33	13,091.00	145.52%	(5,959.33)	(45.52%)	4,005.00
61500	Postage		8,676.09	28,507.95	35,000.00	81.45%	6,492.05	18.55%	29,174.60
61650	Printing & Stationery		1,455.39	13,057.75	18,000.00	72.54%	4,942.25	27.46%	13,330.30
61800	Professional Developm...			681.79	2,000.00	34.09%	1,318.21	65.91%	
61805	PD & Discretionary - D...				5,000.00	0.00%	5,000.00	100.00%	230.79
61815	PD & Discretionary - D...	20.30	1,515.69	4,000.00	4,000.00	37.89%	2,484.31	62.11%	2,156.80
61825	PD & Discretionary - H...		1,917.99	4,000.00	4,000.00	47.95%	2,082.01	52.05%	3,549.32
61850	PD & Discretionary - Je...	117.04	622.82	4,000.00	4,000.00	15.57%	3,377.18	84.43%	494.07
61860	PD & Discretionary - M...			4,000.00	4,000.00	0.00%	4,000.00	100.00%	4,394.03
61885	PD & Discretionary - M...		610.56	4,000.00	4,000.00	15.26%	3,389.44	84.74%	2,713.33
61890	PD & Discretionary - C...			4,000.00	4,000.00	0.00%	4,000.00	100.00%	195.79
61895	PD & Discretionary - Be...			4,000.00	4,000.00	0.00%	4,000.00	100.00%	2,172.27
62150	Promo, Publicity & Mar...		10,112.64	14,400.00	14,400.00	70.23%	4,287.36	29.77%	
62200	Promotional Clothing			5,000.00	5,000.00	0.00%	5,000.00	100.00%	4,517.28
63100	Receptions		1,310.56	7,000.00	7,000.00	18.72%	5,689.44	81.28%	550.00
63120	Records Management	(252.21)	907.09	1,000.00	1,000.00	90.71%	92.91	9.29%	372.07
63300	Repairs & Maint - Building	(5,912.50)	32,363.33	65,000.00	65,000.00	49.79%	32,636.67	50.21%	44,742.24
63301	Repairs & Maint - Fire I...	(1,253.69)	113.46			0.00%	(113.46)	0.00%	
63400	Repairs & Maint - Equip...	1,328.79	7,271.57	10,700.00	10,700.00	67.96%	3,428.43	32.04%	10,564.80
63950	Repairs & Maint - Vehic...		601.59	4,000.00	4,000.00	15.04%	3,398.41	84.96%	419.21
64550	Salaries - Allocated	288,004.96	2,800,918.6	3,863,671.0	3,863,671.0	72.49%	1,062,752.3	27.51%	2,244,369.4
65000	Salary Contingency			50,000.00	50,000.00	0.00%	50,000.00	100.00%	600.00
65100	Salary Survey					0.00%		0.00%	2,030.11
65400	Service Charges	1,623.27	13,076.71	12,000.00	12,000.00	108.97%	(1,076.71)	(8.97%)	5,922.33
66650	Staff Recruitment			5,000.00	5,000.00	0.00%	5,000.00	100.00%	159.04
66700	Staff Training	1,448.00	25,328.79	63,000.00	63,000.00	40.20%	37,671.21	59.80%	7,738.46
66800	Studies	73,068.49	73,068.49	95,500.00	95,500.00	76.51%	22,431.51	23.49%	101,437.77
66900	Sundry	(52,855.69)	4,172.49	59,000.00	59,000.00	7.07%	54,827.51	92.93%	80,096.92
66950	Supplies	136.44	1,864.51	4,000.00	4,000.00	46.61%	2,135.49	53.39%	1,753.09
67050	Suspense Account	12,801.48	20,416.40			0.00%	(20,416.40)	0.00%	(96,045.49)
67200	Telephone	1,600.76	14,194.59	28,765.00	28,765.00	49.35%	14,570.41	50.65%	15,678.77
67250	Telephone - Cellular	373.57	4,007.50	10,500.00	10,500.00	38.17%	6,492.50	61.83%	6,561.96
67400	Transfer to Capital			306,700.00	306,700.00	0.00%	306,700.00	100.00%	16,688.64
67500	Transfer to Reserve	2,583.33	23,249.97			0.00%	(23,249.97)	0.00%	(1,375.00)
67520	Transfer to Res - General	4,166.67	37,500.03	50,000.00	50,000.00	75.00%	12,499.97	25.00%	37,500.03
67600	Transfer to Reserve Fund	42,978.83	386,809.47	746,746.00	746,746.00	51.80%	359,936.53	48.20%	49,125.00
67620	Transfer to Capital Levy...	143,375.00	1,290,375.0	1,597,000.0	1,597,000.0	80.80%	306,625.00	19.20%	1,178,250.0
67700	Travel & Business Expe...	24.97	133.93	23,000.00	23,000.00	0.58%	22,866.07	99.42%	17,173.03
68500	Utilities	2,530.44	23,336.49	50,190.00	50,190.00	46.50%	26,853.51	53.50%	26,486.82
68550	Corporate Vacation Acc...	(130,878.80)	362,202.39			0.00%	(362,202.39)	0.00%	114,372.85

Operating Fund

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 General Government
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
69300	WSIB Administration Fe...	662.37	7,806.59	5,000.00	156.13%	(2,806.59)	(56.13%)	8.09	
69350	WSIB Schedule 2 Claims	845.15	13,201.07	10,000.00	132.01%	(3,201.07)	(32.01%)		
69400	WSIB Supplementary I...	73,190.00	88,265.13	105,083.00	84.00%	16,817.87	16.00%	94,670.64	
TOTAL EXPENSES		708,647.16	8,021,941.6	12,251,120.	65.48%	4,229,178.3	34.52%	10,426,722.	
DEPARTMENTAL NET		(543,621.35)	(5,276,660.7	(9,229,417.0	57.17%	(3,952,756.2	42.83%	(3,591,347.3	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
Protection Services
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
42500	Pet Licences	\$245.00	\$17,364.00	\$30,000.00	57.88%	\$12,636.00	42.12%	\$35,698.00	
42550	Donations				0.00%		0.00%	35,000.00	
43000	Expense Recoveries		20.00		0.00%	(20.00)	0.00%		
43100	Fines		273.00	3,750.00	7.28%	3,477.00	92.72%	5,400.00	
43500	Grant - Provincial		9,900.00		0.00%	(9,900.00)	0.00%		
44500	Licenses	225.00	6,823.00	20,000.00	34.12%	13,177.00	65.89%	14,798.00	
45300	Other Municipalities		62.00	6,500.00	0.95%	6,438.00	99.05%		
45600	Permits	980.00	30,828.37	43,000.00	71.69%	12,171.63	28.31%	40,132.33	
46050	Provincial Funding		123,696.82	67,500.00	183.25%	(56,196.82)	(83.25%)	43,217.16	
46100	Provincial Offenses Act		(200.00)	120,000.00	(0.17%)	120,200.00	100.17%	58,160.36	
46260	Recoveries Recalls	8,692.00	67,895.00		0.00%	(67,895.00)	0.00%	7,335.86	
46350	Recoveries	(8,692.00)	4,360.00	4,150.00	105.06%	(210.00)	(5.06%)	5,099.40	
48450	Transfer from DC Rese...			10,000.00	0.00%	10,000.00	100.00%		
48500	Transfer from Reserve	3,818.63	34,367.67	22,912.00	150.00%	(11,455.67)	(50.00%)	17,183.70	
Total User and Other...		5,268.63	295,389.86	327,812.00	90.11%	32,422.14	9.89%	262,024.81	
TOTAL REVENUE		5,268.63	295,389.86	327,812.00	90.11%	32,422.14	9.89%	262,024.81	
EXPENSES									
50200	Advertising		478.28	800.00	59.79%	321.72	40.22%	412.01	
51950	Clothing, Boots & Unifo...	2,086.59	22,822.74	46,000.00	49.61%	23,177.26	50.39%	34,229.50	
52500	Annual Support	147.87	16,992.02	14,215.00	119.54%	(2,777.02)	(19.54%)	5,982.11	
52650	Conferences		758.11	6,000.00	12.64%	5,241.89	87.36%	6,079.01	
53000	Contracted Services	458,842.63	4,135,912.0	5,595,663.0	73.91%	1,459,750.9	26.09%	3,698,264.6	
53250	Court Expenses		965.00	2,500.00	38.60%	1,535.00	61.40%	1,745.16	
53350	Credit Card Discount	3.65	86.13		0.00%	(86.13)	0.00%		
53600	DARE Program				0.00%		0.00%	3,687.36	
53650	Debenture Interest		88,514.79	170,452.00	51.93%	81,937.21	48.07%	115,636.83	
53670	Debenture Principal		292,158.55	590,167.00	49.50%	298,008.45	50.50%	270,305.85	
53710	Dispatch Services	34,932.80	40,153.92	74,000.00	54.26%	33,846.08	45.74%	30,466.25	
53750	Dues, Fees, Membersh...	190.02	3,610.23	3,000.00	120.34%	(610.23)	(20.34%)	2,240.05	
53800	Employee Benefits	85,090.71	771,018.58	977,765.00	78.86%	206,746.42	21.14%	733,056.23	
54000	Emergency 911 Dispatch		10,939.52	13,200.00	82.88%	2,260.48	17.12%	8,204.64	
54050	Emergency Planning	61.93	1,728.84	7,000.00	24.70%	5,271.16	75.30%	3,190.65	
54300	Equipment Purchases/...		1,382.54	2,000.00	69.13%	617.46	30.87%		
54950	Fire Prevention and Ed...	176.11	11,923.69	10,000.00	119.24%	(1,923.69)	(19.24%)	10,069.74	
10/27/2021				Operating Fund					17

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
Protection Services
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
55350	Furniture & Small Equip...		8,363.65		0.00%	(8,363.65)	0.00%		
55650	Gas & Oil	4,759.01	25,964.62	30,773.00	84.37%	4,808.38	15.63%	17,805.47	
56800	Insurance	8,911.87	80,206.84	89,758.00	89.36%	9,551.16	10.64%	51,471.72	
57050	Janitorial Contract	2,553.33	22,979.97	37,605.00	61.11%	14,625.03	38.89%	27,762.14	
57100	Janitorial Supplies	983.78	7,870.85	9,432.00	83.45%	1,561.15	16.55%	5,747.89	
57600	Legal	457.92	1,818.96	4,000.00	45.47%	2,181.04	54.53%	1,711.09	
60000	Natural Gas	573.89	14,162.67	21,450.00	66.03%	7,287.33	33.97%	13,398.71	
60350	Office Supplies	1,355.30	2,481.24	4,000.00	62.03%	1,518.76	37.97%	1,764.47	
60800	Overhead Allocation	3,748.59	28,868.54	26,182.00	110.26%	(2,686.54)	(10.26%)		
61400	Police Services Board		5,237.26	5,000.00	104.75%	(237.26)	(4.75%)	1,400.80	
61500	Postage	13.74	18.32	4,000.00	0.00%	(18.32)	0.00%		
61650	Printing & Stationery	477.29	2,582.12	1,800.00	143.45%	(782.12)	(43.45%)	2,111.25	
62450	Radios		3,119.43	10,000.00	31.19%	6,880.57	68.81%	3,817.64	
63120	Records Management	39.07	270.04		0.00%	(270.04)	0.00%	38.79	
63300	Repairs & Maint - Building	7,976.73	59,414.56	60,400.00	98.37%	985.44	1.63%	72,099.61	
63400	Repairs & Maint - Equip...	1,624.13	6,437.72	20,000.00	32.19%	13,562.28	67.81%	7,159.18	
63950	Repairs & Maint - Vehic...	3,112.73	23,376.97	28,060.00	83.31%	4,683.03	16.69%	22,535.35	
64000	Replacement Equipment	4,883.54	33,151.26	40,000.00	82.88%	6,848.74	17.12%	8,586.67	
64250	Requisition	67,588.55	202,765.65	270,354.00	75.00%	67,588.35	25.00%	194,410.05	
64400	RIDE Program	601.84	11,365.65		0.00%	(11,365.65)	0.00%	8,954.73	
64500	Salaries - Full Time	246,361.47	2,291,161.6	3,054,935.0	75.00%	763,773.36	25.00%		
64550	Salaries - Allocated	43,895.55	492,404.70	864,096.00	56.98%	371,691.30	43.02%	2,662,016.0	
65400	Service Charges	2.50	22.50	500.00	4.50%	477.50	95.50%	17.50	
65500	Shared Costs	61.93	557.36	10,200.00	5.46%	9,642.64	94.54%	568.03	
66700	Staff Training	41.81	10,367.14	27,500.00	37.70%	17,132.86	62.30%	8,326.61	
66900	Sundry	1,650.63	4,765.64	8,660.00	55.03%	3,894.36	44.97%	4,093.54	
66950	Supplies		1,137.37	2,000.00	56.87%	862.63	43.13%	388.58	
67200	Telephone	983.25	8,647.91	10,400.00	83.15%	1,752.09	16.85%	9,321.73	
67250	Telephone - Cellular	69.14	502.20	2,000.00	25.11%	1,497.80	74.89%	1,108.15	
67330	Tires		3,839.16		0.00%	(3,839.16)	0.00%		
67400	Transfer to Capital			3,500.00	0.00%	3,500.00	100.00%		
67610	Transfer to Discretionar...	8,333.33	74,999.97	100,000.00	75.00%	25,000.03	25.00%	74,999.97	
68500	Utilities	5,263.55	43,898.08	68,250.00	64.32%	24,351.92	35.68%	46,336.51	
68800	Veterinary Expense		793.73	2,000.00	39.69%	1,206.27	60.31%	1,142.95	
69000	Volunteer Firefighters				0.00%		0.00%	2,251.03	
TOTAL EXPENSES		997,856.78	8,872,998.7	12,325,617.	71.99%	3,452,618.2	28.01%	8,174,916.1	
DEPARTMENTAL NET		(992,588.15)	(8,577,608.8	(11,997,805.	71.49%	(3,420,196.1	28.51%	(7,912,891.3	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
Social Housing
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
46800	Rentals	\$20,478.95	\$162,624.31	\$192,320.00	84.56%	\$29,695.69	15.44%	\$83,312.00	
Total User and Other...		20,478.95	162,624.31	192,320.00	84.56%	29,695.69	15.44%	83,312.00	
TOTAL REVENUE		20,478.95	162,624.31	192,320.00	84.56%	29,695.69	15.44%	83,312.00	
EXPENSES									
51650	Cash short and over		(380.83)		0.00%	380.83	0.00%		
56670	Housing Partnership Pr...	1,196.63	26,793.04	61,600.00	43.50%	34,806.96	56.50%	34,203.66	
58120	Management Fee	3,307.20	29,764.80		0.00%	(29,764.80)	0.00%		
63200	Rent	17,628.33	158,654.97	230,460.00	68.84%	71,805.03	31.16%	153,318.04	
63300	Repairs & Maint - Building		2,500.63		0.00%	(2,500.63)	0.00%		
66900	Sundry	15,735.11	70,564.82	1,000.00	7056.48%	(69,564.82)	(6956.48%)		
TOTAL EXPENSES		37,867.27	287,897.43	293,060.00	98.24%	5,162.57	1.76%	187,521.70	
DEPARTMENTAL NET		(17,388.32)	(125,273.12)	(100,740.00)	124.35%	24,533.12	(24.35%)	(104,209.70)	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 PRC
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
41150	Ad Sales				0.00%		0.00%	\$1,500.00	
41200	Advertising		232.22	10,000.00	2.32%	9,767.78	97.68%	1,740.00	
41700	Canteen	4,845.00	9,690.00	9,700.00	99.90%	10.00	0.10%	9,225.08	
42000	Conservation			50.00	0.00%	50.00	100.00%		
42550	Donations	750.27	5,877.33	151,850.00	3.87%	145,972.67	96.13%	12,551.13	
4860...	Elvis Registrations		(7,350.00)		0.00%	7,350.00	0.00%	46,533.00	
43000	Expense Recoveries	9,443.44	16,443.44	10,000.00	164.43%	(6,443.44)	(64.43%)	11,420.95	
43400	Grant - Federal		9,250.00	9,250.00	100.00%		0.00%	8,965.49	
43500	Grant - Provincial	21,996.00	30,119.00	21,996.00	136.93%	(8,123.00)	(36.93%)	28,000.00	
43850	Ice Rental	39,292.07	91,449.52	496,161.00	18.43%	404,711.48	81.57%	298,803.22	
43900	Ice Skating	402.30	402.30	2,500.00	16.09%	2,097.70	83.91%	543.77	
44350	Launching Fees	651.36	15,292.76	15,000.00	101.95%	(292.76)	(1.95%)	5,058.68	
44400	Lessons			27,500.00	0.00%	27,500.00	100.00%	84,312.02	
44650	Member Fees	102.00	291.81	6,000.00	4.86%	5,708.19	95.14%	15,756.50	
44700	Pro Shop Sales			3,000.00	0.00%	3,000.00	100.00%	3,122.22	
44850	Sunset Point Parking	128,587.11	128,587.11	62,500.00	205.74%	(66,087.11)	(105.74%)		
44900	Miscellaneous		(3,013.32)	15,000.00	(20.09%)	18,013.32	120.09%	5,812.88	
44950	Mooring Fees	2,747.43	153,245.28	100,000.00	153.25%	(53,245.28)	(53.25%)	57,309.47	
45350	Outreach Activities			160.00	0.00%	160.00	100.00%	50.00	
45550	Participant Fees		5,000.00	1,875.00	266.67%	(3,125.00)	(166.67%)	2,964.11	
45600	Permits			1,000.00	0.00%	1,000.00	100.00%	1,446.49	
45900	Progam Sales				0.00%		0.00%	6,082.30	
45950	Programs		1,223.10	3,250.00	37.63%	2,026.90	62.37%	6,200.79	
46000	Promotional Product/Cl...	1,500.98	11,915.44	6,500.00	183.31%	(5,415.44)	(83.31%)	8,145.71	
46050	Provincial Funding		24,000.00		0.00%	(24,000.00)	0.00%		
46200	Public Swimming	1,634.23	5,665.21	11,250.00	50.36%	5,584.79	49.64%	28,611.17	
46350	Recoveries			2,000.00	0.00%	2,000.00	100.00%		
46750	Registration		5,250.00	45,500.00	11.54%	40,250.00	88.46%	50,959.32	
46800	Rentals	1,926.50	19,490.49	88,698.00	21.97%	69,207.51	78.03%	25,941.14	
46810	Rentals - Ball Diamonds	17.00	5,187.25	13,200.00	39.30%	8,012.75	60.70%	1,987.97	
46820	Rentals - Fields/Grounds			1,000.00	0.00%	1,000.00	100.00%		
46830	Rentals - Soccer	10,829.25	11,150.81	10,250.00	108.79%	(900.81)	(8.79%)	383.01	
46900	Reproduction Services	62.00	905.20	750.00	120.69%	(155.20)	(20.69%)	617.66	
46980	Research		100.00	50.00	200.00%	(50.00)	(100.00%)	24.00	
47700	Special Activities			2,400.00	0.00%	2,400.00	100.00%	6,145.37	

10/27/2021

Operating Fund

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T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 PRC
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
47800	Sponsorship	750.00	11,300.00	1,500.00	753.33%	(9,800.00)	(653.33%)	49,446.51	
4830...	Tickets				0.00%		0.00%	902.41	
48630	User Fees			6,250.00	0.00%	6,250.00	100.00%		
48650	Vending			1,400.00	0.00%	1,400.00	100.00%	4,498.19	
Total User and Other...		225,536.94	551,704.95	1,137,540.0	48.50%	585,835.05	51.50%	785,060.56	
TOTAL REVENUE		225,536.94	551,704.95	1,137,540.0	48.50%	585,835.05	51.50%	785,060.56	

EXPENSES

50020	Accessibility		46.98	7,500.00	0.63%	7,453.02	99.37%		
50060	Active Transportation		2,517.36	60,000.00	4.20%	57,482.64	95.80%		
50150	Administration Costs				0.00%		0.00%	60.00	
50200	Advertising		413.87	800.00	51.73%	386.13	48.27%	61.06	
50400	Arboriteum		2,198.02	3,000.00	73.27%	801.98	26.73%	3,027.36	
50410	Awen Centre			2,000.00	0.00%	2,000.00	100.00%	763.20	
50550	Artifacts			500.00	0.00%	500.00	100.00%	28.51	
51150	Blvd Watering	971.38	2,279.48	2,000.00	113.97%	(279.48)	(13.97%)	1,563.27	
51160	Boardwalk			1,000.00	0.00%	1,000.00	100.00%		
51450	Canada Goose Project		856.20	7,000.00	12.23%	6,143.80	87.77%	6,919.68	
51650	Cash short and over	(158.14)	(329.77)		0.00%	329.77	0.00%	(48.45)	
51700	Cenotaph			1,000.00	0.00%	1,000.00	100.00%		
51800	Chemicals		5,788.94	22,000.00	26.31%	16,211.06	73.69%	16,253.73	
51950	Clothing, Boots & Unifo...	1,720.44	12,595.77	15,650.00	80.48%	3,054.23	19.52%	9,278.12	
52400	Competition				0.00%		0.00%	30,612.81	
52500	Annual Support		14,151.12	15,500.00	91.30%	1,348.88	8.70%	1,063.44	
52600	Computer Software		244.93	1,000.00	24.49%	755.07	75.51%		
52650	Conferences			300.00	0.00%	300.00	100.00%	2,220.14	
52700	Conservation		1,493.54	5,000.00	29.87%	3,506.46	70.13%	3,053.78	
53000	Contracted Services	7,796.24	45,299.78	82,671.00	54.80%	37,371.22	45.20%	35,116.27	
53200	Courses and Workshops	398.87	9,058.80	19,100.00	47.43%	10,041.20	52.57%	14,303.40	
53350	Credit Card Discount	872.86	6,108.60	16,108.00	37.92%	9,999.40	62.08%	10,704.84	
53550	Curatorial	32.30	994.61	2,500.00	39.78%	1,505.39	60.22%	872.30	
53750	Dues, Fees, Membersh...		11,787.50	14,783.00	79.74%	2,995.50	20.26%	12,413.04	
6875...	Elvis - Venue Expense				0.00%		0.00%	74,397.77	
53800	Employee Benefits	56,772.95	468,734.59	782,550.00	59.90%	313,815.41	40.10%	455,515.22	
54150	Entertainers	5,307.04	20,671.96	99,300.00	20.82%	78,628.04	79.18%	70,342.40	
54250	EnviroPark				0.00%		0.00%	137.38	
54400	Events and Acitivities	33.84	830.80	3,000.00	27.69%	2,169.20	72.31%	1,986.65	
54450	Exhibits	1,151.55	1,429.11	7,200.00	19.85%	5,770.89	80.15%	1,284.45	
54500	Facility Maintenance/U...	199.50	1,394.52	3,000.00	46.48%	1,605.48	53.52%	4,712.02	

10/27/2021

Operating Fund

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T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 PRC
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
54700	Field Dressing & Maint...	2,004.67	10,732.91	20,000.00	53.66%	9,267.09	46.34%	10,988.38	
54750	Field Marking	2,561.61	6,051.71	6,400.00	94.56%	348.29	5.44%	5,480.30	
55000	Fireworks			15,600.00	0.00%	15,600.00	100.00%	13,971.63	
55050	First Aid & Safety Suppl...			700.00	0.00%	700.00	100.00%	343.33	
55200	Fuel		727.71	730.00	99.69%	2.29	0.31%	357.25	
55500	Garbage Collection		19,356.63	21,830.00	88.67%	2,473.37	11.33%	18,250.44	
55650	Gas & Oil	2,746.41	32,893.51	32,000.00	102.79%	(893.51)	(2.79%)	30,508.77	
56000	Georgian Trail		325.63	1,000.00	32.56%	674.37	67.44%	320.54	
56300	Health & Safety		5,196.81	7,600.00	68.38%	2,403.19	31.62%	8,845.58	
56500	Horticultural Society	8,900.00	8,900.00	8,900.00	100.00%		0.00%	8,900.00	
56800	Insurance	20,142.51	181,282.61	202,870.00	89.36%	21,587.39	10.64%	115,148.90	
56900	Internal repayment	12,500.00	112,500.00	150,000.00	75.00%	37,500.00	25.00%	112,500.00	
57050	Janitorial Contract	1,093.98	9,803.74	41,302.00	23.74%	31,498.26	76.26%	5,139.57	
57100	Janitorial Supplies	2,780.67	16,210.78	23,604.00	68.68%	7,393.22	31.32%	35,608.60	
57275	Labyrinth		320.54	4,000.00	89.00%	439.93	11.00%	3,775.30	
57400	Lease/Rental Equipment	1,530.47	2,039.27	18,100.00	11.27%	16,060.73	88.73%	8,235.19	
57700	Licences			2,300.00	0.00%	2,300.00	100.00%		
58000	Machine Rental	92.00	12,437.45		0.00%	(12,437.45)	0.00%		
58200	Materials	4,576.96	25,795.52	21,400.00	120.54%	(4,395.52)	(20.54%)	11,409.01	
58350	Median Maintenance		2,335.39	3,000.00	77.85%	664.61	22.15%	1,160.64	
58550	Mutt Mitt Dispensers		5,139.21	8,000.00	64.24%	2,860.79	35.76%	5,519.18	
60000	Natural Gas	4,636.71	58,450.99	124,777.00	46.84%	66,326.01	53.16%	74,982.72	
60350	Office Supplies	134.00	9,902.73	17,000.00	58.25%	7,097.27	41.75%	11,787.53	
60800	Overhead Allocation	91.08	697.48		0.00%	(697.48)	0.00%	39,739.57	
61000	Park Redevelopment			25,000.00	0.00%	25,000.00	100.00%	102,035.89	
61500	Postage	22.22	103.51	600.00	17.25%	496.49	82.75%	242.60	
61650	Printing & Stationery	1,718.15	9,582.98	11,260.00	85.11%	1,677.02	14.89%	11,145.50	
61900	Professional Services				0.00%		0.00%	181,830.90	
61950	Program Fees			5,700.00	0.00%	5,700.00	100.00%	9,579.15	
62000	Program Subsidies				0.00%		0.00%	2,442.24	
62050	Program Supplies	972.32	7,872.30	24,000.00	32.80%	16,127.70	67.20%	9,532.21	
62150	Promo, Publicity & Mar...	2,860.15	18,210.41	18,850.00	96.61%	639.59	3.39%	34,681.52	
62250	Promotional Products		7,230.22	7,000.00	103.29%	(230.22)	(3.29%)	4,689.10	
62300	Propane		1,305.83	1,200.00	108.82%	(105.83)	(8.82%)	1,522.54	
63200	Rent	2,968.00	30,860.93	42,850.00	72.02%	11,989.07	27.98%	23,378.56	
63300	Repairs & Maint - Building	14,537.58	75,052.38	161,800.00	46.39%	86,747.62	53.61%	125,520.21	
63400	Repairs & Maint - Equip...	3,487.51	49,194.00	93,950.00	52.36%	44,756.00	47.64%	56,476.14	
63500	Repairs & Maint - Grou...	12,493.82	121,657.62	191,000.00	63.70%	69,342.38	36.30%	135,526.83	
63550	Repairs & Maint - Ice Pl...	5,345.39	39,977.66	64,400.00	62.08%	24,422.34	37.92%	70,127.99	
63950	Repairs & Maint - Vehic...	2,642.22	24,059.47	33,200.00	72.47%	9,140.53	27.53%	20,503.77	

10/27/2021

Operating Fund

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 PRC
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
64050	Reproduction Services			250.00	0.00%	250.00	100.00%	50.52	
64550	Salaries - Allocated	267,577.31	2,109,251.4	3,389,837.0	62.22%	1,280,585.5	37.78%	2,347,610.5	
65200	Sanitation Rentals	2,996.83	11,086.75	9,000.00	123.19%	(2,086.75)	(23.19%)	7,708.32	
65375	Services				0.00%		0.00%	356.16	
65650	Signage		5,669.99	5,000.00	113.40%	(669.99)	(13.40%)	5,737.34	
66100	Small Tools		1,400.21	750.00	186.69%	(650.21)	(86.69%)	2,356.97	
66350	Special Events	3,560.22	15,992.89	21,500.00	74.39%	5,507.11	25.61%	17,462.12	
66450	Special Projects		12,240.15	10,000.00	122.40%	(2,240.15)	(22.40%)	3,268.56	
66700	Staff Training		8,397.02	16,473.00	50.97%	8,075.98	49.03%	4,858.48	
66900	Sundry	1,163.80	4,386.59	10,050.00	43.65%	5,663.41	56.35%	16,295.03	
66950	Supplies		305.28	5,500.00	5.55%	5,194.72	94.45%	8,025.02	
67200	Telephone	1,219.13	12,732.59	19,510.00	65.26%	6,777.41	34.74%	12,459.37	
67250	Telephone - Cellular	391.93	3,042.11	6,760.00	45.00%	3,717.89	55.00%	4,907.14	
67330	Tires		1,172.81		0.00%	(1,172.81)	0.00%	1,058.30	
67400	Transfer to Capital			60,979.00	0.00%	60,979.00	100.00%		
67500	Transfer to Reserve	416.67	3,750.03	5,000.00	75.00%	1,249.97	25.00%		
67700	Travel & Business Expe...		74.14	2,300.00	3.22%	2,225.86	96.78%		
67750	Travel & Transportation				0.00%		0.00%	8,745.89	
67800	Tree Planting		22,733.26	148,850.00	15.27%	126,116.74	84.73%	9,384.81	
68500	Utilities	53,917.07	323,619.74	601,736.00	53.78%	278,116.26	46.22%	400,113.63	
68650	Vending Supplies			3,200.00	0.00%	3,200.00	100.00%	2,987.70	
68950	Volunteer Expenses				0.00%		0.00%	1,859.69	
69050	Volunteer & Membershi...			408.00	0.00%	408.00	100.00%	2.25	
TOTAL EXPENSES		517,500.76	4,053,869.1	6,903,488.0	58.72%	2,849,618.8	41.28%	4,924,097.7	
DEPARTMENTAL NET		(291,963.82)	(3,502,164.2)	(5,765,948.0)	60.74%	(2,263,783.7)	39.26%	(4,139,037.2)	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Planning & Development (800)
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
41300	Application Fees	\$5,905.00	\$78,729.00	\$137,000.00	57.47%	\$58,271.00	42.53%	\$93,587.12	
42115	Core Funding			107,790.00	0.00%	107,790.00	100.00%	180,436.81	
43000	Expense Recoveries	(450.00)	10,659.11		0.00%	(10,659.11)	0.00%	20,571.50	
43400	Grant - Federal				0.00%		0.00%	165,573.28	
43450	Grant - Other		12,750.00		0.00%	(12,750.00)	0.00%	78,274.33	
43500	Grant - Provincial			18,000.00	0.00%	18,000.00	100.00%	12,500.00	
45300	Other Municipalities		27,500.00	52,500.00	52.38%	25,000.00	47.62%		
45800	Printing/Copy Revenue			200.00	0.00%	200.00	100.00%		
46050	Provincial Funding		143,800.00	80,960.00	177.62%	(62,840.00)	(77.62%)	36,819.03	
46350	Recoveries	3,006.36	36,617.78	69,108.00	52.99%	32,490.22	47.01%	50,577.89	
46750	Registration	(300.00)	(300.00)	25,000.00	(1.20%)	25,300.00	101.20%	67,921.00	
47700	Special Activities		2,043.32		0.00%	(2,043.32)	0.00%	3,738.80	
47800	Sponsorship			30,000.00	0.00%	30,000.00	100.00%	15,484.50	
47910	Summer Company Fun...				0.00%		0.00%	14,360.00	
Total User and Other...		8,161.36	311,799.21	520,558.00	59.90%	208,758.79	40.10%	739,844.26	
TOTAL REVENUE		8,161.36	311,799.21	520,558.00	59.90%	208,758.79	40.10%	739,844.26	
EXPENSES									
50100	Address Change Reim...				0.00%		0.00%	127.00	
50150	Administration Costs	159.94	2,141.42	9,349.00	22.91%	7,207.58	77.09%	6,370.69	
50200	Advertising	198.43	4,803.16	8,500.00	56.51%	3,696.84	43.49%	5,564.42	
52450	Computer Hardware		1,657.05	8,020.00	20.66%	6,362.95	79.34%		
52500	Annual Support		13,200.70	18,000.00	73.34%	4,799.30	26.66%	8,138.22	
52650	Conferences		822.51	8,090.00	10.17%	7,267.49	89.83%	4,381.11	
52750	Consulting Fees		24,420.35	21,000.00	116.29%	(3,420.35)	(16.29%)	1,289.81	
53000	Contracted Services	40,084.66	195,265.58	251,738.00	77.57%	56,472.42	22.43%	33,789.83	
53050	COVID-19		5,476.08		0.00%	(5,476.08)	0.00%		
53150	Council Initiated Amen...			10,500.00	0.00%	10,500.00	100.00%		
53200	Courses and Workshops		1,775.40	7,050.00	25.18%	5,274.60	74.82%	2,168.80	
53650	Debenture Interest		8,219.41	15,508.00	53.00%	7,288.59	47.00%	11,698.36	
53670	Debenture Principal		33,377.65	67,687.00	49.31%	34,309.35	50.69%	29,898.69	
53750	Dues, Fees, Membersh...		2,266.91	6,625.00	34.22%	4,358.09	65.78%	2,089.83	
53800	Employee Benefits	17,674.33	170,270.71	262,284.00	64.92%	92,013.29	35.08%	157,410.42	
54300	Equipment Purchases/...		1,730.40	3,650.00	47.41%	1,919.60	52.59%	6,171.88	
54400	Events and Activities	(42.05)	6,706.14	9,500.00	70.59%	2,793.86	29.41%	9,227.25	
10/27/2021				Operating Fund					

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Planning & Development (800)
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
55350	Furniture & Small Equip...	14.55	377.52		0.00%	(377.52)	0.00%	1,175.41	
55900	General Expenses				0.00%		0.00%	31,994.26	
56050	Golf Tournament				0.00%		0.00%	24,389.70	
56126	Grants- Collingwood		44,004.00	68,000.00	64.71%	23,996.00	35.29%	12,500.00	
56400	Heritage Committee	68.73	4,158.62	20,000.00	20.79%	15,841.38	79.21%	21,165.09	
56450	Heritage Grants			40,000.00	0.00%	40,000.00	100.00%	1,160.34	
56475	Heritage Tax Relief		1,010.34	25,000.00	4.04%	23,989.66	95.96%	(200.00)	
56800	Insurance	515.20	4,636.83	5,189.00	89.36%	552.17	10.64%	3,242.97	
57050	Janitorial Contract			12,654.00	0.00%	12,654.00	100.00%		
57100	Janitorial Supplies	35.66	91.44	700.00	13.06%	608.56	86.94%	193.03	
58355	Mentoring		1,908.00	3,500.00	54.51%	1,592.00	45.49%	1,961.20	
60000	Natural Gas	11.14	149.28	573.00	26.05%	423.72	73.95%	112.28	
60350	Office Supplies	469.98	1,623.12	3,500.00	46.37%	1,876.88	53.63%	3,264.40	
60400	Official Plan	4,223.04	13,036.75	150,000.00	8.69%	136,963.25	91.31%		
60500	OMB Costs - 2004 OP		34,607.71	3,000.00	1153.59%	(31,607.71)	(1053.59%)		
60550	OMB Costs - Regular B...	3,167.28	32,899.55	20,000.00	164.50%	(12,899.55)	(64.50%)	2,465.14	
60600	FCM - Stormwater				0.00%		0.00%	307,449.51	
60800	Overhead Allocation	5,853.01	44,357.59	61,896.00	71.66%	17,538.41	28.34%	46,920.82	
61150	Photocopier/Fax	255.00	1,173.79	4,000.00	29.34%	2,826.21	70.66%	3,081.91	
61650	Printing & Stationery	350.53	1,773.61		0.00%	(1,773.61)	0.00%	2,078.13	
62150	Promo, Publicity & Mar...	3,901.10	63,838.64	87,050.00	73.34%	23,211.36	26.66%	110,552.33	
63120	Records Management				0.00%		0.00%	61.40	
63300	Repairs & Maint - Building	1,384.23	7,120.32	6,000.00	118.67%	(1,120.32)	(18.67%)	8,446.05	
63400	Repairs & Maint - Equip...			1,000.00	0.00%	1,000.00	100.00%		
64150	Research & Development		919.12	23,000.00	4.00%	22,080.88	96.00%	7,566.23	
64550	Salaries - Allocated	76,914.92	757,250.08	1,092,319.0	69.32%	335,068.92	30.68%	652,019.57	
65650	Signage		1,171.94		0.00%	(1,171.94)	0.00%		
66450	Special Projects	2,162.40	54,934.64	86,500.00	63.51%	31,565.36	36.49%	63,073.35	
66700	Staff Training		1,352.00	15,000.00	9.01%	13,648.00	90.99%		
66800	Studies			10,000.00	0.00%	10,000.00	100.00%		
66830	Studies - Growth Mana...		36.81		0.00%	(36.81)	0.00%		
66885	Summer Company Exp...	9,000.00	18,673.05	1,500.00	1244.87%	(17,173.05)	(1144.87%)	15,826.08	
66900	Sundry	136.74	2,876.86	30,700.00	9.37%	27,823.14	90.63%	6,567.99	
66950	Supplies			7,312.00	0.00%	7,312.00	100.00%		
67200	Telephone	93.93	1,323.28	3,500.00	37.81%	2,176.72	62.19%	1,276.91	
67250	Telephone - Cellular	105.65	646.85	4,450.00	14.54%	3,803.15	85.46%	1,665.34	
67430	Training	447.66	756.51	1,500.00	50.43%	743.49	49.57%	5,780.73	
67400	Transfer to Capital			5,000.00	0.00%	5,000.00	100.00%		
67700	Travel & Business Expe...			500.00	0.00%	500.00	100.00%	64.38	
68500	Utilities	226.81	1,962.20	5,802.00	33.82%	3,839.80	66.18%	2,818.51	
10/27/2021				Operating Fund					

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Planning & Development (800)
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
69500	Zoning By-laws			5,000.00	0.00%	5,000.00	100.00%		
TOTAL EXPENSES		167,412.87	1,570,803.9	2,511,646.0	62.54%	940,842.08	37.46%	1,616,999.3	
DEPARTMENTAL NET		(159,251.51)	(1,259,004.7	(1,991,088.0	63.23%	(732,083.29)	36.77%	(877,155.11)	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Transportation Services (300)
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
41475	Bus Pass	\$4,410.00	\$27,130.00	\$44,000.00	61.66%	\$16,870.00	38.34%	\$89,944.75	
41900	Compliance Letters		530.00	500.00	106.00%	(30.00)	(6.00%)	208.00	
42115	Core Funding			15,000.00	0.00%	15,000.00	100.00%		
42850	Engineering Fees			300,408.00	0.00%	300,408.00	100.00%		
42900	E-purse Bus Pass	999.00	10,221.50		0.00%	(10,221.50)	0.00%	4,582.00	
43000	Expense Recoveries		457.54	3,500.00	13.07%	3,042.46	86.93%	516.07	
43050	Fill Permits		3,954.00	6,000.00	65.90%	2,046.00	34.10%	3,500.00	
44150	Internal	56,246.94	882,920.71		0.00%	(882,920.71)	0.00%	827,655.09	
44900	Miscellaneous	40.00	105.00		0.00%	(105.00)	0.00%	65.00	
45300	Other Municipalities		73,061.47	88,863.00	82.22%	15,801.53	17.78%	150,885.81	
45600	Permits	3,000.00	55,942.00	45,000.00	124.32%	(10,942.00)	(24.32%)	36,257.90	
46050	Provincial Funding		505,957.00	511,400.00	98.94%	5,443.00	1.06%		
46350	Recoveries	(10,250.53)	2,890.91	127,590.00	2.27%	124,699.09	97.73%	52,933.72	
47250	Sale of Material	434.98	3,975.98	3,000.00	132.53%	(975.98)	(32.53%)	3,755.00	
47400	Waste Water Admin Fee	24,070.83	216,637.47	288,850.00	75.00%	72,212.53	25.00%	212,587.47	
4830...	Tickets	4,405.25	67,499.60	84,500.00	79.88%	17,000.40	20.12%	192,812.44	
48450	Transfer from DC Rese...			20,000.00	0.00%	20,000.00	100.00%		
48500	Transfer from Reserve			325,985.00	0.00%	325,985.00	100.00%		
Total User and Other...		83,356.47	1,851,283.1	1,864,596.0	99.29%	13,312.82	0.71%	1,575,703.2	
TOTAL REVENUE		83,356.47	1,851,283.1	1,864,596.0	99.29%	13,312.82	0.71%	1,575,703.2	
EXPENSES									
50030	Accessible Shuttle			60,000.00	0.00%	60,000.00	100.00%		
50200	Advertising			10,500.00	0.00%	10,500.00	100.00%	4,595.00	
51130	Blvd Repair & Maintena...		1,168.89	1,000.00	116.89%	(168.89)	(16.89%)	906.54	
51300	Coin Processing	360.96	1,886.46	3,600.00	52.40%	1,713.54	47.60%	3,273.69	
51950	Clothing, Boots & Unifo...	490.01	12,461.23	20,400.00	61.08%	7,938.77	38.92%	13,954.59	
52500	Annual Support	3,128.10	32,058.67	37,235.00	86.10%	5,176.33	13.90%	29,944.48	
52650	Conferences	2,955.60	9,747.98	18,000.00	54.16%	8,252.02	45.84%	14,708.09	
53000	Contracted Services	206,172.23	1,124,372.1	1,808,273.0	62.18%	683,900.84	37.82%	920,580.82	
53050	COVID-19	21,214.60	94,758.57		0.00%	(94,758.57)	0.00%		
53650	Debenture Interest		23,207.39	45,048.00	51.52%	21,840.61	48.48%	51,673.54	
53670	Debenture Principal		92,495.35	184,991.00	50.00%	92,495.65	50.00%	402,202.15	
53750	Dues, Fees, Membersh...	1,007.43	5,440.10	6,000.00	90.67%	559.90	9.33%	4,788.44	
53780	Dyke Maintenance		4,515.60	6,000.00	75.26%	1,484.40	24.74%		
10/27/2021						Operating Fund			

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Transportation Services (300)
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
53800	Employee Benefits	49,904.32	458,687.97	703,656.00	65.19%	244,968.03	34.81%	465,146.74	
55150	Fuel	25,570.50	121,853.28	222,774.00	54.70%	100,920.72	45.30%	172,412.50	
55225	Fuel - Clear Diesel				0.00%		0.00%	15.04	
55230	Fuel - Coloured Diesel				0.00%		0.00%	195.89	
55235	Fuel - Gasoline				0.00%		0.00%	135.43	
55500	Garbage Collection	1,295.34	5,810.70		0.00%	(5,810.70)	0.00%		
55650	Gas & Oil	4,422.12	102,964.06		0.00%	(102,964.06)	0.00%	101,060.92	
56300	Health & Safety	563.14	594.63	500.00	118.93%	(94.63)	(18.93%)	5,907.32	
56800	Insurance	10,883.92	97,955.32	109,620.00	89.36%	11,664.68	10.64%	64,059.75	
57050	Janitorial Contract	672.06	6,048.54	7,925.00	76.32%	1,876.46	23.68%	10,299.60	
57100	Janitorial Supplies	297.93	3,047.03	6,500.00	46.88%	3,452.97	53.12%	3,378.04	
57400	Lease/Rental Equipment			4,000.00	0.00%	4,000.00	100.00%	14,161.50	
57600	Legal		14,239.13	3,000.00	474.64%	(11,239.13)	(374.64%)	4,763.93	
58000	Machine Rental	37,800.09	811,129.99	655,702.00	123.70%	(155,427.99)	(23.70%)	756,522.98	
58200	Materials	69,944.18	300,353.72	408,810.00	73.47%	108,456.28	26.53%	245,854.62	
60000	Natural Gas	226.78	9,367.31	14,080.00	66.53%	4,712.69	33.47%	8,745.79	
60650	Other Road Related			10,000.00	0.00%	10,000.00	100.00%	666.88	
61650	Printing & Stationery	504.78	2,720.45	5,000.00	54.41%	2,279.55	45.59%	2,658.58	
62450	Radios		828.26	4,250.00	19.49%	3,421.74	80.51%	796.20	
63120	Records Management		732.87		0.00%	(732.87)	0.00%	43.44	
63300	Repairs & Maint - Building	932.40	12,684.30	28,900.00	43.89%	16,215.70	56.11%	31,156.07	
63400	Repairs & Maint - Equip...				0.00%		0.00%	94,856.67	
63500	Repairs & Maint - Grou...		535.54	3,000.00	17.85%	2,464.46	82.15%	2,540.42	
63950	Repairs & Maint - Vehic...	24,443.50	173,824.95	87,000.00	199.80%	(86,824.95)	(99.80%)	291,103.73	
64550	Salaries - Allocated	169,071.23	1,724,991.5	2,550,659.0	67.63%	825,667.41	32.37%	1,736,377.9	
66100	Small Tools	299.06	4,251.79	8,325.00	51.07%	4,073.21	48.93%	10,883.85	
66700	Staff Training	6.23	5,419.86	10,000.00	54.20%	4,580.14	45.80%		
66850	Studies - Master Storm...		2,657.97	225,000.00	1.18%	222,342.03	98.82%	171,213.75	
66860	Studies - Transportation		6,814.11	10,000.00	68.14%	3,185.89	31.86%	54,606.21	
66870	Studies - Traffic Update	2,289.60	5,800.32	30,000.00	19.33%	24,199.68	80.67%		
66875	Studies - Development...			20,000.00	0.00%	20,000.00	100.00%	5,613.34	
66900	Sundry	181.89	31,845.10	104,000.00	30.62%	72,154.90	69.38%	493,733.81	
66950	Supplies	642.87	6,794.97	5,000.00	135.90%	(1,794.97)	(35.90%)	4,473.00	
67200	Telephone	1,038.98	10,399.32	17,000.00	61.17%	6,600.68	38.83%	12,182.72	
67330	Tires		560.56		0.00%	(560.56)	0.00%	2,049.79	
67400	Transfer to Capital			110,000.00	0.00%	110,000.00	100.00%		
68200	Unallocated - Gas & Oil		17,284.42		0.00%	(17,284.42)	0.00%	(11,478.62)	
68250	Unallocated - Equipment	103.91	2,665.44		0.00%	(2,665.44)	0.00%	1,029.80	
68300	Unallocated - Vehicles	142.51	5,137.67		0.00%	(5,137.67)	0.00%	4,549.61	
68500	Utilities	25,890.97	229,200.36	266,375.00	86.04%	37,174.64	13.96%	171,683.85	
10/27/2021				Operating Fund					

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Transportation Services (300)
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
	TOTAL EXPENSES	662,457.24	5,579,313.9	7,832,123.0	71.24%	2,252,809.0	28.76%	6,380,028.4	
	DEPARTMENTAL NET	(579,100.77)	(3,728,030.7)	(5,967,527.0)	62.47%	(2,239,496.2)	37.53%	(4,804,325.1)	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
Collingwood Public Library (750-7500)
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
41320	Art Sales			\$2,000.00	0.00%	\$2,000.00	100.00%	\$1,143.00	
42350	Direct to Reserves		50.00		0.00%	(50.00)	0.00%	910.00	
42550	Donations	21.75	92.75	4,000.00	2.32%	3,907.25	97.68%	1,841.85	
43000	Expense Recoveries				0.00%		0.00%	114.82	
43100	Fines				0.00%		0.00%	4,806.47	
43200	Fundraising			1,500.00	0.00%	1,500.00	100.00%		
43400	Grant - Federal			4,000.00	0.00%	4,000.00	100.00%		
43450	Grant - Other		5,936.00	2,000.00	296.80%	(3,936.00)	(196.80%)		
43500	Grant - Provincial			35,162.00	0.00%	35,162.00	100.00%		
44650	Member Fees	315.00	2,565.00	10,000.00	25.65%	7,435.00	74.35%	10,447.25	
45800	Printing/Copy Revenue	30.98	337.41	1,000.00	33.74%	662.59	66.26%	724.81	
46850	Replacement Purchase...	54.33	364.20	1,500.00	24.28%	1,135.80	75.72%	1,196.02	
47250	Sale of Material	280.20	1,011.00	4,000.00	25.28%	2,989.00	74.73%	547.95	
47700	Special Activities	500.00	8,914.91		0.00%	(8,914.91)	0.00%	3,521.00	
48150	Taxable Receipts	33.00	330.74	14,250.00	2.32%	13,919.26	97.68%	11,950.06	
48450	Transfer from DC Rese...			73,800.00	0.00%	73,800.00	100.00%		
48630	User Fees	4.81	23.66	4,500.00	0.53%	4,476.34	99.47%	5,855.76	
Total User and Other...		1,240.07	19,625.67	157,712.00	12.44%	138,086.33	87.56%	43,058.99	
TOTAL REVENUE		1,240.07	19,625.67	157,712.00	12.44%	138,086.33	87.56%	43,058.99	

EXPENSES									
50500	Art Sales			1,500.00	0.00%	1,500.00	100.00%	1,222.90	
50600	Audio Visual	3,298.17	12,242.07	20,000.00	61.21%	7,757.93	38.79%	9,148.98	
50700	Automation		9,316.54	12,000.00	77.64%	2,683.46	22.36%	9,893.43	
51200	Book Processing	5.50	3,087.83	4,000.00	77.20%	912.17	22.80%	2,756.73	
51650	Cash short and over	0.07	0.25		0.00%	(0.25)	0.00%	(9.48)	
51850	Childrens Department	2,734.27	18,338.06	25,000.00	73.35%	6,661.94	26.65%	16,233.44	
52650	Conferences		2,160.20	2,000.00	108.01%	(160.20)	(8.01%)	3,803.65	
53000	Contracted Services	9,704.77	29,560.25		0.00%	(29,560.25)	0.00%	20,746.89	
53350	Credit Card Discount	100.57	1,067.28	1,500.00	71.15%	432.72	28.85%	1,490.95	
53750	Dues, Fees, Membersh...		1,839.50	2,000.00	91.98%	160.50	8.03%	2,068.78	
53800	Employee Benefits	14,618.67	146,554.36	256,652.00	57.10%	110,097.64	42.90%	153,049.04	
56800	Insurance	893.59	8,042.31	9,000.00	89.36%	957.69	10.64%	4,625.28	
57050	Janitorial Contract			32,529.00	0.00%	32,529.00	100.00%		
57100	Janitorial Supplies	289.70	742.71	2,000.00	37.14%	1,257.29	62.86%	1,214.56	
10/27/2021				Operating Fund					

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Collingwood Public Library (750-7500)
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
58200	Materials	5,752.90	58,742.18	82,000.00	71.64%	23,257.82	28.36%	53,775.73	
60000	Natural Gas	90.47	1,212.25	1,717.00	70.60%	504.75	29.40%	683.74	
60350	Office Supplies	1,283.61	7,330.48	10,000.00	73.30%	2,669.52	26.70%	7,908.11	
60800	Overhead Allocation	22,000.00	198,000.00	264,000.00	75.00%	66,000.00	25.00%	198,000.00	
61650	Printing & Stationery	1,221.21	6,469.34	8,000.00	80.87%	1,530.66	19.13%	5,847.80	
62150	Promo, Publicity & Mar...	285.19	5,461.21	7,000.00	78.02%	1,538.79	21.98%	4,649.27	
63300	Repairs & Maint - Building	1,077.30	13,849.91	35,000.00	39.57%	21,150.09	60.43%	20,440.91	
63400	Repairs & Maint - Equip...			1,000.00	0.00%	1,000.00	100.00%	1,927.29	
64550	Salaries - Allocated	70,722.52	726,159.88	1,060,542.0	68.47%	334,382.12	31.53%	691,950.14	
66350	Special Events	320.57	4,003.95		0.00%	(4,003.95)	0.00%	3,907.63	
66700	Staff Training		1,500.57	5,000.00	30.01%	3,499.43	69.99%	6,051.25	
67200	Telephone	530.39	4,738.03	6,700.00	70.72%	1,961.97	29.28%	4,935.53	
67500	Transfer to Reserve	583.33	5,249.97	7,000.00	75.00%	1,750.03	25.00%		
68500	Utilities	4,524.00	35,153.24	56,700.00	62.00%	21,546.76	38.00%	33,852.33	
TOTAL EXPENSES		140,036.80	1,300,822.3	1,912,840.0	68.00%	612,017.63	32.00%	1,260,174.8	
DEPARTMENTAL NET		(138,796.73)	(1,281,196.7	(1,755,128.0	73.00%	(473,931.30)	27.00%	(1,217,115.8	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Building Department
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
41900	Compliance Letters	\$528.40	\$10,310.40	\$9,135.00	112.87%	(\$1,175.40)	(12.87%)	\$9,403.80	
44540	Lot Grading Review Fee		500.00		0.00%	(500.00)	0.00%	2,250.00	
45600	Permits	29,913.05	543,235.34	1,000,000.0	54.32%	456,764.66	45.68%	1,392,935.1	
45800	Printing/Copy Revenue				0.00%		0.00%	1,031.84	
Total User and Other...		30,441.45	554,045.74	1,009,135.0	54.90%	455,089.26	45.10%	1,405,620.7	
TOTAL REVENUE		30,441.45	554,045.74	1,009,135.0	54.90%	455,089.26	45.10%	1,405,620.7	
EXPENSES									
50700	Automation	221.76	2,030.37		0.00%	(2,030.37)	0.00%	3,751.72	
51950	Clothing, Boots & Unifo...		193.34	1,040.00	18.59%	846.66	81.41%	183.11	
52500	Annual Support		13,223.54	13,945.00	94.83%	721.46	5.17%	8,270.06	
52650	Conferences	299.00	773.85	3,500.00	22.11%	2,726.15	77.89%	1,302.90	
52750	Consulting Fees	4,778.80	4,778.80	8,000.00	59.74%	3,221.20	40.27%	7,800.00	
53000	Contracted Services		7,704.76	105,000.00	7.34%	97,295.24	92.66%	13,480.37	
53200	Courses and Workshops	587.77	3,546.23	7,500.00	47.28%	3,953.77	52.72%	7,533.38	
53350	Credit Card Discount	265.49	2,901.48	200.00	1450.74%	(2,701.48)	(1350.74%)	56.06	
53750	Dues, Fees, Membersh...	228.92	3,642.50	3,900.00	93.40%	257.50	6.60%	1,510.33	
53800	Employee Benefits	12,125.60	104,968.83	148,270.00	70.80%	43,301.17	29.20%	91,144.65	
54300	Equipment Purchases/...		(177.24)	1,500.00	(11.82%)	1,677.24	111.82%	1,299.40	
55300	Furniture & Equip Repl...			1,000.00	0.00%	1,000.00	100.00%	9,863.34	
55650	Gas & Oil	121.45	1,820.60	5,000.00	36.41%	3,179.40	63.59%	2,266.62	
56800	Insurance	1,291.73	11,625.59	13,010.00	89.36%	1,384.41	10.64%	8,131.50	
57050	Janitorial Contract			4,005.00	0.00%	4,005.00	100.00%		
57100	Janitorial Supplies	35.66	91.44	510.00	17.93%	418.56	82.07%	211.76	
57600	Legal		2,411.65	2,316.00	104.13%	(95.65)	(4.13%)		
60350	Office Supplies		493.89	2,500.00	19.76%	2,006.11	80.24%	983.13	
60800	Overhead Allocation	6,773.59	55,886.24	61,817.00	90.41%	5,930.76	9.59%	54,761.59	
61150	Photocopier/Fax	332.30	1,740.63	1,000.00	174.06%	(740.63)	(74.06%)	1,623.67	
63950	Repairs & Maint - Vehic...		755.16	12,000.00	6.29%	11,244.84	93.71%	1,033.57	
64550	Salaries - Allocated	55,258.86	406,251.58	542,887.00	74.83%	136,635.42	25.17%	305,715.10	
66900	Sundry	21.30	114.19	1,560.00	7.32%	1,445.81	92.68%	1,729.56	
67200	Telephone	46.97	797.21	500.00	159.44%	(297.21)	(59.44%)	422.73	
67250	Telephone - Cellular	272.66	1,724.67	3,120.00	55.28%	1,395.33	44.72%	2,177.80	
67600	Transfer to Reserve Fund			65,055.00	0.00%	65,055.00	100.00%		

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Building Department
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
TOTAL EXPENSES		82,661.86	627,299.31	1,009,135.0	62.16%	381,835.69	37.84%	525,252.35	
DEPARTMENTAL NET		(52,220.41)	(73,253.57)		0.00%	73,253.57	0.00%	880,368.39	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Parking Authority (300-4985)
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
43100	Fines	\$772.00	\$4,768.00	\$20,000.00	23.84%	\$15,232.00	76.16%	\$19,558.00	
44750	Meters - Lots	4,710.18	22,187.34	40,000.00	55.47%	17,812.66	44.53%	45,893.54	
44800	Meters - Streets	293.36	82,674.15	200,000.00	41.34%	117,325.85	58.66%	193,897.80	
44850	Sunset Point Parking	(83,826.44)	126,510.22	62,500.00	202.42%	(64,010.22)	(102.42%)		
45600	Permits	11,533.99	42,891.05	80,000.00	53.61%	37,108.95	46.39%	94,230.10	
4830...	Tickets	19,469.00	113,191.00	85,222.00	132.82%	(27,969.00)	(32.82%)	78,985.85	
Total User and Other...		(47,047.91)	392,221.76	487,722.00	80.42%	95,500.24	19.58%	432,565.29	
TOTAL REVENUE		(47,047.91)	392,221.76	487,722.00	80.42%	95,500.24	19.58%	432,565.29	
EXPENSES									
50200	Advertising		2,800.98	1,500.00	186.73%	(1,300.98)	(86.73%)		
51300	Coin Processing	945.98	2,554.17	9,000.00	28.38%	6,445.83	71.62%	6,796.43	
51650	Cash short and over	(349.31)	140.97		0.00%	(140.97)	0.00%	(98.24)	
52500	Annual Support		4,616.49	18,400.00	25.09%	13,783.51	74.91%		
53000	Contracted Services			15,000.00	0.00%	15,000.00	100.00%		
53735	Downtown Maintenance	1,875.00	16,875.00	22,500.00	75.00%	5,625.00	25.00%		
53800	Employee Benefits	3,958.70	37,802.84	40,095.00	94.28%	2,292.16	5.72%	27,056.83	
56800	Insurance	9.73	87.57	98.00	89.36%	10.43	10.64%	61.47	
57700	Licences	387.75	4,818.59	10,000.00	48.19%	5,181.41	51.81%	11,118.79	
58000	Machine Rental		12,269.50		0.00%	(12,269.50)	0.00%	632.00	
61080	Payments-in-lieu	3,197.09	28,773.81	49,850.00	57.72%	21,076.19	42.28%	23,060.25	
61650	Printing & Stationery		4,784.80	3,500.00	136.71%	(1,284.80)	(36.71%)	6,829.60	
63700	Repairs & Maintenance...			7,650.00	0.00%	7,650.00	100.00%	10,576.50	
63750	Repairs & Maint - Lot M...	87.00	3,993.06	4,000.00	99.83%	6.94	0.17%	882.16	
63900	Repairs & Maint - St M...		108.78	4,000.00	2.72%	3,891.22	97.28%	2,274.73	
64550	Salaries - Allocated	16,455.99	158,006.67	169,972.00	92.96%	11,965.33	7.04%	100,216.42	
65400	Service Charges	1,148.25	5,739.14	4,000.00	143.48%	(1,739.14)	(43.48%)	3,340.38	
66150	Snow Removal - Lots		14,800.00	38,200.00	38.74%	23,400.00	61.26%	15,237.22	
66200	Snow Removal - Street...		21,989.38	42,200.00	52.11%	20,210.62	47.89%	10,616.58	
66900	Sundry		523.74	1,000.00	52.37%	476.26	47.63%	1,946.75	
66950	Supplies	1,200.68	1,200.68	1,500.00	80.05%	299.32	19.95%	528.96	
67250	Telephone - Cellular	230.91	1,568.42	1,800.00	87.13%	231.58	12.87%	1,385.31	
67600	Transfer to Reserve Fund			43,457.00	0.00%	43,457.00	100.00%		
TOTAL EXPENSES		29,147.77	323,454.59	487,722.00	66.32%	164,267.41	33.68%	222,462.14	

10/27/2021

Operating Fund

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T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Parking Authority (300-4985)
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
DEPARTMENTAL NET		(76,195.68)	68,767.17		0.00%	(68,767.17)	0.00%	210,103.15	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
Water Services (500)
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
41270	Annual Fees	\$350.00	\$2,650.00	\$2,200.00	120.45%	(\$450.00)	(20.45%)	\$1,475.00	
41420	Backflow Test Tags	185.00	1,490.00	2,700.00	55.19%	1,210.00	44.81%	1,959.25	
43000	Expense Recoveries	(9,989.31)	(22,250.93)		0.00%	22,250.93	0.00%	0.06	
44150	Internal	2,616.75	47,579.95		0.00%	(47,579.95)	0.00%		
44900	Miscellaneous	4,920.01	39,147.08	78,250.00	50.03%	39,102.92	49.97%	63,489.35	
45225	Operations Manageme...		52,654.96	52,708.00	99.90%	53.04	0.10%	162,474.01	
45600	Permits	1,250.00	16,430.50	18,500.00	88.81%	2,069.50	11.19%	17,800.00	
46800	Rentals	18,763.92	168,875.28	219,000.00	77.11%	50,124.72	22.89%	162,000.00	
47315	Sale of Water - Comme...	127,109.61	888,157.00	1,136,533.0	78.15%	248,376.00	21.85%	685,066.32	
47325	Sale of Water - New Te...	121,524.00	1,109,921.3	1,367,820.0	81.15%	257,898.67	18.85%	1,002,917.2	
47330	Sale of Water - Town of...	13,803.04	125,338.06	150,654.00	83.20%	25,315.94	16.80%	91,789.17	
47335	Sale of Water - Process	5,772.95	35,404.38	99,129.00	35.72%	63,724.62	64.28%	38,505.35	
47350	Sale of Water - Residen...	368,841.43	2,784,809.9	3,725,763.0	74.74%	940,953.07	25.26%	2,497,137.9	
47400	Waste Water Admin Fee	54,150.33	487,352.97	753,619.00	64.67%	266,266.03	35.33%	506,349.00	
47920	Surveys	300.00	2,300.00	25,200.00	9.13%	22,900.00	90.87%	17,100.00	
48875	Water Connection Char...	392.00	29,121.00	50,000.00	58.24%	20,879.00	41.76%	34,665.80	
48890	Water Meters	1,640.00	67,218.46	88,000.00	76.38%	20,781.54	23.62%	132,860.65	
Total User and Other...		711,629.73	5,836,199.9	7,770,076.0	75.11%	1,933,876.0	24.89%	5,415,589.1	
TOTAL REVENUE		711,629.73	5,836,199.9	7,770,076.0	75.11%	1,933,876.0	24.89%	5,415,589.1	
EXPENSES									
50150	Administration Costs	26,037.92	234,341.28	380,146.00	61.65%	145,804.72	38.35%	76,799.97	
50650	Audit		1,729.92	5,000.00	34.60%	3,270.08	65.40%		
50850	Bad Debts	(304.29)	14,767.13	12,000.00	123.06%	(2,767.13)	(23.06%)	10,767.04	
51800	Chemicals		41,283.14	60,500.00	68.24%	19,216.86	31.76%	60,804.67	
51950	Clothing, Boots & Unifo...	716.12	5,258.93	10,000.00	52.59%	4,741.07	47.41%	6,644.96	
52450	Computer Hardware	2,765.61	4,807.28	4,150.00	115.84%	(657.28)	(15.84%)	792.75	
52500	Annual Support		7,878.59	20,000.00	39.39%	12,121.41	60.61%	4,048.08	
52600	Computer Software	(296.74)	4,824.38	23,000.00	20.98%	18,175.62	79.02%	15,191.99	
52650	Conferences			15,000.00	0.00%	15,000.00	100.00%	12,803.41	
52750	Consulting Fees		13,340.74	19,000.00	70.21%	5,659.26	29.79%	24,996.07	
53000	Contracted Services	62,095.91	570,137.80	884,470.00	64.46%	314,332.20	35.54%	621,265.55	
53200	Courses and Workshops	687.66	6,823.51	27,000.00	25.27%	20,176.49	74.73%	22,275.59	
53650	Debenture Interest		17,813.24	34,790.00	51.20%	16,976.76	48.80%	22,266.55	
53670	Debenture Principal		40,307.15	80,614.00	50.00%	40,306.85	50.00%	40,307.15	
10/27/2021				Operating Fund					

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
Water Services (500)
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
53750	Dues, Fees, Membersh...		9,471.43	12,000.00	78.93%	2,528.57	21.07%	19,032.18	
53800	Employee Benefits	30,298.10	277,056.43	394,059.00	70.31%	117,002.57	29.69%	273,984.69	
54300	Equipment Purchases/...		18,832.13	6,905.00	272.73%	(11,927.13)	(172.73%)	47,620.04	
55225	Fuel - Clear Diesel			3,000.00	0.00%	3,000.00	100.00%	2,024.30	
55230	Fuel - Coloured Diesel		5,886.96	7,900.00	74.52%	2,013.04	25.48%	2,764.76	
55235	Fuel - Gasoline		612.81	300.00	204.27%	(312.81)	(104.27%)	3,637.76	
55350	Furniture & Small Equip...		81.40	1,000.00	8.14%	918.60	91.86%	1,865.47	
55500	Garbage Collection	416.29	3,858.34	4,500.00	85.74%	641.66	14.26%	2,649.77	
55650	Gas & Oil	1,148.09	19,908.69		0.00%	(19,908.69)	0.00%	18,411.74	
56300	Health & Safety	156.24	2,965.29	5,000.00	59.31%	2,034.71	40.69%	21,008.99	
56800	Insurance	6,731.01	60,579.14	67,793.00	89.36%	7,213.86	10.64%	39,665.34	
57050	Janitorial Contract	1,974.45	19,492.14	25,300.00	77.04%	5,807.86	22.96%	26,094.11	
57100	Janitorial Supplies	400.11	2,715.06	4,000.00	67.88%	1,284.94	32.12%	3,496.91	
57600	Legal	4,722.68	30,006.93	23,000.00	130.46%	(7,006.93)	(30.46%)	14,406.67	
58000	Machine Rental	3,057.75	60,411.46	100,235.00	60.27%	39,823.54	39.73%	82,841.90	
58200	Materials	1,795.17	285,668.62	83,200.00	343.35%	(202,468.62)	(243.35%)	38,355.11	
60030	Note Principal			288,032.00	0.00%	288,032.00	100.00%		
60040	Note Interest			59,063.00	0.00%	59,063.00	100.00%		
60350	Office Supplies		2,679.08	5,000.00	53.58%	2,320.92	46.42%	1,585.19	
61080	Payments-in-lieu			91,295.00	0.00%	91,295.00	100.00%		
61150	Photocopier/Fax	635.59	3,329.63	5,500.00	60.54%	2,170.37	39.46%	3,536.54	
61500	Postage	95.40	1,433.52	1,350.00	106.19%	(83.52)	(6.19%)	936.27	
62450	Radios				0.00%		0.00%	67.27	
63050	Rebate Programs	(484.22)	(580.04)	4,500.00	(12.89%)	5,080.04	112.89%	166,985.10	
63120	Records Management			100.00	0.00%	100.00	100.00%	81.13	
63200	Rent	6,957.58	62,618.22	83,491.00	75.00%	20,872.78	25.00%	39,332.25	
63300	Repairs & Maint - Building	1,012.04	36,814.81	102,550.00	35.90%	65,735.19	64.10%	91,921.94	
63400	Repairs & Maint - Equip...	1,605.42	76,050.65	84,100.00	90.43%	8,049.35	9.57%	50,866.31	
63950	Repairs & Maint - Vehic...	9.57	20,311.38		0.00%	(20,311.38)	0.00%	26,402.32	
64550	Salaries - Allocated	110,786.25	1,064,028.6	1,552,300.0	68.55%	488,271.33	31.45%	1,053,319.0	
65350	Security	178.08	1,602.72	2,300.00	69.68%	697.28	30.32%	2,540.89	
66100	Small Tools	2,399.55	7,472.96	13,350.00	55.98%	5,877.04	44.02%	4,420.30	
66700	Staff Training		1,571.05		0.00%	(1,571.05)	0.00%	1,335.92	
66800	Studies		3,612.48	7,750.00	46.61%	4,137.52	53.39%	32,302.50	
66900	Sundry		226.10	500.00	45.22%	273.90	54.78%	553.90	
66950	Supplies			1,250.00	0.00%	1,250.00	100.00%	166.50	
67200	Telephone	1,601.48	15,928.43	24,650.00	64.62%	8,721.57	35.38%	17,553.47	
67330	Tires				0.00%		0.00%	37.71	
67600	Transfer to Reserve Fund			2,326,518.0	0.00%	2,326,518.0	100.00%		
67700	Travel & Business Expe...			500.00	0.00%	500.00	100.00%	600.79	
10/27/2021				Operating Fund					

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
 Water Services (500)
 For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
68500	Utilities	71,282.98	610,158.85	778,615.00	78.36%	168,456.15	21.64%	627,233.80	
69040	Water Testing	809.60	11,192.74	23,500.00	47.63%	12,307.26	52.37%	27,813.45	
TOTAL EXPENSES		339,291.40	3,679,311.1	7,770,076.0	47.35%	4,090,764.8	52.65%	3,666,416.1	
DEPARTMENTAL NET		372,338.33	2,156,888.8		0.00%	(2,156,888.8	0.00%	1,749,172.9	

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
Wastewater
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
REVENUE									
Taxation									
User Fees and Other...									
42100	Contract	\$21,037.97	\$337,857.81	\$374,100.00	90.31%	\$36,242.19	9.69%	\$350,766.87	
43000	Expense Recoveries		15,184.50		0.00%	(15,184.50)	0.00%		
46150	Public Disposal Fees	110,838.51	520,083.27	382,500.00	135.97%	(137,583.27)	(35.97%)	587,852.44	
46350	Recoveries	7,962.26	64,000.99	43,030.00	148.74%	(20,970.99)	(48.74%)	32,504.54	
47450	Sewer Service Charge	651,509.73	5,034,631.6	6,902,384.0	72.94%	1,867,752.3	27.06%	5,675,038.7	
Total User and Other...		791,348.47	5,971,758.2	7,702,014.0	77.54%	1,730,255.7	22.46%	6,646,162.6	
TOTAL REVENUE		791,348.47	5,971,758.2	7,702,014.0	77.54%	1,730,255.7	22.46%	6,646,162.6	
EXPENSES									
50150	Administration Costs	94,187.11	852,508.36	1,147,058.0	74.32%	294,549.64	25.68%	879,086.28	
51800	Chemicals	7,951.73	107,883.12	140,000.00	77.06%	32,116.88	22.94%	99,544.54	
51950	Clothing, Boots & Unifo...		9,079.48	8,500.00	106.82%	(579.48)	(6.82%)	6,883.41	
52650	Conferences			5,000.00	0.00%	5,000.00	100.00%	685.50	
52750	Consulting Fees	1,159.56	5,938.56	60,000.00	9.90%	54,061.44	90.10%	7,174.08	
53000	Contracted Services	2,721.94	39,358.00	87,200.00	45.14%	47,842.00	54.86%	43,114.47	
53650	Debenture Interest		106,340.91	203,147.00	52.35%	96,806.09	47.65%	162,555.61	
53670	Debenture Principal		420,275.52	846,260.00	49.66%	425,984.48	50.34%	670,914.99	
53750	Dues, Fees, Membersh...	7.08	725.25	1,500.00	48.35%	774.75	51.65%	750.00	
53800	Employee Benefits	18,744.54	150,152.55	231,559.00	64.84%	81,406.45	35.16%	158,958.58	
54500	Facility Maintenance/U...				0.00%		0.00%	38,291.17	
55650	Gas & Oil	1,251.16	8,180.28	6,000.00	136.34%	(2,180.28)	(36.34%)	3,858.12	
56300	Health & Safety				0.00%		0.00%	46.81	
56750	Instrumentation	615.29	1,500.60	22,500.00	6.67%	20,999.40	93.33%	22,707.84	
56800	Insurance	11,047.16	99,424.41	111,264.00	89.36%	11,839.59	10.64%	6,603.75	
57100	Janitorial Supplies	119.99	1,718.37	1,250.00	137.47%	(468.37)	(37.47%)	1,285.93	
57200	Lab Equipment & Suppl...	48.37	9,065.60	12,000.00	75.55%	2,934.40	24.45%	5,085.23	
57600	Legal		4,142.65	3,000.00	138.09%	(1,142.65)	(38.09%)	3,655.73	
58000	Machine Rental	19,440.39	59,271.44	133,990.00	44.24%	74,718.56	55.76%	83,983.14	
58200	Materials		3,945.54	16,900.00	23.35%	12,954.46	76.65%	6,739.35	
60000	Natural Gas	1,401.11	42,681.06	56,870.00	75.05%	14,188.94	24.95%	32,320.18	
60250	Odour Control		1,168.71	1,500.00	77.91%	331.29	22.09%		
60350	Office Supplies		1,534.50		0.00%	(1,534.50)	0.00%		
60700	Outside Lab	3,069.51	27,956.97	65,000.00	43.01%	37,043.03	56.99%	50,830.08	
61080	Payments-in-lieu			39,565.00	0.00%	39,565.00	100.00%		
61650	Printing & Stationery	265.59	1,312.56	2,000.00	65.63%	687.44	34.37%	1,154.43	
10/27/2021				Operating Fund					40

T2021-21 - Appendix A - YTD Operating Statements

The Town of Collingwood
Wastewater
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Month	Current Y-T-D	Budget	%	Budget Remaining	%	Prior Y-T-D	Prior Year Annual Budget
63275	Repairs & Maint - Bioso...	337.27	16,463.02	170,000.00	9.68%	153,536.98	90.32%		
63300	Repairs & Maint - Building	1,137.50	6,391.30	26,000.00	24.58%	19,608.70	75.42%	28,557.87	
63400	Repairs & Maint - Equip...	9,594.99	130,059.42	189,500.00	68.63%	59,440.58	31.37%	105,963.71	
63450	Repairs & Maint - Exter...		702.14		0.00%	(702.14)	0.00%		
63500	Repairs & Maint - Grou...	457.92	6,741.60	14,000.00	48.15%	7,258.40	51.85%	11,265.15	
63950	Repairs & Maint - Vehic...	417.90	4,240.64	10,600.00	40.01%	6,359.36	59.99%	8,341.01	
64460	SCADA	566.29	3,782.61	17,000.00	22.25%	13,217.39	77.75%	6,288.37	
64475	Safety Equipment	381.59	4,785.32	20,000.00	23.93%	15,214.68	76.07%	11,101.69	
64550	Salaries - Allocated	66,614.52	571,351.22	821,164.00	69.58%	249,812.78	30.42%	600,424.33	
65300	Screenings	557.98	6,931.39	12,000.00	57.76%	5,068.61	42.24%	7,420.34	
65800	SIMS	1,449.03	15,764.91	19,550.00	80.64%	3,785.09	19.36%	9,928.82	
65950	Sludge Disposal	21,369.60	819,040.77	935,300.00	87.57%	116,259.23	12.43%	781,928.20	
66100	Small Tools		7,486.68	10,000.00	74.87%	2,513.32	25.13%	1,005.61	
66700	Staff Training		6,913.32	15,000.00	46.09%	8,086.68	53.91%	14,964.98	
66800	Studies			170,000.00	0.00%	170,000.00	100.00%	41,052.99	
66900	Sundry		5,401.48	39,500.00	13.67%	34,098.52	86.33%	19,494.20	
66975	Surplus Transfer			32,626.00	0.00%	32,626.00	100.00%		
67200	Telephone	2,202.52	21,517.14	28,000.00	76.85%	6,482.86	23.15%	19,894.72	
67330	Tires		975.14		0.00%	(975.14)	0.00%		
67600	Transfer to Reserve Fund			1,517,702.0	0.00%	1,517,702.0	100.00%		
68500	Utilities	35,468.34	318,552.09	452,009.00	70.47%	133,456.91	29.53%	343,648.62	
TOTAL EXPENSES		302,585.98	3,901,264.6	7,702,014.0	50.65%	3,800,749.3	49.35%	4,297,509.8	
DEPARTMENTAL NET		488,762.49	2,070,493.5		0.00%	(2,070,493.5)	0.00%	2,348,652.8	

T2021-21 - Appendix B - YTD Capital Statements

The Town of Collingwood
Summary of All Units
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Current Y-T-D	Commitments Y-T-D	Total Y-T-D	Annual Budget	%	Budget Remaining	%	Prior Year Total	Prior Year Annual Budget
REVENUE										
Taxation										
User Fees and Other...										
42550	Donations	\$5,000.00		\$5,000.00	\$402,500.00	1.24%	\$397,500.00	98.76%	\$126,456.23	\$180,000.00
43000	Expense Recoveries	175,263.47		175,263.47	187,400.00	93.52%	12,136.53	6.48%	17,561.02	
43010	External Contribution					0.00%		0.00%	68,165.94	100,000.00
43040	Federal Funding					0.00%		0.00%	16,784.31	799,550.00
43200	Fundraising	103.92		103.92		0.00%	(103.92)	0.00%	558.57	
45300	Other Municipalities	18,000.00		18,000.00	2,507,871.0	0.72%	2,489,871.00	99.28%	28,684.23	820,000.00
46050	Provincial Funding	54,829.84		54,829.84	2,570,291.0	2.13%	2,515,461.16	97.87%	873,911.79	1,897,750.00
47150	Sale of Equipment					0.00%		0.00%	10,693.00	
48420	Transfer from Revenue...					0.00%		0.00%	1,894,040.7	640,000.00
48450	Transfer from DC Rese...				14,475,682.	0.00%	14,475,682.1	100.00%	3,621,235.0	8,751,281.0
48470	Transfer from Obligator...					0.00%		0.00%		360,200.00
48500	Transfer from Reserve...				1,199,014.0	0.00%	1,199,014.00	100.00%	2,415,877.0	1,954,205.0
48550	Transfer from Reserve...				17,054,896.	0.00%	17,054,896.4	100.00%	8,206,029.4	17,863,243.
Total User and Other...		253,197.23		253,197.23	38,397,654.	0.66%	38,144,457.2	99.34%	17,279,997.	33,366,229.
TOTAL REVENUE		253,197.23		253,197.23	38,397,654.	0.66%	38,144,457.2	99.34%	17,279,997.	33,366,229.
EXPENSES										
50020	Accessibility					0.00%		0.00%		5,000.00
50700	Automation	2,383.22		2,383.22		0.00%	(2,383.22)	0.00%	5,397.34	7,000.00
50830	Backup Generator	2,091.78		2,091.78		0.00%	(2,091.78)	0.00%	27,875.38	
51160	Boardwalk					0.00%		0.00%		250,000.00
51250	Brickwork					0.00%		0.00%	565,679.87	796,000.00
52450	Computer Hardware	101,130.52	19,400.00	120,530.52	678,555.00	17.76%	558,024.48	82.24%	34,048.05	67,950.00
52600	Computer Software	49,156.51	21,968.90	71,125.41	128,500.00	55.35%	57,374.59	44.65%	168,587.06	268,000.00
52750	Consulting Fees	34,660.58	3,425.00	38,085.58		0.00%	(38,085.58)	0.00%	8,806.33	15,000.00
53000	Contracted Services	1,325,138.28	824,327.72	2,149,466.00	17,329,466.	12.40%	15,180,000.9	87.60%	9,210,169.4	16,185,100.
53725	Docks					0.00%		0.00%		300,000.00
53785	Electric Charging Stations					0.00%		0.00%		240,000.00
53800	Employee Benefits	6,771.69		6,771.69		0.00%	(6,771.69)	0.00%	11,585.35	
54100	Engineering	370,586.18	276,813.04	647,399.22	4,159,900.0	15.56%	3,512,500.78	84.44%	1,192,869.5	2,515,500.0
54300	Equipment Purchases/...	363,550.23	8,700.20	372,250.43	499,500.00	74.52%	127,249.57	25.48%	352,524.83	1,701,150.0
54650	Fibre Optics & Wireless				3,000.00	0.00%	3,000.00	100.00%	1,318.94	3,000.00
55350	Furniture & Small Equip...	40.46		40.46		0.00%	(40.46)	0.00%	29,112.09	4,000.00
57300	Land Purchases	319,812.72		319,812.72	2,325,000.0	13.76%	2,005,187.28	86.24%	182,410.68	620,000.00
57350	Land , Building & Other	1,459,560.42	54,771.60	1,514,332.02	4,856,904.7	31.18%	3,342,572.72	68.82%	698,231.19	2,795,524.0
57600	Legal	10,861.17		10,861.17		0.00%	(10,861.17)	0.00%	58,147.03	
58000	Machine Rental	6,830.50		6,830.50		0.00%	(6,830.50)	0.00%	9,870.52	
58200	Materials	(1,146.14)	8,520.08	7,373.94		0.00%	(7,373.94)	0.00%	21,106.73	390,000.00

10/27/2021

Capital Fund

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T2021-21 - Appendix B - YTD Capital Statements

The Town of Collingwood
Summary of All Units
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Current Y-T-D	Commitments Y-T-D	Total Y-T-D	Annual Budget	%	Budget Remaining	%	Prior Year Total	Prior Year Annual Budget
58360	Membrane Replacement	818,052.71		818,052.71	946,000.00	86.47%	127,947.29	13.53%	333,768.73	
58420	Minnesota Pumping St...					0.00%		0.00%	5,607.72	60,800.00
60575	Osler Bluff Reservoir					0.00%		0.00%		1,050,000.0
61060	Paving					0.00%		0.00%		100,000.00
61900	Professional Services	226,774.24	109,877.18	336,651.42	5,109,492.0	6.59%	4,772,840.58	93.41%	278,678.83	
63400	Repairs & Maint - Equip...	9,311.04		9,311.04		0.00%	(9,311.04)	0.00%		
64550	Salaries - Allocated	25,139.66		25,139.66		0.00%	(25,139.66)	0.00%	43,658.30	
65350	Security					0.00%		0.00%		38,000.00
65550	Central Park Lights					0.00%		0.00%	33,858.80	
65650	Signage	992.16		992.16		0.00%	(992.16)	0.00%	51,870.59	
65850	Site Preparation & Clea...					0.00%		0.00%	7,673.59	
66800	Studies	49,874.07		49,874.07	55,000.00	90.68%	5,125.93	9.32%	47,198.99	305,000.00
66900	Sundry					0.00%		0.00%	2,930.06	
67310	Tennis Courts					0.00%		0.00%		50,000.00
67360	Phone System					0.00%		0.00%	9,861.25	12,000.00
67410	Trail Bridge Rehabilitation					0.00%		0.00%		200,000.00
67500	Transfer to Reserve					0.00%		0.00%	151,902.25	
68500	Utilities					0.00%		0.00%		930,000.00
68630	Vehicle Purchases	1,976,671.90	763,765.88	2,740,437.78	2,676,514.0	102.39%	(63,923.78)	(2.39%)	2,351,207.1	4,457,205.0
TOTAL EXPENSES		7,158,243.90	2,091,569.60	9,249,813.50	38,767,832.	23.86%	29,518,019.2	76.14%	15,895,956.	33,366,229.
DEPARTMENTAL NET		(6,905,046.67)	(2,091,569.60)	(8,996,616.27)	(370,178.20)	2430.35%	8,626,438.07	(2330.35%)	1,384,040.7	

T2021-21 - Appendix B - YTD Capital Statements

**The Town of Collingwood
General Government
For the Nine Months Ending Thursday, September 30, 2021**

Account	Description	Current Y-T-D	Commitments Y-T-D	Total Y-T-D	Annual Budget	%	Budget Remaining	%	Prior Year Total	Prior Year Annual Budget
REVENUE										
Taxation										
User Fees and Other...										
46050	Provincial Funding	\$54,829.84		\$54,829.84	\$437,055.00	12.55%	\$382,225.16	87.45%	\$42,805.64	\$100,000.00
48420	Transfer from Revenue...					0.00%		0.00%	1,632,850.6	237,500.00
48450	Transfer from DC Rese...					0.00%		0.00%	8,486.78	
48500	Transfer from Reserve				200,000.00	0.00%	200,000.00	100.00%	18,037.98	73,000.00
48550	Transfer from Reserve...				335,000.00	0.00%	335,000.00	100.00%	17,187.97	378,450.00
	Total User and Other...	54,829.84		54,829.84	972,055.00	5.64%	917,225.16	94.36%	1,719,369.0	788,950.00
	TOTAL REVENUE	54,829.84		54,829.84	972,055.00	5.64%	917,225.16	94.36%	1,719,369.0	788,950.00
EXPENSES										
50020	Accessibility					0.00%		0.00%		5,000.00
52450	Computer Hardware	75,544.85	19,400.00	94,944.85	140,055.00	67.79%	45,110.15	32.21%	34,048.05	67,950.00
52600	Computer Software	34,156.51	1,968.90	36,125.41	38,500.00	93.83%	2,374.59	6.17%	33,448.76	88,000.00
52750	Consulting Fees	13,341.72	3,425.00	16,766.72		0.00%	(16,766.72)	0.00%	4,837.69	15,000.00
53000	Contracted Services	8,010.22		8,010.22		0.00%	(8,010.22)	0.00%	15,336.27	
54100	Engineering	43,946.48		43,946.48		0.00%	(43,946.48)	0.00%	7,326.72	
54300	Equipment Purchases/...				45,500.00	0.00%	45,500.00	100.00%		
54650	Fibre Optics & Wireless				3,000.00	0.00%	3,000.00	100.00%	1,318.94	3,000.00
57300	Land Purchases				20,000.00	0.00%	20,000.00	100.00%		20,000.00
57350	Land , Building & Other	104,920.32	3,242.94	108,163.26	485,000.00	22.30%	376,836.74	77.70%	72,811.61	540,000.00
57600	Legal					0.00%		0.00%	4,436.74	
61900	Professional Services	39,755.07	15,706.51	55,461.58	240,000.00	23.11%	184,538.42	76.89%		
65350	Security					0.00%		0.00%		38,000.00
67360	Phone System					0.00%		0.00%	9,861.25	12,000.00
67500	Transfer to Reserve					0.00%		0.00%	151,902.25	
	TOTAL EXPENSES	319,675.17	43,743.35	363,418.52	972,055.00	37.39%	608,636.48	62.61%	335,328.28	788,950.00
	DEPARTMENTAL NET	(264,845.33)	(43,743.35)	(308,588.68)		0.00%	308,588.68	0.00%	1,384,040.7	

T2021-21 - Appendix B - YTD Capital Statements

The Town of Collingwood
Protection Services
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Current Y-T-D	Commitments Y-T-D	Total Y-T-D	Annual Budget	%	Budget Remaining	%	Prior Year Total	Prior Year Annual Budget
REVENUE										
Taxation										
User Fees and Other...										
42550	Donations					0.00%		0.00%	\$26,456.23	\$25,000.00
43000	Expense Recoveries				35,000.00	0.00%	35,000.00	100.00%		
46050	Provincial Funding				10,000.00	0.00%	10,000.00	100.00%		
47150	Sale of Equipment					0.00%		0.00%	10,693.00	
48420	Transfer from Revenue...					0.00%		0.00%	175,138.30	170,000.00
48450	Transfer from DC Rese...					0.00%		0.00%	34,776.59	25,000.00
48550	Transfer from Reserve...				627,500.00	0.00%	627,500.00	100.00%	454,994.70	750,000.00
Total User and Other...					672,500.00	0.00%	672,500.00	100.00%	702,058.82	970,000.00
TOTAL REVENUE					672,500.00	0.00%	672,500.00	100.00%	702,058.82	970,000.00
EXPENSES										
52450	Computer Hardware	6,912.71		6,912.71	7,500.00	92.17%	587.29	7.83%		
52600	Computer Software					0.00%		0.00%	135,138.30	105,000.00
53000	Contracted Services	14,175.17	243,825.00	258,000.17	510,000.00	50.59%	251,999.83	49.41%		
57350	Land , Building & Other	3,554.51		3,554.51	53,500.00	6.64%	49,945.49	93.36%	2,798.40	65,000.00
61900	Professional Services				10,000.00	0.00%	10,000.00	100.00%		
68630	Vehicle Purchases	279,341.38	49,250.00	328,591.38	95,000.00	345.89%	(233,591.38)	(245.89%)	564,122.12	800,000.00
TOTAL EXPENSES		303,983.77	293,075.00	597,058.77	676,000.00	88.32%	78,941.23	11.68%	702,058.82	970,000.00
DEPARTMENTAL NET		(303,983.77)	(293,075.00)	(597,058.77)	(3,500.00)	17058.82%	593,558.77	(16958.82%)		

T2021-21 - Appendix B - YTD Capital Statements

The Town of Collingwood
Transportation Services
For the Nine Months Ending Thursday, September 30, 2021

Account	Description	Current Y-T-D	Commitments Y-T-D	Total Y-T-D	Annual Budget	%	Budget Remaining	%	Prior Year Total	Prior Year Annual Budget
REVENUE										
Taxation										
User Fees and Other...										
43000	Expense Recoveries	\$106,000.00		\$106,000.00		0.00%	(\$106,000.00)	0.00%		
43040	Federal Funding					0.00%		0.00%		484,550.00
46050	Provincial Funding				1,731,800.0	0.00%	1,731,800.00	100.00%	749,772.18	1,512,750.0
48420	Transfer from Revenue...					0.00%		0.00%	86,051.79	145,000.00
48450	Transfer from DC Rese...				1,584,850.0	0.00%	1,584,850.00	100.00%	382,309.86	3,923,329.0
48470	Transfer from Obligator...					0.00%		0.00%		360,200.00
48500	Transfer from Reserve				732,514.00	0.00%	732,514.00	100.00%	2,060,490.3	1,870,205.0
48550	Transfer from Reserve...				7,794,450.0	0.00%	7,794,450.00	100.00%	2,703,463.9	2,553,271.0
	Total User and Other...	106,000.00		106,000.00	11,843,614.	0.89%	11,737,614.0	99.11%	5,982,088.1	10,849,305.
	TOTAL REVENUE	106,000.00		106,000.00	11,843,614.	0.89%	11,737,614.0	99.11%	5,982,088.1	10,849,305.
EXPENSES										
52450	Computer Hardware	18,672.96		18,672.96	21,500.00	86.85%	2,827.04	13.15%		
53000	Contracted Services	139,256.44	120,740.91	259,997.35	1,040,000.0	25.00%	780,002.65	75.00%	3,307,345.6	5,242,000.0
54100	Engineering	115,059.89	31,108.50	146,168.39	620,500.00	23.56%	474,331.61	76.44%	360,618.88	577,500.00
54300	Equipment Purchases/...				10,000.00	0.00%	10,000.00	100.00%	273,405.34	70,000.00
55350	Furniture & Small Equip...	40.46		40.46		0.00%	(40.46)	0.00%	14,648.02	
57300	Land Purchases	319,812.72		319,812.72	2,305,000.0	13.87%	1,985,187.28	86.13%	182,410.68	600,000.00
57350	Land , Building & Other				1,518,850.0	0.00%	1,518,850.00	100.00%	4,477.44	243,600.00
57600	Legal					0.00%		0.00%	47,959.23	
58200	Materials					0.00%		0.00%	1,103.55	
61900	Professional Services	61,295.56	56,704.49	118,000.05	4,381,250.0	2.69%	4,263,249.95	97.31%	104.30	
66800	Studies	49,874.07		49,874.07	55,000.00	90.68%	5,125.93	9.32%		60,000.00
66900	Sundry					0.00%		0.00%	2,930.06	
68500	Utilities					0.00%		0.00%		930,000.00
68630	Vehicle Purchases	1,412,656.92	252,584.28	1,665,241.20	1,998,514.0	83.32%	333,272.80	16.68%	1,787,085.0	3,126,205.0
	TOTAL EXPENSES	2,116,669.02	461,138.18	2,577,807.20	11,950,614.	21.57%	9,372,806.80	78.43%	5,982,088.1	10,849,305.
	DEPARTMENTAL NET	(2,010,669.02)	(461,138.18)	(2,471,807.20)	(107,000.00)	2310.10%	2,364,807.20	(2210.10%)	0.02	

T2021-21 - Appendix B - YTD Capital Statements

**The Town of Collingwood
Environmental Services
For the Nine Months Ending Thursday, September 30, 2021**

Account	Description	Current Y-T-D	Commitments Y-T-D	Total Y-T-D	Annual Budget	%	Budget Remaining	%	Prior Year Total	Prior Year Annual Budget
REVENUE										
Taxation										
User Fees and Other...										
43000	Expense Recoveries	\$69,263.47		\$69,263.47	\$77,400.00	89.49%	\$8,136.53	10.51%	\$17,561.02	
43040	Federal Funding					0.00%		0.00%		100,000.00
45300	Other Municipalities				2,507,871.0	0.00%	2,507,871.00	100.00%		820,000.00
46050	Provincial Funding					0.00%		0.00%		205,000.00
48450	Transfer from DC Rese...				8,585,480.0	0.00%	8,585,480.00	100.00%	2,726,384.5	1,408,400.0
48550	Transfer from Reserve...				5,129,649.0	0.00%	5,129,649.00	100.00%	4,745,693.0	12,617,500.0
Total User and Other...		69,263.47		69,263.47	16,300,400.	0.42%	16,231,136.5	99.58%	7,489,638.6	15,150,900.
TOTAL REVENUE		69,263.47		69,263.47	16,300,400.	0.42%	16,231,136.5	99.58%	7,489,638.6	15,150,900.
EXPENSES										
50830	Backup Generator	2,091.78		2,091.78		0.00%	(2,091.78)	0.00%	27,875.38	
51250	Brickwork					0.00%		0.00%	565,679.87	796,000.00
52450	Computer Hardware				500,000.00	0.00%	500,000.00	100.00%		
52600	Computer Software				50,000.00	0.00%	50,000.00	100.00%		
52750	Consulting Fees	21,318.86		21,318.86		0.00%	(21,318.86)	0.00%		
53000	Contracted Services	466,173.60	349,253.64	815,427.24	9,908,000.0	8.23%	9,092,572.76	91.77%	5,188,297.2	8,198,100.0
53800	Employee Benefits	6,771.69		6,771.69		0.00%	(6,771.69)	0.00%	11,585.35	
54100	Engineering	130,854.03	211,823.80	342,677.83	3,859,400.0	8.88%	3,516,722.17	91.12%	887,563.76	1,938,000.0
54300	Equipment Purchases/...	1,099.01		1,099.01		0.00%	(1,099.01)	0.00%	21,115.20	828,000.00
57350	Land , Building & Other	32,142.00		32,142.00	494,000.00	6.51%	461,858.00	93.49%	321,663.36	130,000.00
57600	Legal	10,861.17		10,861.17		0.00%	(10,861.17)	0.00%	5,751.06	
58000	Machine Rental	6,830.50		6,830.50		0.00%	(6,830.50)	0.00%	9,870.52	
58200	Materials	(1,146.14)	8,520.08	7,373.94		0.00%	(7,373.94)	0.00%	20,003.18	390,000.00
58360	Membrane Replacement	818,052.71		818,052.71	946,000.00	86.47%	127,947.29	13.53%	333,768.73	
58420	Minnesota Pumping St...					0.00%		0.00%	5,607.72	60,800.00
60575	Osler Bluff Reservoir					0.00%		0.00%		2,100,000.0
63400	Repairs & Maint - Equip...	9,311.04		9,311.04		0.00%	(9,311.04)	0.00%		
64550	Salaries - Allocated	25,139.66		25,139.66		0.00%	(25,139.66)	0.00%	43,658.30	
66800	Studies					0.00%		0.00%	47,198.99	245,000.00
68630	Vehicle Purchases	284,673.60	298,625.60	583,299.20	543,000.00	107.42%	(40,299.20)	(7.42%)		465,000.00
TOTAL EXPENSES		1,814,173.51	868,223.12	2,682,396.63	16,300,400.	16.46%	13,618,003.3	83.54%	7,489,638.6	15,150,900.
DEPARTMENTAL NET		(1,744,910.04)	(868,223.12)	(2,613,133.16)		0.00%	2,613,133.16	0.00%	(0.05)	

T2021-21 - Appendix B - YTD Capital Statements

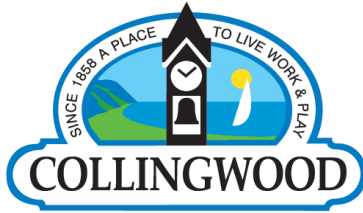
**The Town of Collingwood
PRC
For the Nine Months Ending Thursday, September 30, 2021**

Account	Description	Current Y-T-D	Commitments Y-T-D	Total Y-T-D	Annual Budget	%	Budget Remaining	%	Prior Year Total	Prior Year Annual Budget
REVENUE										
Taxation										
User Fees and Other...										
42550	Donations	\$5,000.00		\$5,000.00	\$330,000.00	1.52%	\$325,000.00	98.48%	\$100,000.00	\$155,000.00
43000	Expense Recoveries				75,000.00	0.00%	75,000.00	100.00%		
43010	External Contribution					0.00%		0.00%	68,165.94	100,000.00
43040	Federal Funding					0.00%		0.00%	16,784.31	95,000.00
45300	Other Municipalities	18,000.00		18,000.00		0.00%	(18,000.00)	0.00%	28,684.23	
46050	Provincial Funding				227,500.00	0.00%	227,500.00	100.00%		80,000.00
48420	Transfer from Revenue...					0.00%		0.00%		87,500.00
48450	Transfer from DC Rese...				5,718,552.1	0.00%	5,718,552.11	100.00%	614,437.56	3,327,052.0
48500	Transfer from Reserve				259,500.00	0.00%	259,500.00	100.00%	327,399.80	
48550	Transfer from Reserve...				2,573,297.4	0.00%	2,573,297.41	100.00%	429,147.33	1,916,598.0
Total User and Other...		23,000.00		23,000.00	9,183,849.5	0.25%	9,160,849.52	99.75%	1,584,619.1	5,761,150.0
TOTAL REVENUE		23,000.00		23,000.00	9,183,849.5	0.25%	9,160,849.52	99.75%	1,584,619.1	5,761,150.0
EXPENSES										
51160	Boardwalk					0.00%		0.00%		250,000.00
53000	Contracted Services	623,122.30	73,823.03	696,945.33	6,719,350.9	10.37%	6,022,405.65	89.63%	825,826.74	2,745,000.0
53725	Docks					0.00%		0.00%		300,000.00
54100	Engineering	71,482.95	1,427.67	72,910.62	10,000.00	729.11%	(62,910.62)	(629.11%)	82,520.50	
54300	Equipment Purchases/...	22,615.56		22,615.56	59,000.00	38.33%	36,384.44	61.67%	58,004.29	398,150.00
55350	Furniture & Small Equip...					0.00%		0.00%	10,355.00	
57350	Land , Building & Other	1,318,943.59	51,528.66	1,370,472.25	2,170,034.7	63.15%	799,562.49	36.85%	295,479.31	1,652,000.0
61060	Paving					0.00%		0.00%		100,000.00
61900	Professional Services	125,161.39	37,466.18	162,627.57	253,942.00	64.04%	91,314.43	35.96%	278,574.53	
65550	Central Park Lights					0.00%		0.00%	33,858.80	
65650	Signage	992.16		992.16		0.00%	(992.16)	0.00%		
67310	Tennis Courts					0.00%		0.00%		50,000.00
67410	Trail Bridge Rehabilitation					0.00%		0.00%		200,000.00
68630	Vehicle Purchases		163,306.00	163,306.00	40,000.00	408.27%	(123,306.00)	(308.27%)		66,000.00
TOTAL EXPENSES		2,162,317.95	327,551.54	2,489,869.49	9,252,327.7	26.91%	6,762,458.23	73.09%	1,584,619.1	5,761,150.0
DEPARTMENTAL NET		(2,139,317.95)	(327,551.54)	(2,466,869.49)	(68,478.20)	3602.42%	2,398,391.29	(3502.42%)		

T2021-21 - Appendix B - YTD Capital Statements

**The Town of Collingwood
Library
For the Nine Months Ending Thursday, September 30, 2021**

Account	Description	Current Y-T-D	Commitments Y-T-D	Total Y-T-D	Annual Budget	%	Budget Remaining	%	Prior Year Total	Prior Year Annual Budget
REVENUE										
Taxation										
User Fees and Other...										
43200	Fundraising	\$103.92		\$103.92		0.00%	(\$103.92)	0.00%	\$558.57	
48500	Transfer from Reserve				7,000.00	0.00%	7,000.00	100.00%	9,948.91	11,000.00
48550	Transfer from Reserve...				130,000.00	0.00%	130,000.00	100.00%		100,000.00
	Total User and Other...	103.92		103.92	137,000.00	0.08%	136,896.08	99.92%	10,507.48	111,000.00
	TOTAL REVENUE	103.92		103.92	137,000.00	0.08%	136,896.08	99.92%	10,507.48	111,000.00
EXPENSES										
50700	Automation	2,383.22		2,383.22		0.00%	(2,383.22)	0.00%	5,397.34	7,000.00
52450	Computer Hardware				7,000.00	0.00%	7,000.00	100.00%		
53000	Contracted Services	23,481.49	7,223.75	30,705.24	130,000.00	23.62%	99,294.76	76.38%		
55350	Furniture & Small Equip...					0.00%		0.00%	4,109.07	4,000.00
57350	Land , Building & Other					0.00%		0.00%	1,001.07	100,000.00
	TOTAL EXPENSES	25,864.71	7,223.75	33,088.46	137,000.00	24.15%	103,911.54	75.85%	10,507.48	111,000.00
	DEPARTMENTAL NET	(25,760.79)	(7,223.75)	(32,984.54)		0.00%	32,984.54	0.00%		



STAFF REPORT #HR2021-03
 Committee 11/1/2021
 Council 11/15/2021
 Amendments: Yes

Submitted to: Strategic Initiatives Committee | Council
Submitted by: Melissa McCuaig, Human Resources Manager and Amanda Pegg, Executive Director, Customer & Corporate Service
Subject: Non-Union and Council Compensation Review

PURPOSE

The purpose of this report is to address the observations, in the form of recommendations, from the comprehensive Non-Union employee and Council compensation review conducted by Gallagher Benefit Services Group (Canada) Inc.

RECOMMENDATION

THAT Staff Report HR-2021-03, Non-Union and Council Compensation Review, be received;

AND THAT the Compensation Review Final Reports, as presented by Gallagher Benefit Services Group (Canada) Inc., be received;

AND FURTHER THAT Council direct staff to proceed with the recommended adjustments and updates to the Non-Union Salary Grid based on the recommendations of Gallagher Benefit Services Group (Canada) Inc, effective January 1, 2022. Including, the use of “green circling” and “Step-A” principles as described in the consultant report;

AND FURTHER THAT Council direct staff to amend the associated Human Resources Policies to reflect industry standards in benefits administration, vacation allotment and over-time/time in lieu principles, as outlined within the report. Save and except for Department Head time in lieu provisions.

AND FURTHER THAT Council compensation provisions be maintained, based on the recommendations of Gallagher Benefit Services Group (Canada) Inc.

Additional recommendations approved by the Committee:
 AND FURTHER THAT Council recommend the Council Professional Development and Expense policy be amended to allow for childcare required while doing municipal business.

AND FURTHER THAT Staff report back on the opportunities to explore the options with regard to council composition affecting the total number of council members and part time versus full time status of member

AMENDMENTS

Council Composition, Status and Remuneration

Section 217 of the Municipal Act prescribes the process to altering composition of council. This includes the number of members that sit on council and how the members are elected. Within this section of the Municipal Act, the following rules apply to the composition of a council:

1. There shall be a minimum of five members, one of whom shall be the head of council.
2. The members of council shall be elected in accordance with the *Municipal Elections Act, 1996*.
3. The head of council shall be elected by general vote.
4. The members, other than the head of council, shall be elected by general vote or wards or by any combination of general vote and wards.
5. The representation of a local municipality on the council of an upper-tier municipality shall not be affected by the by-law of the local municipality under this section.

Should this council wish to explore changes to its current composition, it is recommended that a consultant be hired to undertake the review to provide a third-party recommendation not biased by council or staff. Should changes be recommended and approved by council, a by-law is required to be enacted and passed that describes the revised council composition. This by-law would take effect:

- a) after the first regular election following the passing of the by-law; or
- b) if the by-law is passed in the year of a regular election before voting day, after the second regular election following the passing of the by-law.

The Municipal Act requires the by-law changing Council composition to be passed by December 31, 2021 to be affective for the 2022 election. Due to the current date and time needed to properly retain the services of an appropriate consultant, evaluate any recommended, and seek public engagement opportunities for any changes, it would result in not being considered until after December 31, 2021 and would therefore not take effect until the 2026 municipal election and term of council.

Regarding considering changes to the status and remuneration of council members, this does not fall within the scope of section 217 of the Municipal Act and can be considered independently without any effect on how a council member is elected to office. Should council wish to move forward with the exploration of part-time versus

full-time status of council members at this time, Staff recommend a consultant be hired to undertake an independent review to provide a third-party recommendation. Another alternative is that Council establishes a task force (i.e. members of Council or the Public or a combination thereof) to undertake the work and report back to Council. Ideally a report back and recommendations would be considered prior to May 2nd, the first day for nominations for the 2022 Election, should Council wish to consider these changes be enacted for the 2022 election.

Any consultant retained to undertake the review(s) will require the allocation of appropriate funds in the 2022 Budget.

Council Compensation Next Steps:

Based on the SIC recommendation to maintain the current competitive position by the application of annual adjustments aligned to that of the non-union employee group (annual cost of living adjustments) and Council's recommendation to review Council composition and full time/part-time status, it would initiate a further compensation review at that time.

1. BACKGROUND

Following the December 9th, 2019 Strategic Initiatives Committee (SIC), Resolution No. 406-19, staff initiated a comprehensive compensation review including all Town non-union positions and Council.

Prior to this review, the most recent compensation and job evaluation plan for non-union positions was completed in 2013 with Council total remuneration last reviewed in full in 2009. However, in 2019 the one-third (1/3) tax-free exemption for elected officials was eliminated and in response to this Council remuneration was adjusted to retain the same net pay as 2018.

A competitive Request for Proposal (RFP) was initiated in July 2019 inviting proposals from qualified respondents to review the current compensation system for non-union positions and Council.

The work was sectioned into several components:

- Review of the current compensation structure for non-union positions:
 - (a) assess external equity in total compensation using a comparison of salaries and benefits of the Town of Collingwood non-union positions with similar positions at comparable municipalities and organizations, while ensuring the comparison does not introduce gender bias.
 - (b) Pay equity maintenance review – review of the pay equity plan(s) and provide on-going assistance to Human Resources staff for the long-term maintenance of the pay equity plan(s).

- Non-union job evaluation plan: review and recommended maintenance approaches.
- Council compensation review: assess external equity using a comparison of remuneration and benefits of Town of Collingwood Council with comparable municipalities.
- Future review services: continued engagement of the successful respondent on an “ad-hoc” basis to provide review services for newly created positions.

Gallagher Benefit Services (Canada) Group Inc. was selected as the successful proponent. As a result, Jane Mizanski, Senior Consultant, delivered a presentation at the December 9, 2019, Strategic Initiatives Committee (SIC) meeting to introduce the consulting firm, highlight project objectives, outline the project approach, and the tools, concepts, and systems to be used to ensure a fair and equitable process that is legislatively compliant and aligned with best practices.

An initial proposed list of ten (10) municipal comparators was provided to the SIC during this presentation. The SIC requested additional municipalities which increased the comparators to be used to twelve (12). Preliminary project timelines were set with the aim for the final report back to Council by June of 2020. However, COVID-19 resulted in a delay to this project as staff pivoted to focus on response to the global pandemic.

2. INPUT FROM OTHER SOURCES

Compensation review final reports and recommendations, as presented by Gallagher Benefit Services Group (Canada) Inc. have been incorporated.

Town Department Head input has been considered and incorporated, where appropriate.

3. APPLICABLE POLICY OR LEGISLATION

Employment Standards Act, Pay Equity Act, Town Human Resources Policies

4. ANALYSIS

Non-Union Compensation Review:

The comprehensive compensation review included a collection of job information, job evaluation, pay equity analysis, market review, and a resulting proposed salary grid for non-union staff.

For the initial step involving the collection of job information, a collaboration between job incumbent and supervisory staff took place to ensure accurate job description content. The revised job descriptions were then submitted for review and comment to the manager, the Department Head, and to Human Resources for final review. The final versions of job descriptions were provided to the consultant for an independent third-party objective review and evaluation.

The consultant independently conducted the market review, job evaluation and pay equity analysis. The evaluations and analysis were completed resulting in a preliminary ladder chart which was shared with staff in July of 2021. The ladder chart showed the non-union positions grouped into updated banding and staff were asked to review and validate the position groupings only (no wage ranges were associated or have been provided to staff to date). Staff information sessions were provided by the consultant to provide an overview of the ladder chart and the process as well as provide an opportunity for reconsideration meetings, part of a best practice review process.

The reconsideration meetings were held in August 2021 and the consultant reviewed the additional information received. The analysis was refined and subsequently the ladder chart was further revised and shared with staff in early October. The final recommended ladder chart consists of sixteen (16) bands, which is fewer than the twenty-two (22) bands in the current salary grid.

The consultant also provided observations regarding management time in lieu, over time eligibility, vacation allotment and benefits offerings considering those of our comparator group. As a result of this review, it is recommended that staff amend the associated Human Resources Policies to reflect comparator practices and industry standards in benefits administration, vacation allotment, and over-time/time in lieu principles, and report back to council with recommended changes. Adjustments to reflect industry standards are recommended by staff save and except for Department Head Lieu time where greater flexible work arrangements can be used to offset.

Council Compensation:

Gallagher Benefit Services Group (Canada) Inc. undertook the council compensation review to assess the competitiveness of remuneration and related practices as it applies to members of Council. The Consultant has reviewed and provided observations/considerations on the market data relative to the Town's practices in their report.

The observations provided are based on the consultant's observations of whether the remuneration and other perquisites is competitive relative to defined comparators, to attract municipal candidates who reflect the Town constituency; and reflects the responsibilities, time commitments and accountabilities of the position.

Although Council composition elements such as the total number of Council Members and part time/full time status were out of scope for the current compensation review, staff are aware that Council may wish to explore these components further. If desired, Council may direct staff to report back on opportunities to explore these options and recommended timelines.

5. EFFECT ON TOWN FINANCES

The suggested approach to implementation is to assign incumbents to a step in the new grid that is closest to but not less than their current annual salary. With the realignment of positions from the current 22-band to a new 16-band structure, several incumbents

have current salaries above the new job rate. To mitigate the risk of losing these employees, the consultant has proposed a “green-circle” pay policy which allows for those incumbents to continue to receive Cost of Living Adjustments (COLA) adjustments equal to other non-union staff, but any new hires would be aligned to the new grid (unless market sensitive).

As a result of the evaluation, several other incumbents have a current salary that is significantly below the minimum (level 1) rate of their new band and a temporary implementation step is recommended to mitigate costs. This implementation step can be discontinued once all incumbents have moved into level 1 of their band (assuming satisfactory performance appraisals).

The estimated annualized cost of the proposed salary grid, taking the above considerations into account, is \$152,061 (1.47% increase to current payroll). This is inclusive of an annualized pay equity adjustment amount of \$13,341. COLA impacts for 2022, pending Council budget approval, have not been incorporated in this total.

6. CONSIDERATIONS

- Community Based Strategic Plan: N/A or Explain: Choose an item.
- Climate Change / Sustainability: N/A or Explain: Choose an item.
- Accessibility: N/A or Explain: Choose an item.
- Communication / Engagement: N/A or Explain: Choose an item.
- Accountability / Transparency: N/A or Explain: Other: Financial and human capital sustainability

7. APPENDICES & OTHER RESOURCES

- Appendix A Collingwood – Non-union Compensation Review Final Report
- Appendix B Collingwood – Council Compensation Review Final Report

SIGNATURES

Prepared by:		
Melissa McCuaig, Human Resources Manager		Amanda Pegg, Executive Director of Customer & Corporate Service
Town of Collingwood		Town of Collingwood



**Town Of Collingwood
Compensation Review Final Report
November 1, 2021**

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Gallagher

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Appendices

- Appendix A – 2020 Market Analysis – Average Results by Pay Grade
- Appendix B – 2021 Benefits Comparative Summary and Observations
- Appendix C – 2021 Proposed Salary Grid

1. Introduction

Gallagher was engaged by the Town of Collingwood (the “Town”) to undertake a compensation review that would include: reviewing and updating internal equity through job evaluation, pay equity analysis to ensure on-going compliance, and a market study to assess the Town’s competitiveness against a defined comparator group.

Gallagher is a compensation and human resources consulting firm that offers expertise, data and tools for all aspects of total rewards design and management. The firm specializes in compensation design, job evaluation, pay equity compliance, and market reviews for private, public sector and not-for-profit clients.

The consulting team was comprised of Jane Mizanski and Susan Fong who bring experience with compensation design in the municipal and broader public sector. Jane led the project and managed the job evaluation and market study components. Susan carried out the pay equity analysis and salary grid development.

The assignment began in December 2019 and concludes with this report.

This report outlines the scope of the assignment, the process undertaken, and the results of the review.

2. Background to the Assignment

The scope of the review included 112 full-time and 14 part-time, contract or regularly recurring seasonal position, including 11 summer student positions. The last comprehensive review of the Town’s compensation program was completed in 2013 which included job evaluation, pay equity compliance and an external market assessment. The pay structure has been maintained with annual adjustments based on metrics such as Consumer Price Indices, comparator organizations, and published Salary Planning Surveys. Internal equity was maintained through regular job evaluation of new and changed jobs.

The Town has faced recent challenges in recruiting new talent in a variety of roles across the organization, including a competitive market space for seasonal and casual candidates. The Town anticipates a number of vacancies in critical roles in the near future and will be competing for talent in an exceptionally robust and aggressive municipal market place. While the existing salary rates had been updated to maintain some alignment to general cost of living increases, the structure itself had compression situations wherein there was insufficient salary differences between supervisor and direct reports impacting on the Town’s ability to promote from within. The compensation program was also presenting as administratively burdensome so the Town

was seeking opportunities to improve the quality of job information and more efficient processes to support program management.

In keeping with the Town commitment to review Council remuneration once per term of office, the scope of the assignment included an assessment of remuneration and claimable expenses, with a view to ensure the compensation is fair relative to comparator municipalities. The roles of Council have changed significantly over the past decade as municipalities have assumed responsibility for new and complex programs and services, in a more demanding environment that expects transparency, accountability and efficiencies. There is increasing interest across municipalities in Ontario to ensure remuneration practices are reflective of the time commitment, as well as support engagement a more diverse pool of candidates both demographically and skills.

The deliverables included updating the internal equity structure for all non-union positions, maintaining pay equity compliance obligations, and a market review to assess external competitiveness. These components are integrated to produce a salary grid that is internally equitable, externally competitive and legislatively compliant.

I. Pay Equity Compliance

As a public sector employer, the Town is required to show evidence that pay equity has been achieved and maintained. Pay equity is maintained when it can be demonstrated that all female job classes within a pay band have the same or higher job rate as the male comparator job class within the same pay band. A pay equity analysis was last updated in 2013.

II. External Competitiveness

The previous market review aligned the Town to target the median pay (50th percentile) of a defined comparator market. Almost a decade has lapsed since last market review was completed. Industry and sector best practices typically recommend a market assessment every 3 to 5 years to ensure alignment with the comparator market.

The municipal sector labour market has changed dramatically since the last review, and particularly so in the past 3 to 4 years. Where municipalities once enjoyed relatively stable and healthy employee turnover, the 'war for talent' in this sector is increasingly competitive. The Town is anticipating a number of retirements within the next two to three years including in several key leadership roles.

To this end and in keeping with best practices in the municipal sector, the Town seeks to ensure it is appropriately positioned to retain its current talent and attract new talent going forward as their experienced employees retire or are recruited out of the organization.

3. Project Objective and Approach

The compensation review was undertaken to ensure the Town was effectively positioned to attract and retain skilled employees in an increasingly competitive marketplace, and to ensure internal equity for all new and changed jobs was determined through a robust and pay equity compliant job evaluation process. The review conducted by the Consultant is reflective of best practices.

4. Internal Equity

Internal equity is based on the evaluation of job information for each position. The Gallagher Universal Job Evaluation Plan was used to evaluate all positions, and is deemed to be a pay equity compliant tool.

The Gallagher Plan has 12 factors that encompass the four required pay equity factors of skill, effort, responsibility and working conditions. Each of the 12 factors has levels or degrees, and each level has assigned points.

When a position is evaluated, the points for each factor are summed to produce a single total job evaluation point value; the total points represent the position’s relative value against all positions in the organization.

Evaluation Factor	Pay Equity Factor
1. Knowledge / Education	Skill
2. Skill Gained by Experience	Skill
3. Complexity and Skill in Decision Making	Skill
4. Influencing Others/Communications	Skill
5. Responsibility for Independent Action	Responsibility
6. Financial Responsibility	Responsibility
7. Impact of Actions	Responsibility
8. Responsibility for Confidential Information	Responsibility
9. Responsibility for Leadership	Responsibility
10. Mental Effort	Effort
11. Physical Skill and Effort	Effort
12. Disruption to Lifestyle & Working Conditions	Working Conditions

Managers and employees participated in updating all job descriptions to reflect current duties, responsibilities and qualifications. A revised template was implemented to ensure robust data was captured while eliminating the need for supplementary Job Information Questionnaires. The Consultant reviewed and evaluated all jobs. Using the updated job evaluation points for the positions a revised pay banding structure was developed to support internal equity – grouping jobs into bands of similar value (job evaluation points). The preliminary results were reviewed and validated by the Senior Leadership Team, as well as by employees through a reconsideration review process.

The new structure is comprised of 16 pay bands inclusive of two empty bands (Band 1 and 3). The structure accommodates band placement of student and casual positions as well as the Chief Administrative Officer position.

5. Pay Equity Analysis

The *Pay Equity Act* requires that all public sector employers show evidence of pay equity maintenance. The obligation arose in 1990 and extends to all full-time, part-time and regularly recurring casual positions.

Job class gender was confirmed for each position as required by the *Pay Equity Act* having regard to current, historic and stereotypical incumbency. In the absence of male comparator positions within the organization, the *Act* requires employers to complete a regression analysis to determine a male pay rate (proportional value methodology).

Using the finalized ladder chart, the Consultant reviewed current 2021 job rates and male comparators to determine pay equity compliance. Hourly job rates (the maximum rate paid for each job class) were used for the analysis to ensure a direct and relative comparison.

The pay equity analysis was completed using both the job-to-job method of comparison (i.e. the job rate of a female job class is compared to the job rate of the lowest paid male job class within the similar value group) and proportional value. If the female job rate is below the male comparator or proportional value job rate, then the adjustment is the difference between the two job rates. A male comparator job was identified for most female positions; proportional value rate was required for one female position where no male job-to-job comparator was available.

The results of the job evaluation process and 2021 pay equity analysis three positions present with pay equity impacts that are incorporated into the new proposed job rates. This analysis serves as evidence of pay equity maintenance.

6. Custom Market Study

A comparator group of 13¹ municipal organizations was identified giving due consideration to population served, scope of services, geographic proximity, and historical comparators used for various market scans.

Listed in ascending order of population:

Comparators		Population	Households
Collingwood	Town	21,793	11,617
The Blue Mountains	Town	7,025	6,477
Meaford	Municipality	10,991	5,590
Clearview	Township	14,151	6,040
Niagara on the Lake	City	17,511	7,964
Huntsville	Town	19,816	10,524
Wasaga Beach	Town	20,675	12,516
Owen Sound	City	21,341	10,098
Orillia	City	31,166	14,287
New Tecumseth	Town	34,242	13,191
Innisfil	Town	36,566	14,875
Barrie	City	141,434	54,227
Simcoe	County	479,650	206,549
	Median	21,008	11,520

Statistics Canada 2016 Census

The statistics shown on the market analysis only include data where there were a minimum of four observations.

The market analysis is included as **Appendix A**.

Definitions:

The average of the market comparator data is provided for information but is not used to formulate recommendations as the statistic can be skewed by one or two outlier data points among the comparators.

¹ City of Kingston did not participate in the staff review

50th Percentile (P50): Represents the point below which 50% of the data points lie, and is typically referred to as the median of the comparator market.

Competitive: Where the gap to market is $\pm 5\%$, the Town is considered competitive to the comparator market.

A positive (+) result indicates the percentage gap the Town’s job rates are on aggregate below the comparator result. A negative result (-) indicates the percentage gap the Towns’ job rates are on aggregate above the comparator result.

Overall, the Town is at or approaching the 50th percentile of both annual and hourly job rates of the defined comparator market, with greater deviation in some positions. As illustrated below, the Town is on aggregate, slightly below the 60th percentile policy. The difference between annual and hourly statistics reflects the different hours of work for various positions across the comparator groups.

Differential to Market	P50	P55	P60
Annual Job Rate	(3.4%)	(1.2%)	+0.9%
Hourly Job Rate	(1.9%)	+0.5%	+2.8%

As part of the market study the Consultant gathered comparator information pertaining to various insured and other benefits being provided to staff, to inform a ‘total compensation’ perspective. The Town is generally aligned with these practices and program offerings, however, there is opportunity to explore some improvements such as paid time off provisions, and insured benefits for regular part-time positions that may add value to the total compensation package without incurring higher base pay. A summary of the benefits survey is attached as **Appendix B**.

7. Recommended Salary Grid and Administration

I. Pay Policy and Grid

A deliverable for the assignment was to develop an internally equitable, pay equity compliant, and externally competitive salary grid for all Town positions.

The Consultant recommends a salary grid developed on the pay policy characteristics of fairness, compliance, competitiveness and affordability. The recommended salary grid design continues to support:

- Harmonized hourly job rates for positions within each pay band having regard to the job evaluation and pay equity compliant results, and market competitive rates

- A 5 step grid where Step 1 = 82.3%, Step 2 = 86.4%, Step 3 = 90.7%, Step 4 = 95.3%, and Step 5 (job rate) = 100%; approximately 5% between steps

The Consultant presents for consideration a 2021 market competitive grid that maintains the current policy to pay at or approaching the 50th percentile.

Appendix C shows the 2021 proposed salary grid.

II. Implementation Costs

The Consultant prepared an implementation analysis using an approach where incumbents were assigned to a step in the new 2021 grid that is closest to but not less than their current 2021 annual salary. Ten (10) incumbents would be red-circled wherein the employee's salary will be frozen at their current rate until the job rate of the pay band meets or exceeds the incumbent's rate. To mitigate the risk of losing these employees the Town may consider a green-circle pay policy to provide the incumbents with annual COLA increases until such time they vacate the position. New hires to these roles would be aligned to the proposed salary grid.

A temporary implementation step is recommended to mitigate costs and has been used for twelve (12) employees where their current salary rate is significantly below the minimum rate of their new band placement and grid. This implementation step can be discontinued once all incumbents have moved into Level 1, assuming satisfactory performance reviews.

The estimated annualized cost to the 2021 proposed salary ranges is \$152,061 (1.49% increase to current payroll), inclusive of an annualized pay equity adjustment of \$13,341. The Consultant is recommending an effective date of January 1, 2022 wherein incumbents will be assigned to the 2021 grid then any COLA will be applied thereafter. A recommended Cost of Living Adjustment for 2022 is not reflected in the above noted costs.

III. Salary Administration

Upon implementing the recommendations outlined in this report, the Town will be able to demonstrate pay equity compliance that meets the requirements of the *Pay Equity Act*. The Pay Equity Plan must be maintained pursuant to the legislation.

Recommended methods to maintain the program are as follows:

Council Determines Salary Administration Policy

The Council determines and approves pay policies. Council has ownership of the pay policy and pay schedules outlined; however, future pay equity adjustments are legislated and must be implemented. The Chief Administrative Officer administers the salary policy and the job evaluation program. It is understood that the Town adjusts the salary grid annually in consideration of consumer price index, comparator increases, and general changes in the market

as reported in published salary surveys. This approach supports internal equity and external equity.

New/Changed Job Evaluation

The Town will retain the Consultant to evaluate new and or changed jobs to ensure continuity and objectivity.

Pay Equity Maintenance

Pay equity checks should be conducted on new job rates to ensure compliance, ideally on an annual basis. The Consultant can be available to assist in this annual or bi-annual pay equity maintenance.

8. Conclusions

This report outlines the process used complete the pay equity and market analyses, and to develop a recommended 2021 salary grid for all full-time, part-time and seasonal positions within the Town of Collingwood.

We appreciate the opportunity to work with the Town. We look forward to providing any future assistance you may require in maintaining your compensation programs.

Yours very truly,



Jane Mizanski
Senior Consultant



Susan Fong
Consultant

Appendix A

2020 Market Analysis – Average Results by Pay Grade

Town of Collingwood (Non-Union)
2020 Market Analysis - Average Results by Pay Grade

Pay Grade	2020 MARKET SUMMARY - ANNUAL JOB RATE (_) = above market +_ = below market								2020 MARKET SUMMARY - HOURLY JOB RATE (_) = above market +_ = below market							
	Market Average		Market P50s		Market P55s		Market P60s		Market Average		Market P50s		Market P55s		Market P60s	
	Average Job Rate	Average % Diff	Average Job Rate	Average % Diff	Average Job Rate	Average % Diff	Average Job Rate	Average % Diff	Average Job Rate	Average % Diff	Average Job Rate	Average % Diff	Average Job Rate	Average % Diff	Average Job Rate	Average % Diff
	Annual		Annual		Annual		Annual		\$P.HR		\$P.HR		\$P.HR		\$P.HR	
16	\$195,406	(7.2%)	\$188,958	(10.3%)	\$192,371	(8.7%)	\$197,244	(6.4%)	\$106.15	(8.3%)	\$97.61	(15.7%)	\$101.34	(12.4%)	\$105.88	(8.5%)
15																
14	\$145,614	(4.4%)	\$143,901	(5.5%)	\$146,241	(4.0%)	\$149,484	(1.8%)	\$78.99	(5.6%)	\$78.60	(6.1%)	\$80.26	(4.1%)	\$82.13	(1.8%)
13	\$117,615	(0.2%)	\$114,927	(2.4%)	\$118,776	+0.9%	\$122,062	+3.7%	\$63.97	+2.5%	\$62.17	(0.2%)	\$64.47	+3.6%	\$66.36	+6.5%
12	\$101,729	(4.3%)	\$100,294	(5.6%)	\$103,334	(2.8%)	\$107,302	+0.9%	\$54.69	+0.2%	\$54.06	(0.9%)	\$56.45	+3.4%	\$58.96	+8.0%
11	\$94,141	(1.5%)	\$93,349	(2.3%)	\$96,953	+1.4%	\$100,156	+4.8%	\$51.38	+0.7%	\$50.95	(0.2%)	\$52.62	+3.1%	\$54.42	+6.6%
10	\$89,865	(2.8%)	\$87,950	(4.9%)	\$89,749	(2.9%)	\$91,475	(1.0%)	\$47.14	+0.0%	\$45.57	(3.4%)	\$46.61	(1.2%)	\$47.67	+1.1%
9	\$78,696	(4.3%)	\$78,064	(5.0%)	\$79,713	(3.0%)	\$81,604	(0.6%)	\$42.69	(2.3%)	\$41.73	(4.6%)	\$42.69	(2.4%)	\$43.61	(0.2%)
8	\$74,475	(2.5%)	\$71,994	(5.7%)	\$74,247	(2.8%)	\$76,568	+0.2%	\$39.29	+0.1%	\$38.45	(2.0%)	\$39.15	(0.2%)	\$39.89	+1.7%
7	\$63,611	(4.4%)	\$62,528	(6.1%)	\$63,539	(4.6%)	\$64,549	(3.0%)	\$34.05	(4.8%)	\$33.52	(6.4%)	\$34.00	(5.0%)	\$34.47	(3.6%)
6	\$59,698	+1.7%	\$59,740	+1.8%	\$60,296	+2.7%	\$60,867	+3.6%	\$32.10	+0.4%	\$32.27	+0.9%	\$32.73	+2.4%	\$33.09	+3.5%
5	\$60,898		\$59,883		\$60,258		\$60,632		\$25.12	+15.5%	\$25.09	+15.3%	\$25.40	+16.8%	\$25.80	+18.6%
4									\$21.37	+6.7%	\$20.12	+0.5%	\$20.61	+3.0%	\$21.10	+5.4%
3																
2																

Appendix B

2021 Benefits Summary and Observations

Town of Collingwood
Market Survey - 2020 Benefits Provisions

Benefits Survey Data Elements	Town of Collingwood	Summary of Findings All Comparators (N=11)			Observations
		# of obs	average	median	
Insured Benefits (per insured as applicable)					
Premium Cost Sharing Arrangement	100%	11	100%	100%	Town is in keeping with municipal sector and comparator group
Paramedical per year maximum					
Massage	\$400	11	\$524	\$500	Town reimbursement is lower for massage and physio therapies than the comparator group average and median, however, is in keeping with levels paid for other paramedical service providers. Requiring a medical certificate as a condition for reimbursement for massage and or physio therapy treatments is a common cost mitigation strategy that the Town may wish to consider, particularly if the annual maximums are increased.
Physio	\$400	11	\$679	\$500	
Other Service Providers	\$400	11	\$445	\$400	
Prescription Required	no	10	No: n=7; Yes: physio n=2; massage & speech n=1		
Vision Care					
Prescription eyewear per 2 yr period	\$500	11	\$384	\$375	Town has a higher reimbursement rate for vision care
Deductible for 1st purchase	no	6	No! - n= 6		Town is aligned to general sector practice requiring no prescription for paramedical services
Dental Care					
Recall exam period - months	6 months	9	9	9	Dental recall practices are shifting across many organizations, moving from 6 to 9 month recalls as a cost mitigation strategy. While the Town has a shorter/more frequent recall period than the comparator group, the costs may be mitigated with the use of Prior Year Dental Fee Guide. The lack of major restorative coverage is an opportunity to explore
Annual Max for Major Services	no coverage	10	\$1,470	\$1,500	
Lifetime Max for Orthodontic Service	\$1,500	10	\$1,500	\$1,500	
Dental Fee Guide - year	Prior year's Fee Guide	4	current is predominant where reported n=3		
Paid Sick Leave - STD/LTD					
Short Term Sick leave pay/salary continuance	Salary continuance of 100%/75% pay per years of service scale	11	leave at 100% pay: 6 days: n=2; 7 days n=1; 8 days n=1; 9 days n=1; 17 days n=1; up to 2 years paid leave at 75% of pay: n=1; scaled entitlement of 66.7/100% pay based on yrs of service: n=3; earned banked sick leave days to max of 100 per year: n=1;		The Town's practice to use years' of service to allocate the level of sick pay benefits is mirrored in at least 3 of 11 comparators; however, the Town's level of coverage at 75% is greater than others who provide 66.67% of earnings for the duration of short term sick leave. This can be a costly sick leave plan and may warrant further review to assess if longer service employees have a higher frequency of sick leave, which would be payable at 75% of earnings.
Short term leave maximum period	17 weeks	9	17 wks n=7; 20 wks n=1; 2 years n=1		
LTD Benefit payable as a % of full time earnings	75%	10	71%	70%	
Other Paid Leaves - Full time employee status					
Vacation entitlement - minimum weeks (assume 1 yr service)	2 weeks	10	3	3	The Town's allocation of vacation is aligned to the minimum entitlements per ESA and is lower than the comparator group median and average of 3 weeks. The maximum entitlement and years of service required is in keeping with the comparator group.
Vacation entitlement - maximum weeks	6 weeks	10	6	6	
Years' service to reach maximum leave	25 years	10	24	25	Extending additional vacation credits based on position in the organization and or recognizing prior year's experience upon hiring external candidates can be used as an attraction or retention strategy; The Town is in keeping with best practices in recognizing experience gained elsewhere.
Other provisions	n/a	1	1 additional weeks' paid leave in year 25 and year 30		
Additional provisions for Department Heads/Senior Management roles	n/a	4	2 indicate minimum vacation entitlement for Dept Heads is higher than other NU staff; 2 indicate vacation is negotiable upon hire		
Prior experience consideration for new hire vacation entitlement	Yes at CAO's discretion	11	7 of 11 (64%) consider prior experience in allocation of vacation entitlement;		
Bereavement leave - paid days					
Immediate family	4	10	5	5	The Town's paid leave provisions for bereavement are slightly lower than the comparator group average and median days.
Extended family	2	8	3	3	
Other/additional	1	7	2	1	
Float/Personal Emergency Leave (PEL)	up to 2 days sick leave can be used as PEL	7	Paid leave: 1 day n=3; 2 days n=1; 3 days n=1; 4 days n=1; 9 sick days used for personal emergency leave n=1		43% of comparators provide at least 1 day paid leave for personal emergency situations; the Town is above this level offering 2 days, however it requires drawing down on paid sick leave.

Town of Collingwood
Market Survey - 2020 Benefits Provisions

Benefits Survey Data Elements	Town of Collingwood	Summary of Findings All Comparators (N=11)			Observations
		# of obs	average	median	
Treatment of Overtime/Non-standard hours worked (Exempt c					
Senior Management levels	1 week	10	paid leave advanced annually: 1 wk n=5; 8 days n=1; 2 wks n=3		The Town advances 1 week paid leave to senior level positions in recognition of overtime hours worked is in keeping with the comparator group.
Managerial levels	Pay or Leave at 1.5x salary for hours over weekly schedule	10	advance paid leave in lieu of o/t: 1 wk n=4; 2 wks n = 1; 3 comparators allow for time banking at hour for hour		50% of comparators advance paid leave to managerial incumbents. Town approach could result in higher costs, 1.5x for overtime hours may exceed the equivalent of 1 weeks' pay; further analysis of actual overtime paid would confirm which is more cost effective. However, this approach is can be viewed as more equitable and recognizes actual overtime vs presumed overtime.
Other Non-union levels	Pay or Leave at 1.5x salary for hours over weekly schedule	10	predominantly bank or paid earned overtime		Town practice is in keeping with comparator group
How is time in lieu allocated?	SMT week is granted annually	10	Lieu time set and granted annually: n=9		Town practice is in keeping with comparator group
Flexible work arrangements	Employees may flex hours required for meetings/events outside of normal work period	9	Some form of flexible work arrangement that may include variable start/stop time, compressed work week or ad hoc flex time as needed n=7; No flexible arrangements n=2		Flexible work arrangements are typically applied on an as need basis across the sector; recent experience with work from home due to COVID may dramatically change practices across the sector going forward.
Standby and/or Call Pay	Standby \$25/day; \$50 per stat holiday;	8	Pay per weekday: \$0 n=3; \$22 n=1; \$25 n=2; \$35 n=1; \$50 n=1; \$50 per weekend day n=1		A flat rate for standby pay is most common although the amount varies from \$22 to \$50 per day on standby. The Town approach is aligned to the median of the comparator practices
Call back Pay	2x regular pay on weekends/holidays	2	Call back pay at 1.5x hourly n=2		Limited responses among the comparator group
Salary Administration Practices					
Current Pay Policy/Target Placement	policy is silent on target policy, generally align to P50	8	P50 n=3; P52 n=1; P60 n=1; P75 n =1		Alignment to the median market continues to be the prevalent practice in this comparator group although the municipal sector is generally trending towards P55/P60 across the province. All comparator municipalities conduct regular external market reviews, most commonly every 4 years.
External Market Reviews	yes	10	All respondents conduct external market review		
Frequency of Market Reviews (every x years)	every 4 years	10	as needed n=2; 2 yrs n = 1; 3 yrs n = 2; 4 yrs n=4; 5 yrs n=1		
Considerations for Annual Increases	union increases	8	Union - 3; CPI 3; combination of factors including union, chi and mkt = 2		
Promotion/reclassification practice - placement in new grid	typically 5%	6	5 have a policy: next closest; 3%, 5%, 10% or flat \$1,000 min increase		5 of 6 respondents have a formal policy to determine promotion increases the approaches vary; the Town policy of 5% minimum increase upon promotion is in keeping with general HR best practices.
Performance Management review period	common review date - January	9	common review date of January n=8		Town is in keeping with municipal sector and comparator group

Town of Collingwood
Market Survey - 2020 Benefits Provisions

Benefits Survey Data Elements	Town of Collingwood	Summary of Findings All Comparators (N=11)			Observations
		# of obs	average	median	
Benefits Available to Part-Time Employees					
Insured benefit coverage	not available	9	In lieu of benefits: 4% pay n=1; \$0.20/hour pay n=1; basic life insurance n=1; access to f/time benefits pay 50% of premium n=1; EAP n=2; No benefits or options: n=4	Comparator practices do not indicate a specific trend in terms of benefits and paid leaves for permanent part time employees. Considerations to offering benefits should include a cost analysis, evidence of retention/attraction issues; a survey of current PT employees for interest may be warranted.	
Other	n/a	3	Paid sick/emerg leave: 2 days =1; 3 days n = 1; 4 days n=1 Bereavement leave equal to f/time: unpaid n=1; paid n=1	ESA provides minimum entitlements to unpaid leave; of 11 comparators only 3 offer a greater benefit with paid leaves.	
Vacation entitlement/pay	4% of pay	7	Same schedule as F/time: n=2; Follow ESA minimums: n = 5	ESA minimum vacation pay/leave is predominant approach.	

Appendix C

2021 Proposed Salary Grid

Appendix C

**Town of Collingwood (Non-Union)
2021 Proposed Salary Grid**

Similar Value Group	2021 PROPOSED SALARY RANGES						Vertical Spread
	Hours	Step 1	Step 2	Step 3	Step 4	Job Rate Step 5	
	Annual	82.3%	86.4%	90.7%	95.3%	100.0%	
16	1,820	\$175,976	\$184,730	\$193,921	\$203,767	\$213,814	
	hourly	\$96.69	\$101.50	\$106.55	\$111.96	\$117.48	
15	1,820	\$151,679	\$159,232	\$167,149	\$175,630	\$184,293	
	hourly	\$83.34	\$87.49	\$91.84	\$96.50	\$101.26	
14	1,820	\$127,364	\$133,715	\$140,358	\$147,475	\$154,755	
	hourly	\$69.98	\$73.47	\$77.12	\$81.03	\$85.03	
13	1,820	\$98,116	\$102,994	\$108,126	\$113,604	\$119,210	
	2,080	\$112,133	\$117,707	\$123,573	\$129,834	\$136,240	
	hourly	\$53.91	\$56.59	\$59.41	\$62.42	\$65.50	
12	1,820	\$82,974	\$87,105	\$91,437	\$96,078	\$100,810	
	2,080	\$94,827	\$99,549	\$104,499	\$109,803	\$115,211	
	hourly	\$45.59	\$47.86	\$50.24	\$52.79	\$55.39	
11	1,820	\$76,913	\$80,753	\$84,757	\$89,071	\$93,457	
	2,080	\$87,901	\$92,290	\$96,866	\$101,795	\$106,808	
	hourly	\$42.26	\$44.37	\$46.57	\$48.94	\$51.35	
10	1,820	\$71,453	\$75,002	\$78,733	\$82,737	\$86,814	
	2,080	\$81,661	\$85,717	\$89,981	\$94,557	\$99,216	
	hourly	\$39.26	\$41.21	\$43.26	\$45.46	\$47.70	
9	1,820	\$66,102	\$69,397	\$72,855	\$76,549	\$80,317	
	2,080	\$75,546	\$79,310	\$83,262	\$87,485	\$91,790	
	hourly	\$36.32	\$38.13	\$40.03	\$42.06	\$44.13	
8	1,820	\$61,498	\$64,574	\$67,777	\$71,217	\$74,729	
	2,080	\$70,283	\$73,798	\$77,459	\$81,390	\$85,405	
	hourly	\$33.79	\$35.48	\$37.24	\$39.13	\$41.06	
7	1,820	\$56,311	\$59,132	\$62,062	\$65,211	\$68,432	
	2,080	\$64,355	\$67,579	\$70,928	\$74,526	\$78,208	
	hourly	\$30.94	\$32.49	\$34.10	\$35.83	\$37.60	
6	1,820	\$50,614	\$53,126	\$55,783	\$58,604	\$61,498	
	2,080	\$57,845	\$60,715	\$63,752	\$66,976	\$70,283	
	hourly	\$27.81	\$29.19	\$30.65	\$32.20	\$33.79	
5	hourly	\$20.81	\$21.85	\$22.94	\$24.10	\$25.29	24%
4	hourly	\$16.72	\$17.56	\$18.43	\$19.36	\$20.32	



**Town of Collingwood
Elected Officials Remuneration Review
November 1, 2021**

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Appendices

Appendix A – Comparative Analysis of Council Size and Base Remuneration

Appendix B – Rank Order of Base Remuneration by Role

Appendix C – Summary of Benefits and Other Expenses

1. Introduction

Gallagher Benefits Services (Canada) Group Inc. was engaged by the Town of Collingwood (the “Town”) through an open tender process to undertake a comparative analysis of remuneration and other perquisites provided to elected officials on the Town Council. The review was undertaken in conjunction with a compensation market review for Town staff positions.

Gallagher is a compensation and human resources consulting firm that offers expertise, data and tools for all aspects of total rewards design and management. The firm specializes in compensation design, job evaluation, pay equity compliance, and custom market reviews for private, public and not-for-profit clients.

The consulting team was comprised of Jane Mizanski and Susan Fong who bring deep experience with compensation design and market studies in the municipal sector. Jane led the project and prepared the summary of observations. Susan supported the data collation and comparative analysis.

The assignment began in December, 2019 and concludes with this report.

This report covers our methodology, findings and recommendations for consideration.

2. Background

The review was initiated to assess the competitiveness of remuneration and related practices for compensating elected individuals who are members of the Council for the Town of Collingwood. The Consultant was to review and provide commentary on the market data relative to the Town’s practices.

The observations herein are based on the Consultant’s observations of whether the remuneration and other perquisites is competitive relative to defined comparators, to attract municipal candidates who reflect the Town constituency; and reflects the responsibilities, time commitments and accountabilities of the position.

It is important to note that, unlike staff positions that can be objectively assessed based on required qualifications, skills and accountabilities using a formal job evaluation tool to establish rank order, Council roles are not defined in these terms. Rather the opportunities to serve in public office are available to any citizen who can bring a wide variety of skills, qualifications and experiences to the position – there are no minimum qualifications to stand for election. In terms of compensation it is therefore difficult to establish a baseline for minimum qualifications.

Similarly, Council roles are not typically deemed ‘full time’ or ‘employees’ of the organization, and their remuneration is not bound by employment legislation. Competitiveness is presented

as a comparative analysis of the Town’s pay and practices relative to other municipal organizations.

Notwithstanding these differences, municipalities are increasingly interested in attracting a wider scope of skills and diverse experiences, while being mindful of the disconnect between pay and effort. A further challenge to identify ‘fair remuneration’ lies in the differences in time and effort expended which can vary from ‘some’ to ‘extensive’ depending on the municipality, issues, and the individual’s availability and interests. The principles of minimum wage and or living wage are also appearing in conversations regarding remuneration for elected officials.

This backdrop is relevant for overall context and informs ‘perceived fairness and equity’ observations following.

3. Project Methodology

The Consultant developed a survey questionnaire to capture comparator information in regards to base remuneration, per diems, eligible expenses and other available perquisites including benefit and pension access.

The comparator group of municipalities mirrors¹ the organizations identified for the Staff Compensation Review, excluding the County of Simcoe. The comparator group was comprised of the following municipal organizations (listed in ascending order of population):

Comparators		Population	Households
Collingwood	Town	21,793	11,617
The Blue Mountains	Town	7,025	6,477
Meaford	Municipality	10,991	5,590
Clearview	Township	14,151	6,040
Huntsville	Town	19,816	10,524
Wasaga Beach	Town	20,675	12,516
Owen Sound	City	21,341	10,098
Orillia	City	31,166	14,287
New Tecumseth	Town	34,242	13,191
Innisfil	Town	36,566	14,875
Kingston	City	123,798	59,977
Barrie	City	141,434	54,227
Median		21,341	12,516

Statistics Canada 2016 Census

¹ The City of Kingston only participated in the Council review; Niagara on the Lake only participated in the staff review

4. Summary of Observations

Definitions:

50th Percentile (P50): represents the point below which 50% of the data points lie, and is typically referred to as the median of the comparator market.

The average of the market comparator data is provided for information but is not used to formulate recommendations as the statistics can be skewed by one or two outlier data points among the comparators.

Competitive: where the gap to market is $\pm 10\%$ the Town is considered competitive to the comparator market. A positive (+) result indicates the percentage gap the Town's rates would need to increase to meet the aggregate market result (i.e., the Town is below the market statistic). A negative (-) result indicates the Town's rate is above the market statistic.

Population Representation:

- The population served and the number of council members is aligned with the median of the comparator organizations; the size of council (nine members) is consistent across all the market percentiles and is therefore considered representative of the municipalities of comparable size.
- The Town of Collingwood ranks 7th largest of the comparators in terms of overall census population served and ranks 5th largest in terms of number of households²

Base Remuneration:

The comparator group includes four organizations with City Status and seven as comparable lower-tier organizations. City status can be driven in part by population which in turn can impact on the community's ability to pay. The impact on base remuneration by including or excluding city status organizations is illustrated in **Appendix A**. The chart also indicates the Town's competitive position at market median (P50), 55th and 60th percentiles. The salaries quoted are exclusive of any remuneration paid for time on County Council.

- In comparison to the market groupings, excluding some or all city status comparators, the remuneration for all three roles is within the competitive to the market at the median, P55 and P60, in the range of $\pm 10\%$ of the market statistic.
- The gap to market is greater than 10% only in comparison to ALL comparators, for the role of Mayor at the 55th and 60th percentile, which is influenced by the Cities of Barrie and Kingston which are higher than all other reported base rates.
- All comparators adjust the remuneration rate for members on an annual basis, and refer to salary grid adjustments approved for staff and or unionized employees or Consumer Price

² Based on Statistics Canada 2016 census

Index. The Town of Collingwood relies on a market review every term of Council which is in keeping with the comparator group and as a practice generally used across the sector.

- The differential between Mayor, Deputy Mayor and Councillor base remuneration is intended to reflect the added responsibilities of each role relative to one another. The comparator organizations relationships are as follows:
 - Mayor's salary as a % of Deputy Mayor ranges from 69% to 50%; the Town differential is lower at 41%
 - Mayor's salary as a % of Councillor ranges from 105% to 84%; the Town differential is 77.6%
 - Deputy Mayor to Councillor salary clusters around 22.3% as compared to the Town differential of 26.1%
 - Overall the Town differentials have less differentiation between the roles.
- Other Expenses and Benefits (**Appendix C**):
 - The payment of additional per diems is mixed across the comparator organizations, and more broadly across the sector. Typically per diems, where available, are paid when elected officials attend conferences or Special Council Meetings. The Town's per diem rate of \$141 is higher than the full day rate of the comparators at \$104.
 - A per kilometer reimbursement rate or flat annual payment in lieu of mileage are the predominant practices across the comparators. The Town reimbursement rate is competitive and aligned to CRA; this tends to be the practice across other municipal sector organizations as the most cost effective and easiest to administer approach.
 - Access to insured health and dental benefits is offered by 6 of the comparators; with 3 of the comparators offering a Health Spending Account (\$1,250 or lump sum equal to the value of premiums that would be paid for coverage – this amount can vary depending on the premium rates and coverage available). Generally across this sector, the lower tier municipalities' trend moderately toward offering health and dental benefits either at no cost or 50% cost of the premiums. The Town is in keeping with this broader sector trend.

Summary

Overall the market analysis indicates the Town of Collingwood pay and expense policies and practices pertaining to the elected officials are competitive to the representative group of comparator organizations. The number of elected officials to population served is aligned to comparators and base remuneration is within the competitive range. Expenses and access to benefits is within best practices in the sector.

5. For Consideration

The Town's current pay policy is aligned to that established for staff positions, that is, the market median. Elected officials are not staff, and are not typically paid on an 'hours worked' basis. Remuneration traditionally is intended to provide some form of compensation to recognize the time commitment required to meet the needs of constituents and apply municipal good governance. Setting the level of remuneration requires balancing competing considerations: fair compensation in return for time and effort, ability to pay, the traditional notion of public service/volunteerism, and being attractive to entice younger more diverse group to stand for office.

The Town base remuneration is competitive and therefore at minimum it is recommended that:

1. The Town maintain current base remuneration, benefits and expense practices; and
2. The base remuneration continue to be adjusted by the same cost of living increases applied to non-union employee group; and
3. The Town confirm a pay policy that approaches the 50th percentile of a defined comparator group as a benchmark for future reviews; and
4. The Town review the comparator group prior to each review to ensure the selected municipalities continue to reflect similar characteristics such as size, geographic placement and scope of services; and that
5. The Town continues to undertake a market review once every term of office to ensure the remuneration remains competitive.

To improve the value proposition to potential candidates for elected office, the Town may wish to explore enhancements to base remuneration and ancillary benefits as follows:

1. Adjust the base remuneration for Mayor to the median of all comparator organizations to \$49,458 (9.5% increase).
2. Adjust the base remuneration for Councillor to \$26,712 (5% increase), to be more closely aligned to that of Deputy Mayor
3. Consider alternative benefit offerings including Health Spending Account in lieu of insured benefits coverage, and or remuneration for day care costs incurred by member's requirement to attend council and committee of council meetings.

Town of Collingwood
Council Remuneration Review
November 1, 2021



6. Summary

This report outlines the process used to complete the market analysis and provide the foundation for observations and actions for consideration.

We appreciate the opportunity to work with the Town of Collingwood and Council. We look forward to providing any future assistance you may require in maintaining your compensation program.

Yours truly,

A handwritten signature in black ink that reads 'Jane Mizanski'.

Jane Mizanski
Senior Consultant
Jane_Mizanski@ajg.com

A handwritten signature in black ink that reads 'Susan Fong'.

Susan Fong
Consultant
Susan_Fong@ajg.com

Appendix A

Comparative Analysis of Council Size and Base Remuneration

Council Remuneration Survey	Town of Collingwood	All comparators (N=11)								
General Information		# Obs	Average	% Diff	Median	% Diff	P55	% Diff	P60	% Diff
Population (2016 Census)	21,793	11	41,905	+92.3%	21,341	(2.1%)	27,236	+25.0%	31,781	+45.8%
Council size (Total Number of Members)	9	11	9	+0.0%	9	+0.0%	9	+0.0%	9	+0.0%
2020 Annual Base Salary										
Mayor	\$45,169	11	\$61,502	+36.2%	\$49,458	+9.5%	50,257	+11.3%	\$51,386	+13.8%
Deputy Mayor	\$32,085	9	\$30,547	(4.8%)	\$29,276	(8.8%)	29,680	(7.5%)	\$30,085	(6.2%)
Councillor	\$25,440	11	\$28,695	+12.8%	\$24,155	(5.1%)	25,630	+0.7%	\$27,115	+6.6%
All comparators excluding Barrie, Kingston, Orillia and Owen Sound (City Status)										
General Information		# Obs	Average	% Diff	Median	% Diff	P55	% Diff	P60	% Diff
Population (2016 Census)	21,793	7	20,521	(5.8%)	20,000	(8.2%)	20,270	(7.0%)	20,540	(5.7%)
Council size (Total Number of Members)	9	7	8	(7.9%)	9	+0.0%	9	+0.0%	9	+0.0%
2020 Annual Base Salary										
Mayor	\$45,169	7	\$42,728	(5.4%)	\$43,705	(3.2%)	43,816	(3.0%)	\$43,927	(2.7%)
Deputy Mayor	\$32,085	7	\$29,163	(9.1%)	\$29,276	(8.8%)	29,600	(7.7%)	\$29,923	(6.7%)
Councillor	\$25,440	7	\$24,584	(3.4%)	\$23,800	(6.4%)	23,829	(6.3%)	\$23,858	(6.2%)
All comparators excluding Barrie, Kingston, Orillia (large city status)										
General Information		# Obs	Average	% Diff	Median	% Diff	P55	% Diff	P60	% Diff
Population (2016 Census)	21,793	8	20,624	(5.4%)	20,338	(6.7%)	20,641	(5.3%)	20,941	(3.9%)
Council size (Total Number of Members)	9	8	8	(6.9%)	9	+0.0%	9	+0.0%	9	+0.0%
2020 Annual Base Salary										
Mayor	\$45,169	8	\$44,108	(2.3%)	\$43,844	(2.9%)	43,968	(2.7%)	\$46,172	+2.2%
Deputy Mayor	\$32,085	8	\$28,990	(9.6%)	\$29,198	(9.0%)	29,268	(8.8%)	\$29,600	(7.7%)
Councillor	\$25,440	8	\$24,531	(3.6%)	\$23,837	(6.3%)	23,869	(6.2%)	\$23,986	(5.7%)
Excluding Barrie and Kingston only (very large city status)										
General Information		# Obs	Average	% Diff	Median	% Diff	P55	% Diff	P60	% Diff
Population (2016 Census)	21,793	9	21,795	+0.0%	20,675	(5.1%)	21,008	(3.6%)	21,341	(2.1%)
Council size (Total Number of Members)	9	9	8	(6.2%)	9	+0.0%	9	+0.0%	9	+0.0%
2020 Annual Base Salary										
Mayor	\$45,169	9	\$48,833	+8.1%	\$43,982	(2.6%)	46,720	+3.4%	\$49,458	+9.5%
Deputy Mayor	\$32,085	8	\$28,990	(9.6%)	\$29,198	(9.0%)	29,268	(8.8%)	\$29,600	(7.7%)
Councillor	\$25,440	9	\$26,292	+3.4%	\$23,873	(6.2%)	24,014	(5.6%)	\$24,155	(5.1%)

Appendix B

Rank Order of Base Remuneration by Role

Rank Order of Comparator Remuneration

Mayor

City of Barrie	\$120,167
City of Kingston	\$116,856
City of Orillia	\$86,627
City of Owen Sound	\$53,769
Town of Huntsville	\$50,790
Town of New Tecumseth	\$49,458
Town of Collingwood	\$45,169
Town of Wasaga Beach	\$43,982
Town of Innisfil	\$43,705
Township of Clearview	\$39,536
Town of the Blue Mtns	\$39,427
Municipality of Meaford	\$32,200

Deputy Mayor

City of Kingston	\$43,000
Town of New Tecumseth	\$34,207
Town of Collingwood	\$32,085
Town of Wasaga Beach	\$30,602
Township of Clearview	\$30,085
Town of Innisfil	\$29,276
Town of the Blue Mtns	\$29,120
City of Owen Sound	\$27,778
Municipality of Meaford	\$26,200
Town of Huntsville	\$24,654
City of Barrie	-
City of Orillia	-

Councillor

City of Orillia	\$40,385
City of Kingston	\$40,000
City of Barrie	\$39,016
Town of the Blue Mtns	\$29,120
Town of New Tecumseth	\$26,613
Town of Collingwood	\$25,440
City of Owen Sound	\$24,155
Town of Wasaga Beach	\$23,873
Municipality of Meaford	\$23,800
Town of Innisfil	\$23,633
Township of Clearview	\$22,715
Town of Huntsville	\$22,335

Appendix C

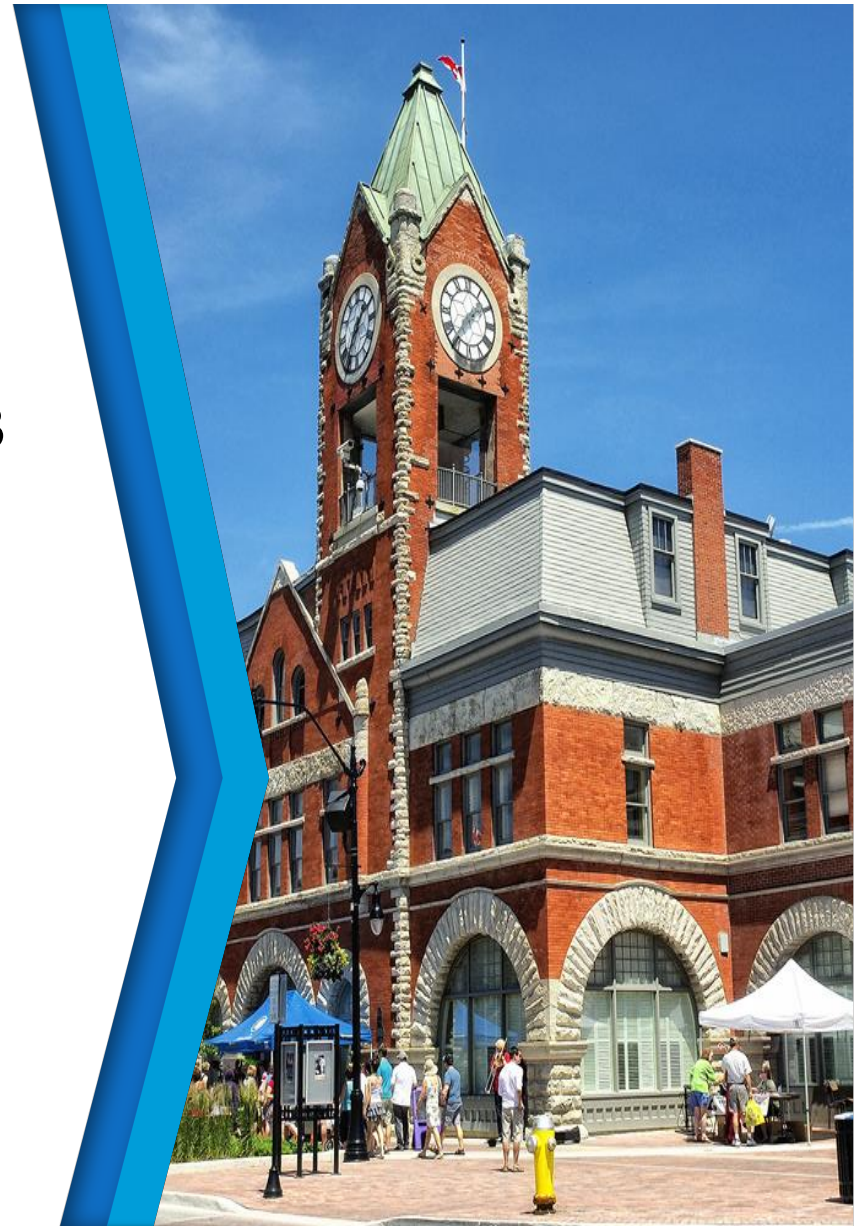
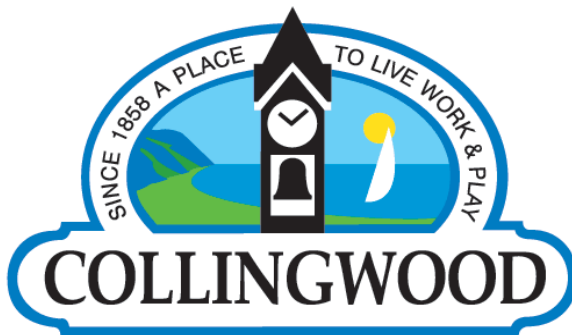
Summary of Benefits and Other Expenses

Council Remuneration Survey	Town of Collingwood	Summary of Findings All Comparators (N=8) <i>(-) % = above market +_% = below market</i>						
Are Council salaries adjusted annually?	Yes	Yes (n=8)						
How is the annual increase decided during the Council term?	Market review	CPI (n=4); Tied to Non-Union/Union increase (n=4)						
How often are market reviews completed?	Every 4 years, external survey data collected and/or external compensation consultants hired	Once per term, by Committee or Consultant (n=6)						
Council meetings		Evening (n=6); both evening and daytime (n=2)						
# of Council meetings held per year		Average - 17 per year						
Other Cash Allowances		# Obs	Average		Median		P60	
			flat rate or half day	flat rate or full day	flat rate or half day	flat rate or full day	flat rate or half day	flat rate or full day
Per Diem Meeting Allowance (\$)	\$141	4	\$79	\$106	\$75	\$100	\$75	\$104
		No additional per diems: n=4						
Expenses eligible for reimbursement		mileage, conference fees/related expenses; 1 also pays \$1500 each term per member for IT expenses						
Car Allowance (including lump sum for mileage) for Mayor	Millage paid at \$0.58/km	Yes (n=3)						
Annual value of car allowance		3	\$1,540		\$1,200		\$1,440	
Pension and Benefits Provisions								
Insured benefits available to Council	Extended Health Dental Travel insurance	Health Spending Acct (n=3) Life Insurance (n= 4) AD&D (n= 2) Extended Health and Dental (n=3)						
Cost sharing of premiums	100% employer paid	Employer paid: 100% n=4, 50% n=1						

Staff Report HR2021-03

Compensation Review (Amended)

November 15, 2021



Background

After an RFP evaluation the Compensation Review was awarded to Gallagher, and kicked off in late 2019.

Jane Mizanski, Gallagher presented to SIC on Dec. 9, 2019 including that a review was last undertaken in 2013 and that the 2020 review is to include part and full time non-union positions, as well as council positions, and the external market competitors proposed. Results of the review were expected to come back to Council for consideration in June 2020.

- Questions from SIC members included project specific jobs, meal per diem to be included in the review, and to review the role of a council member and classification as part-time employment.
- The SIC minutes do not include a Resolution related to this update

Report back was delayed to Nov. 2021.



Background

- Council received compensation review reports for both Council and Non-Union staff from Gallagher Benefit Services Group (Canada) Inc., at the November 1, 2021 SIC Meeting
- At the November 5, 2021 SIC (Budget) meeting Council requested staff report back on the opportunities to explore the options with regard to council composition affecting the total number of council members and part time versus full time status of members



Council Compensation Next Steps

Confirmation of SIC Recommendation:

Amend **OR** Maintain

AND FURTHER THAT Council compensation provisions be **amended/maintained**, based on the recommendations of Gallagher Benefit Services Group (Canada) Inc.

Amend Current Position, based on 'Other Considerations' Proposed by Gallagher

To improve the value proposition to potential candidates for elected office, the Town may wish to explore enhancements to base remuneration and ancillary benefits as follows:

- *Adjust the Mayor salary to reflect the median of All Comparator group (\$49,458)
- *Maintain Deputy Mayor salary with 54% differential to Mayor
- *Increase Councillor salary by 5% to \$26,712 to align closer to Deputy Mayor (20.1% spread)
- The base remuneration continue to be adjusted by the same cost of living increases applied to non-union employee group
- Explore cost of covering day care expenses for members of council to attend council and committee meetings
 - *NOTE: Motion Amended and Carried, to update policy to allow day care costs in council members' expense accounts and honorariums*
- *Consider offering a health spending account in lieu of insured benefits

**Staff are awaiting costings and therefore have not included in the 2022 budget as provided to Council.*

Maintain Current Competitive Position:

The Town base remuneration is competitive and therefore at minimum it is recommended that:

1. The Town maintain current base remuneration, benefits and expense practices; and
2. The base remuneration continue to be adjusted by the same cost of living increases applied to non-union employee group; and
3. The Town confirm a pay policy that approaches the 50th percentile of a defined comparator group as a benchmark for future reviews; and
4. The Town review the comparator group prior to each review to ensure the selected municipalities continue to reflect similar characteristics such as size, geographic placement and scope of services; and that
5. The Town continues to undertake a market review once every term of office to ensure the remuneration remains competitive.

Additional SIC Amendment (Carried):

THAT Staff report back on the opportunities to explore the options with regard to council composition affecting the total number of council members and part time versus full time status of members

Altering Council Composition

- Section 217 of the *Municipal Act, 2001* prescribes the process for altering composition of Council including the number of members and how they are elected.
- Should Council wish to explore changes to its current composition, staff recommend a consultant be hired to undertake the review to provide a third-party recommendation
- A By-law changing Council composition is required to be passed by December 31, 2021 to be effective for the 2022 election
- Due to the short time frame needed to retain a consultant, evaluate recommendations and engage the public, a by-law would not be in place by that date so any changes would not take effect until the 2026 election.

Part-time Vs. Full-time Council Members

- Status and remuneration for Council is not within the scope of Section 217 of the *Municipal Act, 2001* and can be considered independent of election considerations
- Should Council wish to explore the option of moving to full-time status, staff recommend a consultant be hired to undertake an independent review. This would require the allocation of appropriate funds in the 2022 budget (\$25K included to-date)
- Council may also wish to establish a task force to explore this matter and report back.
- Ideally, recommendations in either instance would be considered prior to the first day for nominations for the 2022 Municipal Election (May 2, 2022) should Council wish to enact these changes prior to the 2022 election

Council Consideration:

If Council wishes to further explore, next steps options could include:

1. Refer to SIC for further discussion.
2. Council direct a consultant (or task force) be retained/established to make recommendations on full-time versus part-time Council members prior to May 2, 2022.
3. Council composition discussion be deferred for review by the new Council following the 2022 Election

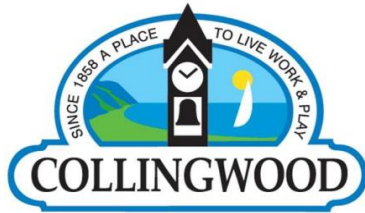
OR

Direct a consultant be retained to complete a review prior to the 2022 Election, understanding any changes would not be implemented until the Council term of 2026-2030.

*Clarification is required if the review is to also include a ward vs at-large governance structure. Costing would need to be confirmed, based on the recommended approach.

Questions?





STAFF REPORT # P2021-35
Development and Operations Committee

Council
Amendments:

Submitted to: Development and Operations Committee | Council
Submitted by: Summer Valentine, Director Planning, Building and Economic Development
Subject: Interim Control By-law No. 2021-024 – Draft Land Use Planning Policy Study Recommendations for Public Consultation

RECOMMENDATION

THAT Report P2021-35 “Interim Control By-law No. 2021-024 – Draft Land Use Planning Study Recommendations for Public Consultation” dated November 8, 2021” be received;

AND FURTHER THAT the Best Practices and Draft Land Use Planning Study Recommendation Documents attached as Appendices A and B be endorsed for the purposes of public consultation;

AND FURTHER THAT the public consultation, including a development community session, be scheduled.

PURPOSE

The purpose of this report is to seek Council endorsement of the Best Practices and Draft Land Use Planning Policy Study Recommendation Documents to release for public consultation in relation to Interim Control By-law No. 2021-024, as amended.

1. BACKGROUND

On April 26, 2021 Council received the following staff reports:

1. PW2021-09 provided an update on the status of the available drinking water supply and wastewater treatment capacity remaining to service development including options to mitigate limitations while the upgraded and expanded water treatment plant is constructed; and
2. P2021-12 provided justification and rationale for implementing interim control of all

development requiring water and or wastewater servicing capacity within the Town of Collingwood pending completion of a Land Use Planning Policy Study and contemplates the potential for exemptions to the Interim Control By-law during the Study period.

Following receipt of these reports, the Town of Collingwood passed Interim Control By-law No. 2021-024 (hereafter referred to as the "ICBL"). The ICBL applies to all lands within the Town, except for certain lands outlined in Schedule "A" to the ICBL, and sets out parameters for when building permits may be issued while the ICBL is in effect.

Various stakeholders expressed the desire to be exempted from the ICBL both prior, and subsequent to its passing. On May 31, 2021, Special Strategic Initiatives Standing Committee and thereafter Council received Staff Report CAO2021-07, which set out the process for, and the broad criteria with which Council would evaluate exemption requests to the ICBL. During the period while the ICBL is in place, Council has expressed the desire to continue to support goals including employment, housing supply and predictability for the development industry within a complete community context. Therefore, Report CAO2021-07 recommended limited exemptions to advance construction and development of a very specific nature without compromising the availability of water supply prior to the conclusion of the Land Use Planning Policy Study.

Further exemptions requests were received in June and reviewed following the process set out in Report CAO2021-07. On July 26, 2021, Council approved Report CAO2021-10 providing additional exemptions to the Interim Control By-law 2021-24 for shovel-ready projects. Capacity was also reserved for a Town-led affordable housing project.

After passing the ICBL and concurrent with the exemption process, the Town acted quickly to advance the Land Use Policy Planning Study (the Study), the scope of which is described in greater detail in Report P2021-12. The Town retained Meridian Planning Consultants (lead), GM Blue Plan, and GLPi (consultation) (the Study Team) and the Study has now commenced. The goal is to complete the Study as soon as possible and implement the recommendations in advance of the expiration of the one-year ICBL study period.

The Study Team has completed a jurisdictional review of comparable Municipalities, obtaining best practices in capacity allocation policies and frameworks to inform the establishment of a comprehensive capacity allocation program for the Town of Collingwood. The Best Practices document is attached as Appendix A.

The outcomes of the Study are intended to provide the necessary direction and mechanisms to align growth management and water and wastewater capacity allocation, including but not limited to Official Plan policies, Zoning By-law provisions, as well as a regulatory framework and other tools. Report P2021-35, (this report) includes draft Official Plan policies, Zoning By-law provisions and a preliminary capacity allocation policy collectively referred to as Draft Land Use Planning Policy Study Recommendation Documents attached as Appendix B.

2. INPUT FROM OTHER SOURCES

This report has been reviewed by Department Heads on November 2, 2021, and the content responds to input and advice received.

3. APPLICABLE POLICY OR LEGISLATION

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 land, buildings or structures within the municipality or within the defined area or areas thereof for, or except for, such purposes as are set out in the by-law.*

Further relevant legislation to consider was referenced in Report P2021-12.

4. ANALYSIS

The Study Team has completed a review of 13 Municipalities in the Province of Ontario to examine best practices in establishing a capacity allocation program for water and waste water. The key considerations flowing from the jurisdictional review were that:

- servicing capacity allocation is intrinsically tied to growth management and phasing of development;
- a pivot away from servicing capacity allocation on a first-come first-serve bases to a merit-based approach was embedded in most best practices; and
- there is a clear need to provide monitoring and reporting on a regular basis.

Further, the best practices indicated that a servicing capacity allocation program should be multi-faceted and cover the following six elements, which are collectively captured in the Draft Land Use Planning Study Recommendation Documents. The below-noted matters are not mutually exclusive and may build on each other or overlap.

1. Official Plan Policies and Zoning By-law Provisions

The Town’s Official Plan should include policies that link the growth management with water and wastewater infrastructure planning, establish a merit-based framework tied to the community vision and good planning principles, and connect to the lapsing of approvals. The policies in the Official Plan should be high-level, creating a framework for further components of the capacity allocation program that would not require frequent amendments as the program evolves. The draft recommended policies addressing these matters are to be included in the first draft of the updated Town Official Plan. Discussion regarding whether an official plan amendment is warranted in advance of the adoption and approval of the new Plan remains live and would be informed by the public engagement feedback.

It is recommended that the Town’s Zoning By-law be amended to include a provision that prohibits the use of land or the erection of use of buildings or structures unless municipal water and sewer services are available to the subject lands in accordance with Section 34(5) of the Planning Act. This provides a fail-safe level of municipal control over servicing capacity allocation in that building permits would not be available in the absence of confirmed capacity. Future use of the Holding Symbol (H) is also recommended, where the lifting of the H would only occur when the required agreements to commit capacity are executed and registered.

2. Capacity Allocation Policy

A Capacity Allocation Policy established by Council would provide details to guide capacity allocation decisions, including how and when capacity would be committed. The Policy would stand-alone and sit outside the Town's Official Plan, allowing for updates without the need for an official plan amendment. The recommended draft Policy would prioritize servicing capacity allocation for projects that provide key community benefits, contribute to complete, healthy and compact communities, and would deal with competing requests. The merit-based system would include criteria covering matters such as green technology, affordable housing, mixed uses, water conservation measures, employment generation, natural heritage protection, walkability, active transportation and intensification. To ensure that the process is as objective as possible, a points structure is being presented. The draft Capacity Allocation Policy also includes elements of the below fundamental principles and sets the stage for implementation, monitoring, updating, and reporting on the overall servicing capacity allocation program. It is recognized that the implementation of this policy through the active evaluation, tracking, monitoring and reporting on capacity allocation would essentially represent a new function and resource requirements would need to be identified once the content of the policy is finalized.

3. Performance Measures

The establishment of performance measures is intended to build tension in the capacity allocation system by ensuring development moves forward in a timely manner and servicing capacity allocation is not held without performance. Performance measures are recommended to be addressed both in the Official Plan and Capacity Allocation Policy and include lapsing provisions for draft plans of subdivision/condominium descriptions, phasing, and sunset clauses as the means to ensure servicing capacity is not committed until projects are shovel-ready. Further, performance measures that ensure servicing capacity is prioritized for projects that best fit with the Town's vision and good planning principles are outlined in item two above.

4. Timing of Allocation Commitment

The best practices review did not reveal a single unified approach to the question of when capacity allocation is committed to development. This aspect was dealt with in several different ways by the comparator municipalities, ranging for commitment during the planning process at the time of draft approval, through to right before construction at the time of building permit issuance. The draft recommendation is to provide for capacity allocation as early in the process as realistically possible for larger projects to give developers the confidence needed to proceed to registration, while protecting the Town's interests.

5. Sunset Clauses - Lapsing of Planning Approvals and Capacity Allocation

The issue of how long Planning Act approvals such as draft plans of subdivision should remain active is key to both growth management and servicing capacity allocation considerations. The need for policy guidance on when approvals should lapse has been identified and is being addressed through the Town's Official Plan Update. The same principle applies to the provision of servicing capacity allocation, where limits through sunset clauses ensure that capacity is not held without performance. There should be enough tension in the system that servicing capacity allocation is appropriately committed to allow development to proceed in a timely manner without the capacity being committed but unused.

6. Financing and the Fiscal Components of Capacity Allocation

Building new infrastructure along with long-term maintenance and replacement is costly. System

expansions should be considered not only from a compact community land use planning perspective but also from a fiscal responsibility standpoint for taxpayers. Therefore, the issue of how infrastructure extensions to service new areas are funded has been identified as a key consideration through the best practices review. While some elements of financial consideration go beyond the scope of the Study, such as development charges rates, collection timing, deferrals and freezes, high level guidance is proposed in the draft Capacity Allocation Policy. The draft recommendation is to utilize front-ending agreements under the Development Charges Act in favour of other mechanisms when infrastructure extensions will benefit multiple properties. This will ensure that a defined benefiting area is created and the outcome will not be tied to a single development proposal. Further, the draft Policy recommends the posting of securities in the amount of the water and wastewater component of the development charges at the time of the execution of an agreement with the Town. Those securities could be returned or applied to the development charges payable at the time of building permit issuance.

Next Steps

The intent is that the documents contained in Appendices A and B be endorsed and released as the basis for public and development community consultation. Town Councillors were previously provided the opportunity for individual interviews for the purposes of familiarization with the best practices and six action areas. Concurrent with the public engagement, the documents will also be forwarded for a legal review. Feedback from both the development community and wider public would be used to refine the products and ultimately produce a recommended servicing capacity allocation program by the end of 2021. Should the program include official plan or zoning by-law amendments, a public meeting(s) would be held early in the new year.

Given the tight timelines associated with this project and desire for meaningful communication with the public in advance of the engagement sessions, staff would recommend that the resolution, if endorsed by Committee, should be brought forward to the next available Council meeting on November 15, 2021. Should Council ratify the resolution in this report, it is intended that the consultation sessions be held the week of November 22, 2021.

5. CONSIDERATIONS

The draft Land Use Planning Policy Study Recommendation Documents will establish a framework for the Town's Water and Wastewater servicing capacity allocation program in a manner that connects to growth management and supports both the Vision for the Town and good planning principles.

6. CONSIDERATIONS

- Community Based Strategic Plan: N/A or Explain: Consistent
- CBSP Climate Change / Sustainability: N/A or Explain:
- Accessibility: N/A or Explain:
- Communication / Engagement: N/A or Explain:
- Accountability / Transparency: N/A or Explain: Enhances
- Accountability and Transparency

7. APPENDICES & OTHER RESOURCES

Appendix A	Best Practices Summary
Appendix B	Draft Land Use Planning Study Recommendation Documents

SIGNATURES

Prepared by:	
Summer Valentine Director, Planning, Building and Economic Development	Sonya Skinner Chief Administrative Officer
Town of Collingwood	Town of Collingwood

APPENDIX A

Municipality (lower-tier or single-tier)	What types of development does the policy apply to?	Is Council approval required?	What is the timing of allocation?	How does the policy deal with competing applications for allocation?	Is there a provision for allocation expiration?	Is there a provision for allocation tied to land?
Township of Uxbridge – Uxbridge Urban Area Servicing Allocation Policy	All development that requires approval under the Planning Act	Yes, with a Council resolution	Draft Plan approval for subdivision and/or condominium or as a condition of granting consent. Final allocation requires resolution of Council and is confirmed upon: execution and registration of a subdivision or condominium agreement or approval of a service connection application in event of a consent, site plan approval or for an existing lot of record.	Priority is given to development in Phase 1 and within the Built Boundary, as identified in the Official Plan. If the above criteria are satisfied, the applications are evaluated by Council on the achievement on a list of preset criteria and Council determines priority.	No.	No
City of Brantford – Wastewater Allocation Policy	All development requiring approval under the Planning Act, Building Code Act and/or amendments to existing approvals.	No, delegated authority to the General Manager of Public Works.	Draft Plan approval for subdivision and/or condominium or as a condition of granting consent.	General Manager of Public Works provides recommendation to Council based on consideration of Provincial policies and municipal priorities. Council determines which development(s) receives allocation.	Yes, as per below. Consent: 1 year from Final Decision Minor Variance: only if Committee applies a condition that includes an expiration date. Draft Plan Approval: 1 year	Yes, wastewater allocation is tied to the parcel of land itself and shall not be transferred.

DRAFT Best Practices Review
Collingwood Land Use Planning and Policy Review
August 20, 2021

APPENDIX A

Municipality (lower-tier or single-tier)	What types of development does the policy apply to?	Is Council approval required?	What is the timing of allocation?	How does the policy deal with competing applications for allocation?	Is there a provision for allocation expiration?	Is there a provision for allocation tied to land?
					<p>or until Council approves the application or draft plan approval.</p> <p>Site Plan: 1 year from conditional site plan approval. If site plan is registered then allocation is tied to registered site plan agreement.</p>	
<p>Municipality of Central Elgin – Allocation policies contained within the Official Plan only.</p>	<p>Applications for plan of subdivision and condominium</p>	<p>Yes</p>	<p>Draft Plan approval</p>	<p>First priority is given to reserving servicing capacity for redevelopment, infilling and intensification.</p>	<p>No</p>	<p>No</p>
<p>Town of Newmarket – Servicing Allocation Policy</p>	<p>All types of development applications</p>	<p>Yes</p>	<p>Approval of development application</p>	<p>Applications within the limits of the Urban Centres Secondary Plan area and based on a highest point system from a preset list of criteria.</p> <p>Priority 1: Urban Centres Secondary Plan Area</p>	<p>Within 1 year of servicing capacity being allocated. An application can be made to extend servicing capacity at least 60 days prior to expiration.</p>	<p>Yes</p>

DRAFT Best Practices Review
 Collingwood Land Use Planning and Policy Review
 August 20, 2021

APPENDIX A

Municipality (lower-tier or single-tier)	What types of development does the policy apply to?	Is Council approval required?	What is the timing of allocation?	How does the policy deal with competing applications for allocation?	Is there a provision for allocation expiration?	Is there a provision for allocation tied to land?
				Priority 2: Historic Downtown Centre (Schedule A of Official Plan) Priority 3: Emerging Residential areas (Schedule A of Official Plan) Priority 4: Stable Residential Areas (Schedule A of Official Plan)		
City of Vaughan – Allocation Servicing Capacity Policy	Any application for a residential land use	Yes	Approval of site plan or draft plan of subdivision or condominium.	Priority 1: applications proceeding to final approval within the next 12 months. Priority 2: applications proceeding to final approval within the next 12-36 months.	Within 12 months, except for a priority 2 application, then the expiration may be up to 36 months.	No
Town of Grand Valley – Wastewater Treatment Capacity Allocation Policy	Development that: <ul style="list-style-type: none"> Is proposed in a settlement area; Proposed to be serviced by a connection to the WWTP; Requires an approval under the Planning Act or Condominium 	Yes	Provisional allocation can be requested to and approved by Council and it comes into effect once the proponent has entered into an Allocation Agreement. For development of residential units other than detached single-family homes, allocation is granted at final approval of a Plan of subdivision or in all other cases at the time of building permit issuance.	Priority is based on a set of criteria as set out in the Wastewater Treatment Capacity Allocation Policy, which is assessed by Council.	3 years from the date of which Council approved the request for provisional allocation, unless otherwise specified by Council and the allocation agreement.	Transfer of capacity may be permitted with written consent of the Town and subject to any Allocation Agreement.

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Municipality (lower-tier or single-tier)	What types of development does the policy apply to?	Is Council approval required?	What is the timing of allocation?	How does the policy deal with competing applications for allocation?	Is there a provision for allocation expiration?	Is there a provision for allocation tied to land?
	Act (excludes minor variance and removal of holding provision); and, <ul style="list-style-type: none"> • Requires more than 5 Single Detached Equivalents of capacity. 					
Municipality of North Grenville – Water and Wastewater Allocation Policy (By-law 66-20)	Development in the Urban Service Area 1 and 2 (as identified in Official Plan): <ul style="list-style-type: none"> • Building permit; • Subdivision and Condominium Draft Plan; • Site Plan; • Consent; • Committee of Adjustment Permission 	No, delegated approval authority to the Director of Public Works and the Director of Planning.	Proponent is required to file a Conditional Capacity Allocation Request Form by the last day of each calendar quarter to be considered for quarterly allocation. An Allocation Agreement represents confirmation of conditional servicing capacity allocation. Final capacity allocation is granted at the time of Draft Plan approval for Subdivision and Condominium applications or Site Plan	Assessed against a set of criteria as established in the policy, but includes the following areas of consideration: <ul style="list-style-type: none"> • Servicing availability; • ICI project; • Affordable housing; • Intensification or infill; • Further advanced in approval; • Provision of extra public facilities; and, • Prior investment in infrastructure. 	Yes, upon lapse of Draft Plan approval of Subdivision, capacity allocation is no longer committed to a development.	Yes

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Municipality (lower-tier or single-tier)	What types of development does the policy apply to?	Is Council approval required?	What is the timing of allocation?	How does the policy deal with competing applications for allocation?	Is there a provision for allocation expiration?	Is there a provision for allocation tied to land?
	Applications; and, <ul style="list-style-type: none"> • Lifting of Part Lot Control. 		Control Agreement or approval of a service connection application for Consent or Committee of Adjustment Permission approval involving an infill or intensification project.			
Township of Wellington North – Sewage Allocation Policy (By-law 035-20)	Any development that meets all of the following: <ul style="list-style-type: none"> • Within a serviced area (as identified in Official Plan); • Requires connection to Township’s sanitary collection system; • Development requires approval under the Planning Act or Condominium Act; and, 	Yes	Draft Plan approval, Site Plan Agreement, subdivision agreement or development agreement or similar approvals.	Priority is based on a set of criteria as set out in the Sewage Allocation Policy, which is assessed by Council.	Established in the Sewage Allocation Agreement.	Transfer of capacity may be permitted with written consent of the Township and subject to any Sewage Allocation Agreement.

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Municipality (lower-tier or single-tier)	What types of development does the policy apply to?	Is Council approval required?	What is the timing of allocation?	How does the policy deal with competing applications for allocation?	Is there a provision for allocation expiration?	Is there a provision for allocation tied to land?
	<ul style="list-style-type: none"> If development consists of infill lots and requires more than 12 sanitary sewer allotments of capacity, as determined by the Township. 					

DRAFT

P2021-35
Appendix B



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MEMORANDUM

Re: Draft Best Practices Review – Collingwood Land Use Planning and Policy Study

The purpose of this memo is to provide a best practices review of servicing allocation policies in Official Plans and water and wastewater servicing allocation policy documents that sit outside of Official Plans that will be used to inform the land use study. This memo has been divided into the following sections:

Section 1 includes a brief background that led to the passing of an interim control zoning by-law that triggered the land use study.

Section 2 includes an overview of Official Plan policies and servicing allocation policy documents for a number of lower-tier or single-tier municipalities in Ontario.

Section 3 includes a summary of the common themes between each of the municipal approaches contained in Section 3 of this memo.

On the basis of the above, below is the best practices review for the Collingwood Land Use Study.

1. Background

The Raymond A. Barker Water Treatment Plant ('WTP') was constructed in 1998 to meet an immediate need for enhanced surface water treatment and to support planned development within the Town of Collingwood's ('Town') municipal boundaries. According to Town Staff Report #PW2021-09, dated April 26, 2021, the WTP has performance restrictions due to the age and deterioration of existing membranes as well as limited chlorine contact infrastructure that was not designed to satisfy more stringent disinfection requirements that were imposed by the Ministry of the Environment ('MOE') in the early 2000's. Over the years Town staff has continued to complete targeted maintenance at the



WTP to maintain filtration capacity, but in 2016 a Town Staff Report (#PW2016-23-C) noted concerns related to the maintenance approaches being used to satisfy future water supply requirements until the expansion of the WTP could be completed.

In 2018, the Town undertook a review of disinfection calculations that determined that the Town was approaching the upper limit of the existing WTP's disinfection capabilities. In response, the Town retained GHD Group to evaluate alternative design concepts and identify an interim solution for disinfection constraints until the expansion of the WTP could be completed.

In July of 2019, GHD Group provided a final report to Town staff that identified two potential interim disinfection improvements. However, the capital cost and constructability issues associated with the alternatives were deemed too significant to warrant proceeding. This was based on the expectation that the WTP expansion would be proceeding to design in late 2020 or early 2021. In the meantime, the GHD Group recommended that the Town operate the WTP using the existing treatment process while also increasing the use of chlorine to provide for sufficient disinfection. In addition, the GHD Group also recommended that the expansion timeline for the WTP be accelerated.

According to Town staff report #PW2021-09, dated April 26, 2021, a recent significant increase in development applications and growth in the Town has renewed concerns about the ability of the existing WTP to service the desired level of growth while the planned WTP expansion is underway. It is further noted that the development pressure, along with the operational limitations of the existing disinfection process at the WTP requires a detailed analysis on available water supply capacity and regular review of the allocation of water supply for development. In addition, the Town staff report recommends that the same analysis should be completed on the wastewater treatment capacity available at the Wastewater Treatment Plant ('WWTP').

Town staff completed a comprehensive analysis of allocated drinking water supply that includes supply to Collingwood users, New Tecumseth and Blue Mountains, supply committed to Collingwood development through Building Permits and Conditional Building Permits as well as a 5% factor of safety. In this regard, the analysis determined that the remaining available water supply capacity translates into 1,941 remaining development units (also referred to as Single Dwelling Units or 'SDUs'). This is based on the SDUs using the anticipated water demand associated with each type of development in the summer, or zero additional SDUs remaining in the winter.

On April 26, 2021, Town staff presented a report to Council (#P2021-12) that included the following recommendations:

THAT Report #P2021-12, "Interim Control By-law & Land Use Planning Policy Study" dated April 26, 2021 be received;

AND FURTHER THAT Council direct staff to carry out a Land Use Planning Policy Study including, but not limited to, the consideration of:



- *any required changes to the Town’s land use planning policies and/or regulatory framework resulting from water and wastewater servicing capacity limitations; and*
- *the implications of water and wastewater servicing constraints for growth management, servicing implementation and any other impacted policies within the Official Plan and as related to the Town’s land use planning policies and regulatory framework.*

AND FURTHER THAT the Land Use Planning Policy Study provide recommendations pertaining to the Town’s land use planning policies and regulatory framework including, but not limited to, the Town’s Official Plan and Zoning By-law;

AND FURTHER THAT the Council enact the Interim Control By-law attached as Appendix A to this report, implementing interim control of all development requiring water and or wastewater servicing capacity within the Town of Collingwood pending completion of the Land Use Planning Policy Study;

AND FURTHER THAT the Chief Administrative Officer be authorized to retain qualified consulting services as required including by non-standard procurement as may be deemed necessary in regard to the timely completion of the Land Use Planning Policy Study matters as referenced within this report #P2021-12.

On the basis of the above, on April 26, 2021, Council passed an interim control zoning by-law (‘ICBL’) that remains in force and effect for a period of one year from the date of passage. The ICBL provides the Town with the time required to review and study the Town’s land use planning policies including, but not limited to, its Official Plan and Zoning By-law as a result of a significant and ongoing water and wastewater capacity shortage in the Town. The ICBL prohibits any construction except when such construction, alteration or expansion is for:

- 1) A deck, patio, fence, porch, accessory building or structure, temporary building or structure, or interior or exterior renovation to an existing building; or,
- 2) The repair, re-build or restoration of an existing building or structure, or part thereof, provided that the building or structure continues to be used for the same purpose, and in the same manner, as it was used on the date of passing of the ICBL.

The ICBL does not apply to any buildings or structures for which a Building Permit has been issued prior to the day of passing of the ICBL.

On June 21, 2021, the Town advised Council that it had retained Meridian Planning Consultants (‘MPC’) to complete the Land Use Planning and Policy Study (‘LUPPS’) required by the ICBL. Phase 1 of the Work Plan for the LUUPS includes a background review and analysis, in which a component of this work includes the completion of a best practices review of other municipalities that are dealing with constrained services or that have established a servicing regime to track servicing allocation.



2. Review of Municipal Approaches

The purpose of this section is to identify servicing allocation policies in Official Plans ('OPs') and water and wastewater servicing allocation policy documents that exist outside of OPs. Below is a review of a number of lower-tier and single-tier municipalities that include servicing allocation policies in their Official Plans as well as a description of Council-approved servicing allocation policies and/or by-laws. It is noted that **Appendix A** to this memo includes a summary table of servicing allocation policy documents for each of the municipalities included below.

2.1 Township of Uxbridge

In 2010, the Township of Uxbridge adopted a sewage allocation policy that would assist the Township in determining how to prioritize future developments for servicing allocation. The water pollution control plant that serves the Uxbridge Urban Area was identified as having limited remaining capacity at the time. In this regard, the sewage allocation policy deals with all types of development, however it was noted at the time that the primary constraint was residential uses.

Section 2.2 of the Township OP includes policies that set out the Township's water management and servicing strategy. Section 2.2.7 includes policies that apply to development phasing and Section 2.2.7.4 includes the servicing allocation policy and it reads as follows:

The Township, in conjunction with the Region of Durham, shall develop a policy which shall be used to determine the sequence of development for major new undeveloped areas. The policy shall be used as a basis for the reservation of sewage and water capacity to ensure that where servicing capacity is reserved for a specific development, that the development proceeds in a timely manner or the reserved capacity will be made available for development of other lands. In developing this policy, the Township shall give consideration to the servicing allocation policy of the Region which is that system capacity is finally allocated upon:

- i) execution of a servicing or subdivision agreement; or,*
- ii) execution of a service connection application in the event of a severance, rezoning, site plan approval or for an existing lot of record.*

On the basis of the above, the Township's Servicing Allocation Policy is a separate policy document that has been approved by Council.

The Servicing Allocation Policy has been developed to ensure that servicing capacity is allocated to best meet the objectives of the Township and to implement the Provincial and Regional policies that require the Township to manage development in a manner that efficiently uses land and existing resources, infrastructure and public service facilities. The Servicing Allocation Policy applies to new development in the Uxbridge Urban Area and is conditional on the availability of municipal sewage and water services. Any allocation of servicing requires Council approval and a resolution.



In addition to the above, the Servicing Allocation Policy also includes guidance for competing applications on allocation. Priority is given to development in Phase 1 and within the Built Boundary, as identified in the Township OP. If a development meets the aforementioned criteria, then Council evaluates applications on the achievement on a list of preset criteria and Council makes a determination on the order of which developments receive allocation.

2.2 City of Brantford

Section 6.2.6 of the City of Brantford OP includes policies that apply to municipal servicing. Section 6.2.6.1 includes municipal servicing objectives and it reads as follows:

- a) *Ensure that solid waste handling facilities are operated in a manner which protects the environment and public health now and in the future.*
- b) *Ensure that extension of the municipal piped services facilitates orderly, contiguous growth.*
- c) *Ensure the maximum use of existing servicing systems.*
- d) *Planning for sewage and water services shall direct and accommodate expected growth in a manner that promotes the efficient use of existing municipal sewage services and municipal water services.*
- e) *Municipal sewer and water service systems shall be provided in a sustainable, financially viable, and safe manner.*

In addition to the above, Section 12 of the City of Brantford OP includes policies that apply to servicing and Section 12.1.2 and 12.1.3 states that:

12.1.2 Public servicing standards may be adopted by the City, and all services shall be required to comply with these standards, as amended from time to time.

12.1.3 The provisions of the Municipal Act may be utilized to provide services within developed areas.

On the basis of the above, on July 24, 2018, City of Brantford Council approved the Wastewater Allocation Policy (policy number: Public Works-020) with the purpose of *ensuring that servicing capacity is allocated in a sustainable and logical manner, using clearly defined and transparent processes to best serve the development community, land owners and the municipality.*

The Wastewater Allocation Policy applies to all development requiring approval under the Planning Act, Building Code Act and/or amendments to existing approvals. While the Wastewater Allocation Policy was approved by Council, the General Manager of Public Works has been delegated the approval authority to allocate wastewater.

With respect to competing applications, the Wastewater Allocation Policy indicates that the General Manager of Public Works provides a recommendation to Council based on the consideration of Provincial policies and municipal priorities and Council makes the final determination on which development receives allocation. In addition, there are also provisions for the expiration of allocation,



which is as follows:

- Consent: 1 year from Final Decision
- Minor Variance: only if Committee applies a condition that includes an expiration date.
- Draft Plan Approval: 1 year or until Council approves the application or draft plan approval.
- Site Plan: 1 year from conditional site plan approval. If site plan is registered then allocation is tied to registered site plan agreement.

Since the City of Brantford delegates authority for wastewater allocation to the General Manager of Public Works, the policy includes a required annual Council report. In this regard, Section 4.2 of the Wastewater Allocation Policy reads as follows:

The first annual report to City Council shall include the feasibility of purchasing allocation by means of inflow and infiltration reduction programs.

An annual report to City Council will be completed by the General Manager, Public Works to provide Council an update on any new development within the given calendar year, how current development compares to anticipated projections and how development influenced existing wastewater infrastructure.

The Wastewater Allocation Policy also includes a 'Development of Municipal Importance Reserve Allocation' that is a wastewater allocation retained for use by the City to ensure that public infrastructure (e.g. hospitals, fire halls, social housing, etc.) can be constructed.

2.3 Municipality of Central Elgin

Section 2.8 of the Municipality of Central Elgin OP includes policies that apply to infrastructure. Section 2.8.3 addresses monitoring, allocation and phasing of servicing. In this regard, Section 2.8.3.1 reads as follows:

- a) *Central Elgin will monitor the capacity of its sewage treatment and water supply systems, including the capacity of the delivery network. When servicing capacity does not exist for a proposed development, Central Elgin will refuse applications for development until capacity is available. Draft approved plans of subdivision may only proceed to registration if sufficient servicing capacity continues to exist. Central Elgin will implement a Master Servicing Plan to identify trigger points for initiating procedures to increase capacity of its sewage plants.*
- b) *The following considerations regarding the timing of development in Urban Settlement Areas shall be considered:*
 1. *There is a logical extension of municipal services that avoids, where possible, large undeveloped tracts of land between the existing developed area and the proposed development;*
 2. *A compact form and pattern of development is maintained;*



- 3. *The provision of all municipal services proceeds in a economically viable manner;*
 - 4. *First priority is given to reserving servicing capacity for redevelopment, infilling and intensification.*
- c) *Draft approval of plans of subdivision shall not proceed unless there is sufficient servicing capacity to service the proposed subdivision. Where draft plan approval lapses, Central Elgin may assign the servicing allocation to other developments or areas of Central Elgin, or hold the capacity in reserve.*
- d) *Central Elgin may insert a clause in the conditions of development approval that reflect the policies of this Section.*

On the basis of the above, the Municipality of Central Elgin only addresses servicing and allocation within the OP, however the policies address similar components to servicing allocation policy documents that are found in other municipalities. In this regard, Council is the approval authority of allocation for development. As noted in Section 2.8.3.1 of the Central Elgin OP, first priority is given to reserving servicing capacity for redevelopment, infilling and intensification.

2.4 Town of Newmarket

On June 23, 2014, the Council for the Town of Newmarket adopted the Newmarket Urban Centres Secondary Plan ('Urban Centres SP'), which guides redevelopment and intensification of the Yonge Street and Davis Drive Urban Centres. The Urban Centres SP was modified and approved by the Region of York On March 26, 2015 and came into effect following a number of appeals on October 7, 2016. It is known as OPA #25 to the Town of Newmarket Official Plan ('Newmarket OP'). To support the Urban Centres SP, the Town also updated its Servicing Allocation Policy (initially approved in August 2009, but was last updated in February 2019), which prioritizes development within the Urban Centres.

Section 13 of the Newmarket SP includes a set of servicing policies and Section 13.3.2 i) requires applications for development to obtain servicing allocation in accordance with the Town's Servicing Allocation Policy ('Newmarket SAP') and it reads as follows:

Applications for development within the Urban Centres shall be given priority for the allocation of servicing capacity in accordance with the Town's Servicing Allocation Policy. Where there are multiple applications within the Urban Centres that together exceed the available allocation, an analysis shall be undertaken by the Town to determine which application will be given priority. Priority will be based on an assessment of which application(s) best support the policies of the Official Plan, this Plan, and other Town's Servicing Allocation Policy.

The Servicing Allocation Policy applies to all types of development and allocation requires Council approval. The 4 priority areas outlined in the Servicing Allocation Policy are as follows:



- Priority Area 1: Urban Centres Secondary Plan Area;
- Priority Area 2: Historic Downtown Centre (Schedule A of OP);
- Priority Area 3: Emerging Residential areas (Schedule A of OP); and,
- Priority Area 4: Stable Residential Areas (Schedule A of OP).

Applications within the limits of the Urban Centres Secondary Plan area and based on a highest point system. When applications score the same points total, the Town assess the objectives of the Newmarket OP, Urban Centres Secondary Plan and/or any other Town, Regional or Provincial goals to determine priority of allocation. Below is the metric table and points that could be awarded for each metric.

Metric	Available Points
Applications that participate in the Region’s Sustainable Development through LEED® Incentive Program (LEED). (minimum requirement of 4 storeys).	3
Applications that do not require an amendment to the Urban Centres Secondary Plan.	3
Applications that include a meaningful number of affordable housing units, to the satisfaction of Council, that will contribute to meeting the Urban Centres Secondary Plan’s affordable housing policies ¹ . Respective legal agreement(s) shall be required to be executed detailing occupant eligibility, affordability rates and secured duration periods, among other items.	3
Applications that do not require an amendment to the Urban Centres Zoning By-law. <i>Note: Not applicable until the UC ZBL is in force and effect.</i>	2
Applications that participate in the joint Region and Town Inflow and Infiltration Reduction Program	2
Applications that include a conveyance of lands to the Town to implement the future public street network, as per Schedule 5 of the Urban Centres Secondary Plan.	2
Applications that are located in the Provincial Urban Growth Centre.	1
Applications that are located in the portion of the Newmarket GO Station Mobility Hub Study area that falls within the Urban Centres Secondary Plan area.	1
Total Available Points	17 <i>(15 until the UC ZBL is in force and effect)</i>

In addition to the above, the Servicing Allocation Policy includes direction on the expiration of allocation. In this regard, servicing allocation expires within 1 year of servicing capacity being allocated. However, an application can be made to extend servicing capacity as long as it is made at least 60 days prior to the expiration date.

2.5 City of Vaughan

Section 8 of the City of Vaughan OP includes policies that apply to municipal services, utilities and infrastructure. Section 8.2.1 includes policies that apply to providing efficient and timely municipal services. In this regard, Section 8.2.1.2 reads as follows:



It is the policy of Council:

That water and waste water capacity, assigned by York Region, be allocated by the City in a manner that supports the policies of this Plan and with other Council approved policies with respect to servicing capacity. Intensification areas shall be the priority when allocating servicing capacity.

The policy above clearly indicates that allocation of water and wastewater is to be allocated in a manner that supports the policies of the City of Vaughan OP and any other Council approved policies that address servicing allocation. Below is a brief overview of servicing allocation in the City of Vaughan.

The City of Vaughan approved its first Servicing Capacity Distribution Protocol in November of 2005. The original intent of the Servicing Capacity Distribution Protocol was to consistently prioritize active development applications and place them in a queue to receive allocation by Council resolution. In a Committee of the Whole Report, dated December 10, 2019, it is noted that this original Servicing Capacity Distribution Protocol needed to be updated to:

- Ensure allocated capacity does not sit idle and may be redistributed if necessary;
- Better align with York Region's latest processes and procedures; and,
- Place greater importance on sustainable servicing incentive programs.

On the basis of the above, on December 10, 2019, the Council for the City of Vaughan approved the new Allocation of Servicing Capacity Policy (Policy No. 08.C.01). The new Allocation of Servicing Capacity Policy replaces the City's Servicing Capacity Distribution Protocol that was approved by City Council in November of 2005.

The Allocation of Servicing Capacity Policy establishes the framework for the allocation of water and wastewater capacity through the City's planning application review and approval process. The allocation of water and wastewater servicing capacity is limited to the residential land use component of any active development application. The industrial, commercial and/or institutional land use components of an active development application do not require allocation of servicing capacity.

Servicing allocation for applicable development files requires Council approval. The Allocation of Servicing Capacity Policy prioritizes development based on when an application will be proceeding to final approval. In this regard, Priority 1 applications are those that are anticipated to proceed to final approval within the next 12 months and Priority 2 applications are those that are anticipated to proceed to final approval within 12-36 months. Allocation expires within 12 months, except for a priority 2 application whereby the expiration may be up to 36 months.



2.6 Town of Grand Valley

Section 6.0 of the Town of Grand Valley OP includes policies that apply to municipal services. Section 6.1 addresses full municipal services and the preamble states the following:

It is recognized that the full achievement of the population and employment growth forecasts is dependent on increases to the capacity of the municipal water and wastewater systems and development is not intended to be approved without servicing capacity being available for allocation.

Draft plan approval of subdivision/condominium or lot creation by consent will only be permitted within the Settlement Area if there is sufficient reserve capacity in the municipal water and wastewater systems for the proposed use. Draft Plan approval does not guarantee sewage and water allocation. Allocation will be granted by Town Council prior to final approval.

Final approval of draft plan subdivision/condominium will be subject to the allocation of uncommitted capacity in the municipal water and wastewater systems, secured through agreement with the Town. The Town will not support any request to the Ministry of Municipal Affairs for any draft plan approved subdivision/condominium to proceed to registration without such draft plan approved subdivision having obtained such an allocation. In addition, the Town will use a Holding Symbol applicable to the zoning of the lands within draft approved subdivision/condominium, (unless such subdivision/condominium has already obtained an allocation of servicing from the Town) and the Town will not lift the Holding Symbol applicable to the zoning of the lands within the draft approved plan of subdivision/condominium, until it is satisfied that sufficient municipal water and wastewater capacity has been allocated to the development proposal.

On the basis of the above, on December 13, 2016, the Council for the Town of Grand Valley adopted the Wastewater Treatment Capacity Allocation Policy (Resolution 2016-12-3). The Wastewater Treatment Capacity Allocation Policy is the framework for tracking allocation of capacity to new development within the Town. It applies to any development that meets all of the following criteria:

- The development is proposed to be located in the Settlement Area of the Town, as defined by the Town's Official Plan;
- The development is proposed to be serviced by means of connection to the WWTP;
- The development requires approval(s) under the Planning Act or Condominium Act, other than a minor variance and/or removal of a Holding provision; and,
- The development requires more than 5 Single Detached Equivalents ("SDE") of Capacity, as determined by the Town Engineer in his or her sole discretion.

Council is the approval authority for allocation for new development. Through the Wastewater Treatment Capacity Allocation Policy, Council can approve provisional allocation prior to final approval that requires a development proponent to enter into an Allocation Agreement. For development of residential units other than detached single-family homes, allocation is granted at final approval of a



Plan of Subdivision or in all other cases at the time of building permit issuance. Allocation expiration is 3 years from the date of which Council approves the request for provisional allocation, unless otherwise specified by Council and the Allocation Agreement.

The Wastewater Capacity Allocation Policy assesses competing requests for allocation against a set of criteria. In this regard, Council assesses the requests against the set of criteria and makes a decision on which development application receives allocation.

2.7 Municipality of North Grenville

Section 2.5.4 of the Municipality of North Grenville OP includes a number of Growth Servicing Policies. Section 2.5.4.1 d) includes policies that apply to growth in the Urban Serviced Area, providing direction on allocation for new development in this area and it reads as follows:

Where projected and potential growth within any portion of the Urban Serviced Area is nearing or exceeding the threshold of available sewer or water servicing capacity, the Municipality will adopt measures to manage the allocation of available capacity until such time as the capacity constraints are resolved. Where the constraints are likely to be short term (generally less than three years), such measures may include, but are not limited to deferral of development approvals; the use of conditions to ensure that development, once approved, occurs in a timely manner; the use of holding zone provisions; and development phasing limitations. Where the solution to a capacity constraint is longer-term in nature, the Municipality will establish priorities for the allocation of available capacity and limit development approvals in accordance with these priorities so that planned growth does not exceed the availability of servicing capacity. The following order of priorities for the allocation of servicing capacity is based on the Official Plan objectives related to effective use of infrastructure, intensification and infill, compact urban form and economic development:

- i. Growth in the form of redevelopment, expansion or intensification on serviced lands within the built-up area of the Municipality will take precedence over growth on previously undeveloped lands. Capacity will be allocated on the basis of projected demand plus a reasonable contingency.*
- ii. Employment related growth (Industrial, Commercial, or Institutional) will take precedence over non-employment growth on previously undeveloped lands. Capacity will be allocated on the basis of projected demand.*
- iii. Remaining capacity will be allocated for non-employment related growth on previously undeveloped lands. Within these areas, priority will be given to development that, in the opinion of the Municipality, best advance the public interest.*
- iv. Take-up of allocated capacity will be monitored. If significant portions of the allocated capacity are not used, the Municipality may re-assign that unused capacity in keeping with priorities i), ii), and iii), assuming no major works will be prematurely triggered.*

Applications that do not meet the Municipality's priorities for the allocation of servicing capacity may be refused on the basis of prematurity.



In addition to the above, Section 10.8.1 a) includes policies that apply to sanitary sewer and water systems in the Urban Serviced Area and it reads as follows:

No development will take place within the Urban Serviced area, as identified on Schedule 'B' – Urban Service Area, unless adequate municipal water and sewer services are available. The Municipality shall be satisfied that sufficient uncommitted reserve capacity exists in the sewage and water systems and that such capacity has been allocated to the proposed development. For a draft plan of subdivision, this means allocating the capacity at the time of registration, and at the granting of site plan approval in all other situations. Generally, development will proceed in a logical manner, commencing with Service Area 1 and proceeding to Service Area 2.

However, nothing in the Plan shall prevent development from occurring in Service Area 2 provided the Developer has submitted appropriate studies required by this Plan to the satisfaction of the Municipality and has entered into agreement(s) with the Municipality to extend municipal services at no cost to the Municipality.

The above policy requires that sufficient allocation exists for development in the Urban Serviced Area and establishes when allocation is granted. On the basis of the above, Council adopted By-law 66-20 that established the Water and Wastewater Allocation Policy that provides a framework for managing allocation requests for new development. Below is a brief overview of the Municipality's Water and Wastewater Allocation Policy.

On September 3, 2019, the Council for the Municipality of North Grenville adopted By-law 66-20 that had the effect of establishing the Water and Wastewater Allocation Policy. This policy applies to the following types of development applications in the Municipality's Urban Service Area 1 and 2, as identified in the Municipality of North Grenville OP:

- Building permit;
- Subdivision and Condominium Draft Plan;
- Site Plan;
- Consent;
- Committee of Adjustment Permission Applications; and,
- Lifting of Part Lot Control.

Approval of allocation is a delegated authority to the Director of Public Works and the Director of Planning. A development proponent is required to file a Conditional Capacity Allocation Request Form by the last day of each calendar quarter in order to be considered for the quarterly allocation review. An Allocation Agreement represents confirmation of conditional servicing allocation. Final capacity allocation is granted at the time of Draft Plan approval for Subdivision and Condominium applications, at the time of Site Plan Control Agreement for Site Plan Control applications and at the time of approval for a service connection application for Consent or Committee of Adjustment Permission



requests for infill and intensification projects. Allocation expiration is the same as the lapse of Draft Plan approval for Subdivision and Condominium files.

When there are competing application requests for allocation, the applications are assessed against a set of criteria, as described in the in the Water and Wastewater Allocation Policy. The potential points to be awarded in each category is described in detail within the policy. Below is the matrix of evaluation criteria with the maximum value that can be awarded for each category.

Evaluation Criteria	Maximum Value
Servicing Available – No New Infrastructure	2
ICI Project – New Employment	2
Affordable Housing	2
Intensification or Infill	2
Further Advanced in Approval Process	2
Provision of Extra Public Facilities	2
Prior Investment in Infrastructure	2

2.8 Township of Wellington North

The County of Wellington Official Plan applies County-level policies to the Township of Wellington North as well as local policies for the Township itself. In this regard, Section 3.5 of the County of Wellington Official Plan includes policies that apply to allocating growth. Section 11.2.4 of the County of Wellington OP applies to urban centres within the Counties and subsection e) reads as follows:

All municipalities with municipal water and sewage services will ensure that adequate capacity exists to provide opportunities for both residential and economic development activities.

On the basis of the above, the County of Wellington Official Plan directs local municipalities to ensure that adequate capacity exists to support growth within their serviced urban centres. However, it is noted that the County of Wellington OP does not include policies that reference or require the local municipalities to adopt a servicing allocation policy.

On April 12, 2021, the Council for the Township of Wellington North adopted a new Sewage Allocation By-law (by-law 035-20) that allocates sewage capacity to development that meets all of the following criteria:

- Within a serviced area (as identified in Official Plan);
- Requires connection to Township’s sanitary collection system;
- Development requires approval under the Planning Act or Condominium Act; and,



- If development consists of infill lots and requires more than 12 sanitary sewer allotments of capacity, as determined by the Township.

Council is the approval authority of sewage allocation and allocation is determined at the time of Draft Plan approval, Site Plan agreement, subdivision agreement or development agreement/similar approvals. The Sewage Allocation By-law also establishes a set of criteria that is to be completed by Staff and provided to Council for their consideration. Once allocation is granted, a development proponent is required to enter into a Sewage Allocation Agreement with the Township and this agreement addresses, at a minimum, the following matters:

- a) The number of sewage allocations provisionally allocated to the proposed development;
- b) The period of time for which capacity has been provisionally allocated;
- c) Provisions for the expiry of provisional allocation of capacity;
- d) Provisions for the extension of provisional allocation of capacity;
- e) Any payments or works required by the Township in respect of the provisional allocation of capacity; and,
- f) Any other matters, conditions or limitations that staff, Council or the Town’s professional advisors deem necessary.

2.9 Haldimand County

The County of Haldimand Official Plan has as number of policies that integrate and the provision of services to accommodate that growth. Section 5(B)(1)(3) of the Official Plan reads as follows:

When monitoring residual water and sewage treatment reserves, the County shall have regard to the servicing requirements of residential development, new and/or expanded commercial, institutional and industrial uses as well as capacity for septage and will endeavour to maintain adequate reserves to meet these requirements and undertake expansions to facilities in a timely manner.

The policy above applies to all development in the urban aeras of the County. In addition to the above, Section 4(A)(2)(b) more specifically addresses the availability of servicing as being a determinant for future residential growth. Section 4(A)(2)(b) reads as follows:

...The future shares of household growth are allocated based upon a number of factors being:
b) The availability of water and wastewater servicing; ...

On the basis of the above, the County’s Servicing Allocation Policy is a separate policy document that was approved by Council in 2008. The adoption of the Servicing Allocation Policy was a response to growth pressures and the municipality’s stated purpose to establish a servicing allocation protocol to facilitate development in a prudent and fair manner.

The Servicing Allocation Policy applies to all lands within the urban area of Haldimand County. The



Policy provides a very detailed framework for how allocation is to be handled for various of the Planning Act approvals that result in a servicing allocation request (ZBLA, Draft Plan of Subdivision, Site Plan, Minor Variances and Consents at the Committee of Adjustment) as well as in regard to the issuance of building permits.

The Servicing Allocation Policy also identifies a number of exemptions where servicing allocation is not required before development may proceed. These exemptions include:

- a) *Buildings located in rural settlement areas outside of the urban area in the County;*
- b) *Agricultural buildings;*
- c) *New or expanded accessory buildings;*
- d) *New additions to residential buildings provided that new dwelling units are not created;*
- e) *The expansion of existing established uses on private servicing; and,*
- f) *Any other site specific exemptions granted through council resolution.*

Through the allocation framework established by the Servicing Allocation Policy, authority to allocate servicing capacities is delegated from Council to the Manager of Engineering Services. In delegating this authority, the Servicing Allocation Policy also prescribes a detailed procedure through which allocation of services is requested and assessed. This includes an extensive list of criteria which must be considered in when granting allocation for competing servicing allocation requests. Once servicing capacity is allocated pursuant to the Servicing Allocation Policy, the proponent has a prescribed amount of time in which such capacity must be used – otherwise the allocation granted expires and is rescinded. Generally, these timeframes range from 1 to 3 years depending on the type of Planning Act application.

2.10 Town of Innisfil

Section 9.11 of the Official Plan contains a number of policies setting out the criteria for the phasing of growth within the municipality. In this regard, Section 9.11.2 requires that development may only proceed upon demonstration of sufficient reserve water and sewage system capacity and it reads as follows:

Development within settlement areas shall proceed by plan of subdivision, plan of condominium, rezoning and/or site plan approval only with the demonstration of sufficient reserve sewage system capacity, sufficient reserve water system capacity, the required municipal water supply and distribution facilities, stormwater management facilities and transportation facilities or commitments have been made and approved to make the necessary infrastructure available.

The infrastructure policies of the Official Plan lay out the framework for allocation of servicing. Section 16.7 of the Official Plan provides that water or wastewater treatment plant capacity is only allocated to a development by Council resolution and specifies at what point in the planning process such allocation shall be made. In this regard, Section 16.7 reads as follows:



Water or wastewater treatment plant capacity is allocated to a development only by resolution passed by Town Council at the time of registration of a Plan of Subdivision, issuance of a certificate of consent or the issuance of a building permit for any other development application and at the time of payment of Development Charges.

Section 16.8 of the Official Plan provides additional detail to the allocation of servicing in the case of a Plan of Subdivision. Section 16.8 reads as follows:

If sufficient servicing capacity is not available for all or part of the settlement area at the time of draft plan approval, such deficiencies shall be identified during the draft plan of subdivision review process. Allocation of servicing capacity shall be a condition of draft plan approval. Registration shall proceed for only those plans or portions thereof that have allocation.

On the basis of the above, the Town of Innisfil Lakeshore Water Pollution Control Plant (LWPCP) Allocation Strategy was adopted by Council in November 2019. The existing LWPCP required expansion in order to accommodate the strong growth in the Town of Innisfil. Once the re-rating of the LWPCP received approval from the Ministry of Environment, Conservation and Parks, the Town proceeded to adopt an Allocation Strategy for the increased capacity of the LWPCP.

The objectives of the LWPCP Allocation Strategy are to:

- 1) *Deal equitably and reasonably with the development community;*
- 2) *Be fair and consistent;*
- 3) *Be clear and transparent; and,*
- 4) *Reserve capacity for community or public benefit projects.*

In this regard, projects of community or public benefits are identified as:

- *Developments that include the completion of required key infrastructure;*
- *Developments that have a mix of uses to provide for live-work relationships;*
- *Developments that enhance the vitality of the municipality's main streets;*
- *Developments that support higher order transit;*
- *Developments that represent more sustainable and innovative community and building design;*
- *Developments that meet certain water and/or energy efficiency targets;*
- *Developments that complete communities;*
- *Small-scale infill developments;*
- *Affordable and senior housing developments; and,*
- *Developments by non-profit groups.*

The LWPCP Allocation Strategy contains clear policy direction that wastewater servicing allocation is not inherent in any draft or conditional approvals granted in accordance with the Planning Act. All wastewater servicing allocation can only be obtained through a resolution of Council. Approval of such applications or removal of a Holding By-law cannot occur until such time as servicing allocation has been granted by Council.



Once capacity allocation has been granted, the proponent of the development must use that allocation within 1 to 3 years - depending on the type of planning application - at which time, the Town may rescind the allocation pending demand from other developments and in accordance with the terms of the Financing Agreement. Any unused allocation cannot be transferred to a different parcel of land and must be returned to the Town for reallocation.

2.11 Town of Orangeville

The Town of Orangeville includes a number of policies related to managing limited sewage treatment capacity. In this regard, the OP policies specifically reference the Town's Sewage Treatment Allocation Policy. Section C3.1 of the Official Plan reads as follows:

In 1999 Council adopted a policy for the allocation of the limited remaining sewage treatment capacity of the Water Pollution Control Plant. In 2007, a new Sewage Treatment Allocation Policy (2007) was developed to ensure that the remaining capacity of the Plant is allocated in a sustainable and logical manner. The Policy sets out the annual allocation threshold of sewage treatment capacity, an aggregate total capacity that can be safely allocated to development (after January 1, 2008), and the means by which the servicing demands of development will be calculated.

Section H2.2 states the policy intent of the Official Plan that development within the Town shall generally only occur on full services effectively reinforcing the applicability of the Sewage Treatment Allocation Policy. Section H2.2 reads as follows:

It is the intent of this Plan that new development shall generally be serviced on full Municipal sewer and water services. Final approval of new development will be subject to the availability of uncommitted sewage treatment capacity and uncommitted water supply capacity.

The Town of Orangeville adopted the Sewage Treatment Allocation Policy in 2007 in response to capacity constraints within the Town's existing Water Pollution Control Plant. The constrained capacity posed a risk to future development including residential subdivisions that had already received draft plan approval. As a result, the Sewage Treatment Allocation Policy was adopted to ensure that the Town's remaining servicing capacity be allocated in a sustainable and logical manner.

The Allocation Policy applies to all developments containing five or more residential units and requiring a rezoning or the removal of a Holding symbol. The Allocation Policy does not apply to projects that do not require a rezoning or removal of a Holding symbol as servicing allocations will be deemed to already have been made to such projects. Other exemptions include industrial and institutional projects (regardless of zoning status) while commercial developments will be assessed on a case-by-case basis.

Servicing allocation is only granted by Council with Council considering such requests at approximately the same time each year and only up to the annual allotment as prescribed in the Allocation Policy. The Allocation Policy provides a set of criteria for Council to apply when considering allocation applications. The criteria included in the Allocation Policy include:



- *The stage in the planning engineering approvals process;*
- *Infilling or extension of existing built-up area being preferred over greenfield development (i.e. development on previously undeveloped lands outside of the existing built up area);*
- *Achieving the residential intensification/infilling targets of the Official Plan and/or applicable provincial legislation;*
- *Provision other minor or major collector road or the completion of existing local streets;*
- *Provision of lands for public park, trailway, recreation facility or other key elements of public infrastructure;*
- *Provision of service employment lands;*
- *Contribution towards a diversification or a variety of unit types, tenures, or lot sizes;*
- *Prior investment in public infrastructure improvements;*
- *Implementation of the recommendations and directions of the Economic Development Strategy;*
- *Implementation add the recommendations of the Trails Master Plan and/or Expanding Trail Network;*
- *Neutral for positive financial impact on the Town;*
- *The pre-payment of development charges to fund on going public growth-related initiatives such as towards the work required to expand the WPCP; and,*
- *Any other public benefits as determined by Council.*

The Allocation Policy is clear that servicing allocation is not inherent in any draft or conditional approvals granted in accordance with the Planning Act. Such allocation will however, be required prior to release for final registration of a Plan of Subdivision or removal of a Holding symbol. Once allocation of serving capacity has been granted by Council, the proponent has one year to use such allocation. Council may grant an extension to a sewage treatment allocation agreement at its discretion.

2.12 Township of King

Section 8 of the Township of King has a number of detailed policies that promote the coordination of land use approvals and servicing considerations. Section 8.3.1 of the Official Plan specifically provides that:

It is the policy of Council:

6. *To integrate servicing and land use considerations at all stages of the planning process.*
7. *To ensure coordination with land use approval and local and Regional infrastructure master plans and capital plans, including but not limited to the Water and Wastewater Master Plan.*

Section 8.3.2 of the Official Plan provides more detailed policies that address the requirement for full services, servicing capacity, lot creation, extension of municipal services, and the timing of registration for draft plans of subdivision. The more detailed policy framework of Section 8.3.2 provides as follows:



It is the policy of Council:

1. *That all new development in the Villages shall be on the basis of municipal sewage services and municipal water services.*
2. *To ensure that the approval of development is coordinated with servicing capacity of existing or planned infrastructure.*
3. *To recognize that there are existing neighbourhoods and areas in the Village that are currently provided with private services, and that these existing services are permitted to continue where provided.*
4. *To permit lot creation in the Villages only if there is confirmation of sufficient reserve sewage system capacity and reserve water system capacity within municipal sewage services and municipal water services. The determination of sufficient reserve sewage system capacity shall include treatment capacity for hauled sewage from existing private communal sewage services and individual on-site sewage services, where appropriate.*
5. *That the extension of municipal sewage services and/or water services beyond the boundary of a Village may only be considered to address failed private services and/or public health concerns or to address the circumstances identified in Section 8.3.2.6.*
6. *That the extension of municipal water services and municipal sewer services to service lands abutting the boundary of a Village may be considered in accordance with the following criteria:*
 - a. *The extension of municipal services outside of a Village boundary shall only be permitted in the case of health issues or to service existing uses and the expansion thereof adjacent to the Village;*
 - b. *The services are intended and planned to support the use of lands for institutional uses only;*
 - c. *The cost of such extensions are entirely the responsibility of the institutional uses that will benefit from the services;*
 - d. *The capacity exists for such services and the development does not adversely affect the ability for planned growth and development in the Village to be serviced; and*
 - e. *The development is permitted and is in accordance with all the requirements of this Plan.*
7. *That draft approved plans of subdivision may only proceed to registration if sufficient servicing capacity continues to exist. (...)*

On this basis, the Township of King adopted Municipal Servicing Allocation Policies for each of its three primary settlement areas – King City, Schomberg and Nobleton. It was determined that each settlement area merited its own Servicing Allocation Policy given the distinctions and characteristics of each of the settlement areas. These Allocation Policies responded to the Region of York Water and



Waste Water Servicing Protocol requirement for lower tier municipalities adopt a Local Municipal Servicing Policy. Such policy is intended to ensure that the development approvals process directly matches the delivery of water and wastewater services with approvals and/or occupancy of new development.

For the purposes of this Technical Memo, the settlement area of Nobleton has been taken as the case study. The Nobleton Servicing Allocation Policy was adopted by the Township of King Council in 2007. This Allocation Policy applies to residential greenfield developments, intensification and infilling, industrial and commercial developments. Allocation of such servicing capacity is granted by Council resolution. Council may grant servicing allocation for a period of time for up to 3 years although it is up to Council's discretion as to the precise timeframe to use the allocation before it expires. If the allocation is not used within the prescribed timeframe Council has discretion to rescind the allocation or to grant an extension. A servicing allocation may not be transferred to another parcel of land.

The Servicing Allocation Policy for Nobleton sets out a number of criteria which are to be used by Council in allocating servicing capacity or in the event that there is competition for the capacity available. In this regard, the Township of King uses a point system to rank development applications for servicing capacity. Each application is evaluated and ranked against the identified criteria with each criteria being assessed on a scale of 0 to 3 – with three being the highest point value for each criteria listed. Where there is competition for limited allocation, the development application with the highest score will qualify for first priority for servicing allocation. In the event that competing development applications achieve the same score, the development application achieving the highest score with respect to identified public benefits (criteria 1 to 7) will be given priority. The allocation criteria used for assessment is as follows:

1. *The application has provided or will provide infrastructure which benefits the existing community;*
2. *The application preserves sites/buildings of historical interest;*
3. *The application will improve the township's industrial/commercial assessment;*
4. *The application will remove an existing land use conflict;*
5. *The application protects restores and enhances natural heritage features in keeping with the community plan and provincial policies pertaining to Environmental Protection(achieves ranking of 2). In addition conveyance to the Township or other public authority of natural heritage features such as woodlots, wetlands etc. including other contiguous Open Space/Environmental Constraint Area designated lands will increase the ranking to 3;*
6. *In addition to number one above, the application will provide for public benefits at the developer's sole cost (and without any reimbursement by the Township whatsoever), such as, but not limited to, parks improvements, new park construction, development of public trail systems with access to natural heritage lands, and arterial road streetscape improvements;*
7. *The application contributes to a linked open space trail system;*
8. *The application completes a development area within the community;*
9. *The application promotes and strengthens Nobleton's business area as the focal point of activity and commerce;*



- 10. *The application provides for a wider variety of dwelling types than are generally found in the community;*
- 11. *The application makes specific provision for senior housing;*
- 12. *The application can currently be serviced, with minimal or no municipal investment in infrastructure;*
- 13. *The application represents infilling or intensification within the existing built up area;*
- 14. *Expediting the development will minimize the construction impact on existing residents/future residents;*
- 15. *the application represents an orderly and sequential expansion of the community outward from the existing built-up area;*
- 16. *The applicant has agreed to architectural control and an appropriate method to implement such control; and,*
- 17. *The length of time the application has been in process relative to competing applications.*

The Nobleton Servicing Allocation Policy provides that final approval of a development application will not be given until confirmation of servicing capacity has been provided by the Region of York. Prior to receiving this confirmation, Council may approve a development in principle and set aside but not allocate capacity for the development however, allocation will not be granted until detailed engineering drawings are submitted and approved by the Township.

2.13 Town of Shelburne

The Town of Shelburne has the most extensive set of Official Plan policies addressing servicing allocation of all of the case study municipalities. The Town is currently in the process of addressing capacity constraints for the existing Water Pollution Control Plant. This is being done in part through an extensive set of Official Plan policies and a new, draft Servicing Allocation Policy dated May of this year. Servicing capacity is a cornerstone of the Shelburne Official Plan framework and forms one of the Town’s policy fundamentals as provided for in Section 2(e) of the Official Plan which reads as follows:

The following description of the facts and objectives is included in the Plan to explain the reasoning behind the policy statements proposed by the Plan.

- e) *...The achievement of the 2031 and 2036 population and employment growth targets will be contingent on demonstration of sufficient municipal water supply capacity and municipal wastewater treatment capacity to service the future population growth. Allocation of remaining municipal water supply capacity and municipal wastewater treatment capacity will occur in a logical and sustainable manner, in accordance with the policies of this Plan and a Council-approved Servicing Allocation Policy.*

Consideration of the adequacy of municipal services applies to all development in the Town of Shelburne. The following policy is adapted and repeated in each of the policy sections for the Residential, Commercial, Downtown Mixed Use, Employment, Institutional, and Open Space designations as well as in the Shelburne West Secondary Plan:



- b) *When considering proposals for [] development, Council shall require demonstration of the following:*
- iii) *the adequacy of municipal services to service the development in accordance with this Plan and a Council approved Servicing Allocation Policy, and the integration of sustainable design features, conservation measures and the use of technologies that will optimize the efficient use of municipal servicing systems;*

The Development Policies of Section 7 of the Official Plan reinforce the above policies by requiring that no new development be approved unless servicing capacity is available and allocated by Council. In this regard, Section 7.8(d) provides as follows:

- d) *No new development shall be approved unless uncommitted sewage treatment and water supply capacity is available and allocation of required servicing capacity is granted by Council in accordance with the policies of this Plan and a Council approved Servicing Allocation Policy.*

The Official Plan policies are then further refined to provide a detailed set of development staging policies that establish development priorities Town-wide along with a detailed set of criteria to be considered by Council in assigning servicing allocation to future development. The policies of Section 7.10 read as follows:

The Development Staging policies of this Plan are intended to ensure orderly development aligned with the provision of municipal services and within the Town’s servicing capabilities. Schedule ‘B1’ identifies the Development Staging Plan:

- *Stage 1 areas represent areas of existing land use or approved development that are serviced by existing municipal water and wastewater services, as well as existing privately or partially serviced areas where connection to municipal water and wastewater services is available or is reserved for the future connection of these areas to the municipal systems. The Town will reserve servicing capacity to allow for intensification and redevelopment and to allow for the connection of privately serviced properties to existing municipal services within Stage 1 areas. Allocation of servicing capacity to specific properties and developments within Stage 1 will be based on confirmation of sufficient Stage 1 reserve capacity by the Town Engineer, and will occur at the time of development approval, service connection or building permit, as applicable.*
- *Stage 2 areas represent the primary areas designated for residential intensification and redevelopment, areas of municipally serviced vacant or under-utilized land within the built boundary, and municipally serviced vacant land in designated greenfield areas available for development within the Mixed Use, Commercial, Employment and Institutional land use designations. Servicing capacity for Stage 2 areas will be reserved by the Town to provide for the development of these areas in accordance with the applicable land use designations. Allocation of servicing capacity to specific properties and developments within Stage 2 will be based on confirmation of sufficient Stage 2 reserve capacity by the Town Engineer, and will occur at the time of development approval.*



- *Stage 3 areas represent land to be developed in accordance with the applicable land use designation based on confirmation of available reserve capacity to service all land within the Stage 1 and 2 areas. The servicing of Stage 3 areas relates to planned capital improvements to the municipal water supply and wastewater treatment systems and servicing capacity for these areas may also relate to the implementation of the Town's inflow and infiltration reduction program, conservation and other measures that will optimize the efficient use of existing infrastructure. Allocation of servicing capacity to specific properties and developments within Stage 3 will be based on confirmation of sufficient reserve capacity by the Town Engineer and aligned with the timing of any required capacity improvements, and on the basis of maintaining reserve capacity for Stage 1 and 2, and will occur at the time of development approval.*

The following criteria will be considered by Council for the allocation of servicing capacity to development:

- a) *Development shall be staged in accordance with Schedule 'B1' Development Staging Plan, the policies of this Plan, and a Council approved Servicing Allocation Policy.*
- b) *In accordance with the Provincial Policy Statement and the Growth Plan for the Greater Golden Horseshoe, staging of development and the provision of municipal services will be based on meeting the specified targets for intensification within the existing Built-up Area prior to, or concurrent with, new development in designated greenfield areas.*
- c) *To ensure wastewater treatment services are available to achieve the minimum residential intensification target, sufficient reserve capacity shall be maintained to service development within Stage 1 and 2 areas identified on Schedule 'B1'.*
- d) *For Stage 1 areas shown on Schedule 'B1', the Town will reserve servicing capacity for intensification and redevelopment and for the connection of privately serviced properties to existing municipal services within Stage 1 areas. Allocation of servicing capacity to specific properties and developments within Stage 1 will be based on confirmation of sufficient Stage 1 reserve capacity by the Town Engineer, and will occur at the time of development approval, service connection or building permit, as applicable.*
- e) *For Stage 2 areas shown on Schedule 'B1', the Town will reserve servicing capacity for residential intensification and redevelopment, areas of municipally serviced vacant or under-utilized land within the built boundary, and municipally serviced vacant land in designated greenfield areas within the Mixed Use, Commercial, Employment and Institutional land use designations. Allocation of servicing capacity to specific properties and developments within the Stage 2 areas will be based on confirmation of sufficient reserve capacity by the Town Engineer, and will occur at the time of development approval.*
- f) *For Stage 3 areas shown on Schedule 'B1', the establishment of reserve servicing capacity shall*



be based on availability of servicing capacity within the rated capacities of the municipal water supply and wastewater treatment systems after Stage 1 and 2 reserves and with planned capital improvements to the municipal water supply and wastewater treatment systems, and may also relate to the implementation of the Town's inflow and infiltration reduction program, conservation and other measures that will optimize the efficient use of existing infrastructure. Allocation of servicing capacity to specific properties and developments within Stage 3 will be based on confirmation of sufficient reserve capacity by the Town Engineer and aligned with the timing of any required infrastructure improvements, and on the basis of maintaining reserve capacity for Stage 1 and 2, and will occur at the time of development approval.

- g) Confirmation of wastewater treatment capacity commitments will occur at the time of development approvals in accordance with the policies of this Plan and a Council approved Servicing Allocation Policy. Commitments will be reviewed annually by the Town and may also be re-evaluated upon expiry of development approvals where development does not proceed in a timely manner.*
- h) In evaluating the allocation of servicing capacity to development proposals, preference will be given to developments that:

 - i) Optimize the use of existing municipal infrastructure or represent a logical, cost-efficient extension of existing services;*
 - ii) Include energy and/or water conservation measures, sustainable technologies and design measures;*
 - i) Contribute to meeting the affordable housing targets of this Plan;*
 - iv) Maximize parks and open space provision;*
 - v) Contribute to enhanced urban design; and,*
 - vi) Contribute to achieving a complete community and compact urban form.**

Further to the policies in the Official Plan, the Town of Shelburne is in the process of drafting a new Servicing Allocation Policy. The purpose of the policy is to establish a framework and procedures for the allocation of water and wastewater servicing capacity through the Town's planning application review and approval process, and to build upon and further implement the Development Staging Plan and policies of the Town's Official Plan. To this end, the stated policy intent of the Draft Servicing Allocation Policy is as follows:

Pursuant to the Official Plan, new development in the Town of Shelburne requires connections to municipal water and wastewater services and staging to align with available and planned municipal servicing. This policy is intended to be used to require and evaluate requests and renewals for the allocation of municipal water and wastewater servicing for planned development and other requests for new or increased servicing allocation.

The Draft Servicing Allocation Policy applies to any land that requires new municipal servicing connection(s) and/or will generate new or additional demands on municipal water and/or wastewater services. This includes:



- 1) *Requests for municipal approval of a building permit;*
- 2) *Complete applications for development made under the Planning Act;*
- 3) *Applications and requests to revise or extend draft approved plans and conditional approvals under the Planning Act; and,*
- 4) *Other requests, plans and proposals for which municipal servicing is or will be required.*

Exemptions include issuance of a building permit for the following reasons:

- 1) *A change of use of an existing building or property that has existing municipal water and sanitary sewer connections where the change does not increase the size of the existing services and/or impacts to servicing are considered minor as determined by the Town Engineer;*
- 2) *A building or property where municipal servicing was previously allocated to the property with a related plenty act approval for the development; and,*
- 3) *There is sufficient unallocated reserve servicing capacity available to the property or area as determined by the Town Engineer.*

Allocation of servicing capacity is granted by resolution of Town Council. Where Planning Act approvals are required for development, servicing allocations are made by Council resolution at the time of development approvals and may include conditions to:

- 1) *Ensure the timely use of allocated servicing;*
- 2) *Require the phasing of development, annual limits on the number of residential units, or amount of non-residential gross floor area allocated; and,*
- 3) *Set maximum water usage and or wastewater generation.*

Council will determine servicing reserves and allocations in accordance with the following:

- 1) *The Staging of Development Plan (Schedule B1) and Section 7.10 Servicing and Staging of Development in the Town's Official Plan;*
- 2) *This Servicing Allocation Policy; and,*
- 3) *The most recent annual report on remaining capacity.*

In this regard, Town's Draft Servicing Allocation Policy has been structured to comprehensively integrate with and compliment the servicing policies of the Official Plan.

3. Summary

The purpose of this section of the memo is to provide a high-level summary of the common themes in the municipal approaches that were reviewed in Section 2 above.

For those municipalities that approved policy documents (not as a by-law), the Official Plans contained policy language that enabled the creation of a Servicing Allocation Policy. Development applications are required to conform to Official Plans as well as to the Servicing Allocation Policy document.



For those municipalities that adopted a By-law to establish a Servicing Allocation Policy, such as the Municipality of North Grenville and Township of Wellington North, the Official Plans included policies that broadly address servicing but did not specifically provide for the establishment of an Allocation Servicing Policy document.

The application of the Servicing Allocation Policy varied across municipalities generally depending on one of more of the following factors: geographical (the Servicing Allocation Policy applied in specific geographic areas), temporal (timing of development), type of land use (residential, employment commercial etc.), or based on Planning Act mechanisms (applications requiring certain types of Planning Act applications such as a Zoning By-law Amendment).

Most of the servicing allocation policy documents that were reviewed require Council approval for allocation. However, in three of the examples, approval is a delegated authority to the Director of Public Works/Engineering and/or Director of Planning.

With respect to timing, Planning Act approvals are generally given conditionally with final approval/ registration of the Plan of Subdivision/lifting of the Holding provision only occurring after servicing allocation has been secured.

Both an Official Plan and a Servicing Allocation Policy may include criteria to guide the assessment of development applications, in particular, development applications that are competing for limited servicing allocation. In this regard, criteria has been established in most of the Servicing Allocation Policy documents as well as some Official Plan policies. This criteria is relied upon to assess which development application should be granted priority for servicing allocation. Two of the municipalities rely upon a point system to more formally rank development applications.

Most of the policy documents establish an expiry date for allocation. While the timing of expiry generally appears to be between 1 to 3 years depending on the development application, there does appear to be some variance between the municipalities – especially in regard to the degree of Council discretion. In addition, most of the Servicing Allocation Policy documents include a provision that servicing allocation is not transferable. However, in some cases, the transfer of allocation may be permitted with consent from the municipality and is subject to the contents of a Servicing Agreement.



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MEMORANDUM

To: Town of Collingwood
From: Nick McDonald
Date: October 25, 2021
Re: Official Plan Policy Updates – Servicing Capacity Allocation

It is recommended that the following policies be included in the Town’s Official Plan to address servicing capacity allocation and with these policies being applicable to all designations:

In order align growth management and infrastructure decisions and to ensure that the remaining and future capacity in the Raymond A. Barker Water Treatment Plant and Collingwood Wastewater Treatment Plant is allocated in a sustainable, transparent and logical manner to those projects that provide the greatest benefit to the Town, the Town shall develop a Water and Wastewater Allocation Policy to guide decision-making.

It will be the intent of the Council-approved Water and Wastewater Allocation Policy to add an element of fairness and predictability to the process of capacity estimation and allocation. A further intent will be to clarify for the development community and the public, how a finite resource will be managed to ensure maximum benefit to the community.

The Water and Wastewater Allocation Policy will identify what growth and development in the Town is subject to the Water and Wastewater Allocation Policy and will identify when allocation is to be given and under what conditions. The Water and Wastewater Allocation Policy will also identify when allocation will be withdrawn in circumstances where development has not proceeded.



A series of capacity allocation criteria will be included within the Water and Wastewater Allocation Policy. These criteria shall deal with such matters as:

- Efficient use of land and orderly development;*
- Conservation and sustainable development;*
- Infrastructure and public facilities;*
- Economic development;*
- Attainable housing; and*
- Community impacts/benefits.*

Changes to the Water and Wastewater Allocation Policy can be made by Council at any time and do not require an Amendment to this Plan.

It is recommended that the following policy be included in the Municipal Service Infrastructure Systems Section of the Official Plan:

In order to provide guidance on the allocation of water and wastewater to new developments, Council may rely upon a Council-approved Water and Wastewater Allocation policy for guidance.

It is recommended that the following policy be included in the Implementation Section of the Official Plan regarding the Implementing Zoning By-law:

In order to ensure that growth and development does not exceed the capacity of the Raymond A. Barker Water Treatment Plant and Collingwood Wastewater Treatment Plant, the implementing zoning by-law shall include a provision that prohibits the use of land or the erection or use of buildings or structures unless municipal water and sewer services are available to service the land, buildings or structures in accordance with Section 34(5) of the Planning Act.

With respect to the approval of Draft Plans of Subdivision, it is recommended that the following general policy be included within the Official Plan that deals with the lapsing of Draft Plan Approvals, which aligns with the draft capacity allocation policy:

When Draft Plan Approval is given, the Town shall specify that the Draft Plan Approval shall apply for no less than three years. If a request is made to extend Draft Plan Approval beyond this three-year period, the Town may consider extending Draft Plan Approval for a one-year period if design

Collingwood OP Policies on servicing



capacity exists within both the water and wastewater treatment plants. Further extensions are not permitted.

The Town may wish to add additional criteria related to non-servicing matters if desired.

DRAFT



3120 Rutherford Road, Suite 353
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www.meridian-vaughan.ca

MEMORANDUM

To: Town of Collingwood
From: Nick McDonald
Date: October 25, 2021
Re: Zoning By-law and Municipal Services

Section 4.15 of the Town of Collingwood Zoning By-law 2010-040 deals with municipal services. Section 4.15.1 essentially indicates that main uses, unless provided elsewhere, shall be connected to both a municipal water supply system and a municipal sanitary sewer. Section 4.15.2 then indicates that if such services are proposed for an accessory building or use, such services shall be connected to the services that extend to the main use.

Section 34(1) of the Planning Act indicates that zoning by-laws may be passed by the Councils of local municipalities:

1. *For prohibiting the use of land, 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.*
2. *For prohibiting the erecting, locating or using of 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 upon land abutting on any defined highway or part of a highway.*

Section 34(5) of the Planning Act then indicates the following:



A by-law passed under paragraph 1 or 2 of subsection (1) or a predecessor of that paragraph may prohibit the use of land or the erection or use of buildings or structures unless such municipal services as may be set out in the by-law are available to service the land, buildings or structures, as the case may be.

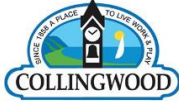
It is recommended that By-law 2010-040 be amended as per Section 34(5) of the Planning Act by adding a new Section 4.15.3 as set out below:

4.15.3 Notwithstanding any other provision in this By-law, the use of any land building or structure or the erection or use of buildings or structures is not permitted unless municipal water and wastewater services are available to service the use, building or structure.

If this provision is added to the zoning by-law, it will apply throughout the Town. However, the following sections currently permit private services and the lands subject to these provisions will need to be exempted from this new provision:

- Section 6.2.2.1
- Section 7.4.1.14; and
- Section 9.4.1.2

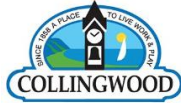
Further discussion on how the lands subject to the above sections are to be exempted will be required.



Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021

TOWN OF COLLINGWOOD WATER AND WASTEWATER CAPACITY ALLOCATION POLICY

Note: This is a first draft for discussion purposes - changes may be made to some of the policies in the document as the process unfolds



**Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021**

A1 INTRODUCTION

The Town of Collingwood is responsible for the provision of water supply and wastewater collection services. Collingwood is designated as a primary settlement area and growth is forecasted to remain strong in the coming decades for both residential and employment-related uses. Appropriately planning for growth requires an alignment between land use planning and infrastructure decisions to ensure that hard services are available to support construction.

This water and wastewater allocation policy has been developed to ensure that the remaining and future uncommitted reserve capacity in the Raymond A. Barker Water Treatment Plant and Collingwood Wastewater Treatment Plant is planned for and allocated in a sustainable, transparent and orderly manner to those projects that provide the greatest benefit to the Town and that are most likely to proceed in the immediate future.

The policy is also intended to add an element of fairness and predictability to the process of capacity estimation and allocation. It clarifies for the development community and the public, how a finite resource will be managed to ensure maximum benefit to the community.

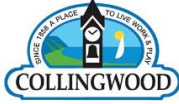
**A2 MEASURING WATER AND WASTEWATER CAPACITY
ALLOCATION**

The Town of Collingwood Environmental Services Division has identified the following water and wastewater servicing demand requirements based on dwelling type:

Dwelling Type	Maximum Demand (M ³ /Unit/day)	SDU* Equivalent
Single detached	1.334	1.00
Semi-detached	1.242	0.93
Townhouse/rowhouse	1.104	0.83
Apartment	0.874	0.66
Industrial/Commercial/Institutional	Varies depending on use	Varies depending on use

* SDU = single dwelling unit

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**Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021**

**A3 DEVELOPMENT SUBJECT TO THE CAPACITY
ALLOCATION POLICY**

The water and wastewater allocation policy applies to the following growth and development in the Town:

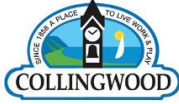
- a) Any development where an extension of linear water and/or wastewater services is required;
- b) The development of four (4) or more dwelling units on a single property;
- c) The creation of any number of new lots or units through the Plan of Subdivision, Vacant Land Condominium Description or consent to sever or part lot control processes;
- d) Any development (residential, industrial, commercial and institutional) requiring an Official Plan and/or zoning by-law amendment, if the effect of the amendment would result in an increase in water usage and/or sewage flows beyond the water usage and/or sewage flows that exist on the date of application;
- e) Any development (residential, industrial, commercial and institutional) requiring site plan approval, unless the proposed development is exempted in accordance with Sections A4 b), d), e), f) or g); and,
- f) Any other development that results in an increase of four (4) or more SDU equivalents.

**A4 DEVELOPMENT NOT SUBJECT TO THE CAPACITY
ALLOCATION POLICY**

The water and wastewater allocation policy does not apply to the following:

- a) The addition of up to two additional residential units on a lot that is the site of a single detached, semi-detached or rowhouse dwelling unit, provided the additional residential unit complies with all applicable zoning requirements;
- b) The development of fewer than four (4) new dwelling units on an existing vacant lot, provided the extension of public roads and other infrastructure to the property is not

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**Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021**

required (for the purposes of this provision, dwelling units in this sub-section b) are distinct from additional residential units in subsection a));

- c) Lot additions that do not result in the creation of a new developable lot and the creation of rights-of-ways or easements pursuant to Section 53 of the Planning Act;
- d) A change of use on any property (commercial, industrial, institutional or residential) that would not result in an increase in water usage and/or sewage flows;
- e) The construction of a deck, patio, fence, porch, accessory building or structure, temporary building or structure, or interior or exterior renovation to an existing building;
- f) The repair, re-build or restoration of an existing building or structure, or part thereof, provided that the repair, re-build or restoration building or structure would not result in an increase in water usage and/or sewage flows; and
- g) Any other development that results in an increase of fewer than four (4) or more SDU equivalents.

Notwithstanding the above, and in recognition of the limited water capacity available prior to 2025, exemptions b) and g) will not apply until after plant expansion is complete. Any development application with greater than 0 SDUs associated with it that does not satisfy the exemption criteria in Section A.4 will be subject to this water and wastewater allocation policy.

**A5 TIMING AND EXPIRY OF WATER AND WASTEWATER
CAPACITY ALLOCATION**

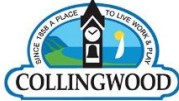
A5.1 APPLICABILITY OF THIS SECTION

This section applies to decisions on applications for Draft Plan Approval, Provisional Consent, Site Plan Approval and applications to amend the Official Plan and/or Zoning By-law that are made after this water and wastewater allocation policy comes into effect.

**A5.2 PLANS OF SUBDIVISION AND VACANT LAND
CONDOMINIUMS**

- a) If uncommitted reserve capacity exists within both the water treatment and

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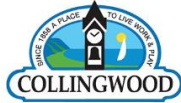


**Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021**

wastewater treatment plants, water and wastewater allocation can be given by Council or its designate at the time of Draft Plan Approval. Where uncommitted reserve capacity is limited or where there are competing proposals, the evaluation process in Section A8 of this Policy will apply.

- b) If allocation is given in accordance with sub-section a), all or part of the Draft Plan must be registered within twenty-four (24) months of the date Draft Plan Approval was given, and if this does not occur, the allocation shall be withdrawn.
- c) Additional time beyond the twenty-four (24) months up to thirty-six (36) months may be considered by Council or its designate provided the owner demonstrates that they have taken the appropriate steps to register all or part of the Draft Plan. Such steps may include the finalization and acceptance of servicing and stormwater plans and drawings and/or the clearing of the majority of conditions of Draft Plan Approval.
- d) In the case of an application for extension of draft approval, an additional twelve (12) months may be considered by Council or its designate provided the owner demonstrates that they have taken the appropriate steps to register all or part of the Draft Plan. Such steps may include the finalization and acceptance of servicing and stormwater plans and drawings and/or the clearing of the majority of conditions of Draft Plan Approval.
- e) If an owner proceeds to registration in accordance with sub-sections b) or c), the Subdivision Agreement entered into between the owner and the Town shall specify that building permits for seventy-five percent (75%) of the lots or units have to be issued within three (3) years of the execution and registration of a subdivision agreement, or the allocation will be withdrawn.
- f) If the Plan of Subdivision or Vacant Land Plan of Condominium constitutes more than 100 SDU equivalent in required capacity, it shall proceed in phases and each phase shall not generally constitute more than 100 SDU equivalent, except where a single building includes greater than 100 SDUs. The registration of and/or lifting of any Holding Symbol on any additional phase cannot occur unless building permits for no less than seventy-five percent (75%) of the lots or units in the previous phase have been issued. The Holding Symbol shall be used to facilitate phasing of Vacant Land Plans of Condominium until such time as phased registration is permitted by legislation.

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**Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021**

- g) As a condition of Draft Plan Approval, the Town's zoning by-law shall be amended to ensure that a Holding provision is applied to all lands subject to the Draft Plan Approval, with the Holding provision only lifted by Council when building permits are required for development that has been given an allocation.
- h) As a condition of Draft Plan Approval, the owner shall agree in the Subdivision Agreement to deposit securities equal to the water and wastewater component of the Town's Development Charge, with those securities returned (or converted to cash) at the time of building permit, or if the owner has not performed in accordance with sub-section d).

A5.3 SITE PLAN APPROVAL

- a) This section only applies if the development requiring water and wastewater allocation is not exempt from the water and wastewater allocation policy in accordance with Section A4 and where capacity has not already been allocated through the mechanisms included in Section A5.2 of this Policy.
- b) If uncommitted reserve capacity exists within both the water treatment and wastewater treatment plants, water and wastewater allocation can be given by Council or its designate at the time of the execution and registration of a Site Plan Agreement. Where uncommitted reserve capacity is limited or where there are competing proposals, the evaluation process in Section A8 of this Policy will apply.
- c) If allocation is given in accordance with sub-section a), the proposed development shall be commenced in accordance with the Site Plan Agreement within twenty-four (24) months of the date of the execution and registration of a Site Plan Agreement, and if this does not occur, the allocation shall be withdrawn. For the purposes of this Section, commenced means the issuance of a building permit for the proposed development.
- d) Additional time beyond the twenty-four (24) months may be considered by Council or its designate provided the owner demonstrates that they have taken the appropriate steps to commence development on the lands. Such steps include the finalization and acceptance of building, servicing and stormwater plans and drawings.
- e) At or prior to Site Plan Approval, the Town's zoning by-law shall be amended to ensure that a Holding provision is applied to the lands, with the Holding provision only lifted

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**Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021**

by Council when building permits are issued for development that has been given an allocation.

- f) The owner shall agree in the Site Plan Agreement to deposit securities equal to the water and wastewater component of the Town's Development Charge, with those securities returned (or applied to Development Charges payable) at the time of building permit, or if the owner has not performed in accordance with sub-section c).
- g) Where site plan approval facilitates the development of a phased condominium, each phase shall not generally constitute more than 100 SDU equivalent in required capacity, except where a single building includes greater than 100 SDUs.

A5.4 CONSENT TO SEVER

- a) If uncommitted reserve capacity exists within both the water treatment and wastewater treatment plants, water and wastewater allocation can be given by Council or its designate at the time of granting provisional consent. Where uncommitted reserve capacity is limited or where there are competing proposals, the evaluation process in Section A8 will apply.
- b) If allocation is given in accordance with sub-section a), all conditions are required to be satisfied within one year of the date provisional consent was given (or two years once changes to Section 53(41) of the Planning Act come into effect). If the conditions are not fulfilled, the application is deemed to be refused in accordance with the Planning Act, and the allocation shall be withdrawn.
- c) As a condition of provisional consent, the owner will be required to enter into a consent agreement that specifies that the allocation is available for up to three (3) years after the Certificate of Consent has been given in accordance with Section 53(42) of the Planning Act. For greater clarity, building permits are required to be issued for each of the new lots within three (3) years after the Certificate of Consent has been given.
- d) As a condition of provisional consent, the Town's zoning by-law shall be amended to ensure that a Holding provision is applied to the lands, with the Holding provision only lifted by Council when building permits are required for development that has been given an allocation.

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Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021

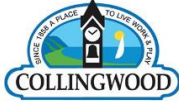
A5.5 DEVELOPMENT REQUIRING AN OFFICIAL PLAN AMENDMENT AND/OR ZONING BY-LAW AMENDMENT

- a) This section only applies if Sections A5.2, A5.3 and A5.4 do not apply and the development requiring water and wastewater allocation is not exempt from the water and wastewater allocation policy in accordance with Section A3 d).
- b) In cases such as these, an agreement shall be entered into between the Owner and the Town that indicates that allocation for the proposed development is available for up to three (3) years following approval, and within such time, a building permit for the proposed development must be issued.
- c) The agreement specified in sub-section b) can be amended if both the owner and Town agree.
- d) The Town's zoning by-law shall be amended to ensure that a Holding provision is applied to the lands, with the Holding provision is only lifted by Council when building permits are issued for development that has been given an allocation through a development agreement.

A6 EXISTING APPROVALS

- a) If lands have been Draft Plan Approved before this water and wastewater allocation policy comes into effect, the Town shall review the status of each Draft Plan and make a determination on whether the Draft Plan Approval should be withdrawn or the conditions of Draft Plan Approval changed in accordance with Section 51(44) of the Planning Act, such that the conditions of approval are aligned with this water and wastewater allocation policy. Factors to consider in making this determination include the number of lots or units proposed, the location of the lands in relation to existing servicing, the extent to which conditions have been cleared and ultimately, whether design capacity exists in the water and wastewater treatment plants to service the proposed development.
- b) If conditions of Draft Plan Approval are changed as per sub-section a) and where capacity is limited or where there are competing proposals, the evaluation process in Section A8 will apply.
- c) If a Provisional Consent was granted before this water and wastewater allocation

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**Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021**

policy comes into effect, the Town shall review the status of each Provisional Consent make a determination on whether the conditions of Provisional Consent should be changed in accordance with Section 53(23) of the Planning Act, such that the conditions of approval are aligned with this water and wastewater allocation policy. Factors to consider in making this determination include the location of the lands in relation to existing servicing, the extent to which conditions have been cleared and ultimately, whether design capacity exists in the water and wastewater treatment plants to service the proposed development.

- d) If conditions of Provisional Consent are changed as per sub-section c) and where capacity is limited or where there are competing proposals, the evaluation process in Section A8 will apply.
- e) If Site Plan Approval was granted before this Water and Wastewater Allocation policy comes into effect, the Town shall review the status of each Site Plan Approval and make a determination on whether capacity exists for the proposed use and where capacity is limited or where there are competing proposals, the evaluation process in Section A8 will apply.

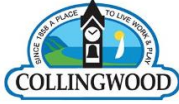
A7 WHERE A PLANNING ACT APPLICATION IS NOT REQUIRED

There are over 500 small vacant lots within the Town that are zoned for residential development and where a Planning Act application would not be required to pursue a building permit for single, semi or duplex units. As this collectively represents a significant amount of capacity, the development of these lots is not exempted from this Policy until the expansion of the water treatment plant is completed. In accordance with Section 34(5) of the Planning Act, the Town’s Comprehensive Zoning By-law 2010-040 is being updated to prohibit the use or construction of buildings unless municipal water and wastewater services are available. Once the update is in effect, as part of the zoning compliance review for building permit applications for these proposals, Council’s designate will apply the capacity allocation criteria in Section A8 to determine if water and wastewater capacity would be deemed as available.

A8 CAPACITY ALLOCATION CRITERIA

All applications for development that are subject to the water and wastewater allocation

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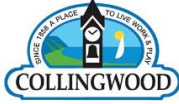


**Town of Collingwood Water and Wastewater
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policy must conform to the policies of the Official Plan, including any amendments to the Plan, and address Town and agency comments in a manner satisfactory to the Town. Where there are competing applications for the allocation of uncommitted reserve capacity or where capacity is limited, decisions on allocation will be made based a proposed development achieving at least 75% of the available points as per the table below:

Draft

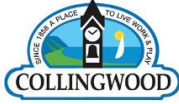
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**Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021**

Category	Criteria	Measure	Res.	Non-res.
Efficient Use of Land and Orderly Development	Lands are within built boundary	yes or no	0 or 5	0 or 5
	Development includes a mix of land uses, especially those that provide for live-work arrangements	yes or no	0 or 2.5	n/a
	Development represents an orderly and sequential expansion of the community outward from the existing built-up area	yes or no	0 or 5	0 or 5
	Development represents transit supportive development based on density and proximity to transit routes	yes or no	0 or 2.5	0 or 2.5
	Facilitates the development of a brownfield site	yes or no	0 or 5	0 or 7.5
	Total Points Available		20	20
	Total Points Attained			
Conservation and Sustainable Development	Development incorporates low impact / sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects	Degree of compliance	0 to 5	0 to 5
	Development which will achieve LEED, Energy Star or other similar certification or equivalent, as determined by the Town	yes or no	0 or 5	0 or 5
	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	yes or no	0 or 5	0 or 5
	Development facilitates the transfer of natural heritage lands into public ownership or land trust	yes or no	0 or 5	0 or 5
	Total Points Available		20	20
	Total Points Attained			

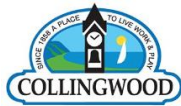
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Town of Collingwood Water and Wastewater
Capacity Allocation Policy - October 2021

Category	Criteria	Measure	Res.	Non-res.
Infrastructure and Public Facilities	Development includes the completion of required key infrastructure, such as road connections between development areas and/or water and sewage infrastructure	Degree of compliance	0 to 5	0 to 5
	Developments that enable the provision of public facilities beyond those facilities which are required to be provided by the developer by legislation (and without any reimbursement by the Town whatsoever), including, but not limited to, park improvements, new park construction, development of public trail systems with access to natural heritage lands, and arterial road streetscape improvement or other key elements of public infrastructure	Degree of compliance	0 to 5	0 to 5
	Total Points Available		10	10
	Total Points Attained			
Economic Development	Developments that add a significant number of new jobs to the local economy	2 points for up to 10 jobs created and then 2 point for each 10 additional jobs up to 10	n/a	2 to 10
	Development enhances the Downtown of a main street as a focal point of activity and commerce	Degree of compliance	0 to 10	n/a
	Total Points Available		10	10
	Total Points Attained			

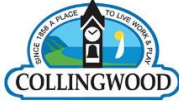
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Town of Collingwood Water and Wastewater Capacity Allocation Policy - October 2021

Category	Criteria	Measure	Res.	Non-res.
Attainable Housing	Developments that include affordable housing units	0.5 points for each 5% of units up to 2.5 points	0 to 2.5	n/a
	Developments that propose innovative housing solutions that contribute to attainability	Degree of compliance	0 to 5	n/a
	Developments that include rental housing units	0.5 points for each 5% of units up to 2.5 points	0 to 2.5	n/a
	Developments that include seniors, community or special needs housing	yes or no	0 or 5	n/a
	Developments that include a mix of housing types with one housing type comprising no less than 10% of total units	yes or no	0 or 5	n/a
	Total Points Available		20	0
	Total Points Attained			
Community Impacts/Benefits	The application preserves sites/buildings of historical interest	yes or no	0 or 2.5	0 or 2.5
	Development will facilitate the removal or improvement of a land use conflict	Degree of compliance	0 to 2.5	0 to 2.5
	Total Points Available		5.0	5.0
	Total Points Attained			
Timing of Development	The extent to which the development is 'shovel ready'	Degree of compliance	0 to 15	0 to 15
	Total Points Available		15	15
	Total Points Attained			
		Maximum available points	100	80
		Minimum Points Required to Proceed	75	60

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Town of Collingwood Water and Wastewater Capacity Allocation Policy - October 2021

Each application will be evaluated by Council based on the point scores achieved and the decision made by Council in its sole and absolute discretion.

A9 CAPACITY ALLOCATION RESERVE

Nothing in this Policy precludes the Town from reserving uncommitted reserve capacity for government-led projects deemed to be in the interests of the public including, but not limited to, facilities affecting public health and safety, educational facilities, and provision of affordable community housing. Further, uncommitted reserve capacity shall be established for the treatment for hauled sewage, if applicable.

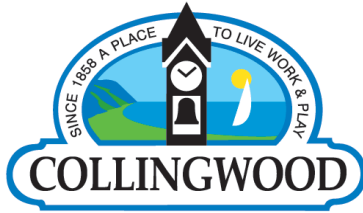
A10 MONITORING, TRACKING AND REPORTING

Town staff shall establish development tracking tables to monitor the allocations that have been given and prepare an update report to Council every six (6) months.

A11 IMPLEMENTATION

- a) In order to protect the Town's interest, at no time will the total allocated capacity exceed the uncommitted reserve capacity of the water and/or wastewater plants.
- b) The Town will include a provision in the Town's zoning by-law that prohibits the use of land or the erection or use of buildings or structures unless municipal water and sewer services are available to service the land, buildings or structures in accordance with Section 34(5) of the Planning Act. This zoning by-law provision will allow the Chief Building Official to consider whether services are available when considering an application for a building permit.
- c) Areas of the Town where servicing is not imminent or feasible may be subject to a Holding provision pursuant to Section 36 of the Planning Act, with the Holding provision only being lifted by Council when services are available.
- d) Where upfront financing is required to extend water and/or wastewater linear infrastructure to facilitate development on more than one parcel of land, a front ending agreement approach under the Development Charges Act shall be used, including the identification of the benefiting area.

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STAFF REPORT P2021-28
Standing Committee 10/12/2021
Council 11/15/2021
Amendments: yes

Submitted to: Development and Operations Standing Committee | Council
Submitted by: Summer Valentine, Director of Planning, Building, & Economic Development
Prepared by: Justin Teakle, Community Planner (Heritage)
Subject: Heritage Permit Application: 12 Fourth Street W
Recommendation for Partial Refusal

PURPOSE

The purpose of this report is to provide Council with background an analysis on a Heritage Committee recommendation to partially refuse a Heritage Permit applied for 12 Fourth Street W.

RECOMMENDATION

THAT Council deem the Heritage Permit application complete and direct staff to issue a Notice of Receipt to the applicant.

AND FURTHER THAT Council support the Heritage Committee recommendation HER-057-2021 as follows:

THAT the Collingwood Heritage Committee recommend the Heritage Permit be partially approved to permit:

- The removal of the chimney noting that it has already been removed;
- Painting the window frames, soffit, and fascia black.

AND FURTHER THAT the Heritage Permit for the following be refused:

- Painting masonry including the foundation, stonework, window sills, and brickwork;
- Replacement of the front door;
- Removal of the front entrance eyebrow roof noting that it has already been removed.

AND FURTHER THAT Council direct staff to issue notice of refusal and issuance of a Heritage Permit in accordance with recommendation HER-057-2021 within 90 days of serving the applicant with a Notice of Receipt.

Development & Operations Standing Committee Amendment:

(NOT RECOMMENDED – Based on legal advice pertaining to enforcement limitations): AND FURTHER THAT the applicant be provided with a period of two years to perform the required work.

Staff Recommendation for an alternative approach:

AND FURTHER THAT Council direct staff to proceed with their discretion regarding enforcement on this matter to provide appropriate flexibility/timeline for remediation, subject to appropriate legal advice.

AMENDMENTS

Additional analysis has been added to the report regarding:

- Revised enforcement information following legal advice;
- Tracking and collecting costs for Town-initiated restoration;
- Incentives available to assist with restoration; and
- Communications to help flag heritage properties and responsibilities.

This report only provides a recommendation related to the Heritage Permit application which is a separate decision from any enforcement action related to works done without permits. The staff recommendation has been revised following Development and Operations Standing Committee for Council to request discretion be provided for enforcement of the remediation based on legal advice. Staff will take into consideration Council’s support for a lengthened time to permit the remediation and appropriate enforcement to ensure it occurs, which may include a legally binding agreement with the property owner to undertake the work. Staff will ensure that the Town retains the ability to remediate at the expense of the property if necessary.

1. BACKGROUND

12 Fourth Street W is a significant building within the Downtown Collingwood Heritage Conservation District designated under Part V of the *Ontario Heritage Act*. Designations are registered on title. The property is located on the south side of Fourth Street W about midblock between Pine Street and Hurontario Street.



The inventory done of the District in mid-2002 describes the property as an Arts and Crafts derived, brown, rug-brick bungalow with recessed pointing with modest canopy at the front door, broad, stone-and-timber bay window and tall intact chimney c. 1930. It further notes the house is attractive, in good repair, and of a type that is rare within the District. Potential improvements noted include repointing the chimney and removal of the storm door to allow the original front door be more visible.

Figure 1 Subject property as it was when purchased by current owner (Owner supplied photo)



Figure 2 subject property in fall 2020 (Heritage Committee Photo Inventory)

Alterations to the exterior of properties in the Heritage District require issuance of a Heritage Permit prior to undertaking the works.

On July 22, 2021 Town staff received a complaint about exterior masonry being painted at 12 Fourth Street W without a Heritage Permit. By-law Enforcement attended the site and confirmed that exterior masonry had begun being painted primarily on the east side of the dwelling and provided the Owner with Planning Staff contact information. Planning Staff spoke with the owner on July 23, 2021 and confirmed that a Heritage Permit is required to be obtained before starting work including for the painting that was underway. Planning Staff also noted two other alterations that the owner confirmed they had also undertaken without a Heritage Permit, specifically:



Figure 3 Subject property on July 23, 2021. East facade painted, chimney and entrance roof removed. Majority of front and west facades remain unpainted (By-law Enforcement Photos)

- Removal of the chimney; and
- Removal of the front entrance eyebrow roof/canopy.

Planning staff asked the owner to submit a Heritage Permit for the painting and other works and followed up with an email on July 23rd with how to apply and the deadline to apply to be considered at the special Heritage Committee Meeting on August 9th (meeting was called to deal with other matters deferred from July).

On August 3rd Planning staff requested By-law Enforcement staff re-attend the site to check whether works continued after July 23rd. By-law attended the site the same day and photographs taken confirmed that the remainder of the masonry had been painted without a Heritage Permit having been issued.

A Heritage Permit application was received on August 5, 2021.

At Heritage Committee on August 9, 2021, the staff recommendation was consistent with the Heritage Committee recommendation, with the exception that staff recommended approval for the removal of the eyebrow entrance roof. The owner attended Heritage Committee on August 9th and advised that he was not aware that painting had to cease after being contacted by both Planning and By-law staff. He advised that he felt the work completed was appropriate for the Heritage District. The owner stated that he was aware that the home he purchased was within the Heritage District, but not that it was significant. The owner also submitted a letter, which is appended to this report.

Staff are not aware of a Heritage Permit having been refused by the Town in the recent past as typically such issues are resolved through staff and Heritage Committee discussions before works are undertaken. This is a unique situation where all of the works applied for (with the exception of the front door replacement) have been undertaken without Heritage Permit approval.



Figure 4 Subject property on August 3, 2021. All masonry and windows painted. (By-law Enforcement Photos)

2. INPUT FROM OTHER SOURCES

Heritage Committee reviewed the Heritage Permit at their August 9, 2021 meeting.

This report was reviewed by Department Heads on October 5, 2021 and it was recommended to proceed to Development and Operations Services Standing Committee and Council for consideration.

3. APPLICABLE POLICY OR LEGISLATION

Ontario Heritage Act

Section 42(1), states:

42 (1) No owner of property situated in a heritage conservation district that has been designated by a municipality under this Part shall do any of the following, unless the owner obtains a permit from the municipality to do so:

1. Alter, or permit the alteration of, any part of the property, other than the interior of any structure or building on the property.

(2.1) The owner of property situated in a designated heritage conservation district may apply to the municipality for a permit to alter any part of the property other than the interior of a building or structure on the property or to erect, demolish or remove a building or structure on the property. 2005, c. 6, s. 32 (1).

(2.2) An application under this section shall include such information as the council of the municipality may require. 2005, c. 6, s. 32 (1).

(3) The council, upon receipt of an application under this section together with such information as it may require under subsection (2), shall cause a notice of receipt to be served on the applicant. 2002, c. 18, Sched. F, s. 2 (26); 2005, c. 6, s. 32 (2).

(4) Within 90 days after the notice of receipt is served on the applicant under subsection (3) or within such longer period as is agreed upon by the applicant and the council, the council may give the applicant,

- (a) the permit applied for;
- (b) notice that the council is refusing the application for the permit; or
- (c) the permit applied for, with terms and conditions attached. 2005, c. 6, s. 32 (3).

Downtown Collingwood Heritage Conservation District Plan

The District's description of heritage attributes includes, among others:

The variety of residential buildings of various dates, ranging from a modest, frame cottage style, to grand, architect-designed dwellings in stone. (Page 16)

Most historic masonry in Collingwood was unpainted and performs best in this condition as the brick and mortar are able to exhaust moisture from the heated interior, as well as seasonal moisture and salts. (Page 47)

Preserve masonry elements that contribute to the heritage character of the building. (Page 48)

4. ANALYSIS

Assessment of the works done and proposed

Removal of the chimney and eyebrow roof over the front entrance unquestionably eliminated elements that contribute to the property's heritage character and to the District's heritage attributes. Staff would not have supported their removal should a permit have been applied for prior to their removal. Notwithstanding the foregoing, the removal of the chimney and eyebrow entrance canopy does not harm the long term integrity of the rest of the building and could be reversed in the future. Heritage Committee has recommended refusal for the removal of the eyebrow entrance canopy and approval of the removal of the chimney.

There is two areas of painting that have occurred and that the District Plan views differently.

- 1) Soffit and fascia and window frames have been painted black.

This is supportable work and is part of the permit that is recommended for approval. Black is within the Town approved heritage colour palette.

- 2) The masonry including the foundation, brickwork, and stone work have all been painted white and the stone window sills black. White is also within the Town approved heritage colour palette.

Painting of masonry can cause potential harm to the integrity of the building as it is known to trap moisture and limit the ability of the brickwork to “breathe”. This can result in spalling (cracking as a result of freeze/thaw cycles). Accordingly, the District Plan notes that brickwork performs best in an unpainted condition. Planning staff are of the opinion that of all the alterations that have occurred without a permit, the painting of the masonry most fundamentally alters the character of the dwelling in a manner that is inconsistent with the property and the heritage attributes of the District.

With regard to the front door, it has been documented as the original wood front door. Respect for historic material is one the guiding principles of heritage conservation in Ontario. Repair is to be prioritized before replacement. Given the dwelling has an original wood front door repair to restore the door is best practice and the appropriate approach. Therefore replacement of the front door is recommended for refusal. Since this permit came forward, the owner has applied for another Heritage Permit to restore the original front door, which has been issued. Refusal of this portion of the permit is still recommended for clarity, but no further discussion regarding the door is anticipated.

Process following Council’s decision

Once a Notice of Receipt for the permit has been served to the owner, Council has 90 days to make a decision or else Council is deemed to have consented to the application. Staff are requesting that Council deem the permit application complete and direct staff to issue a Notice of Receipt as part of the recommendation of this report.

The owner may appeal a refused permit or a permit with conditions to the Ontario Land Tribunal within 30 days of receiving the notice of refusal of the permit. The Tribunal may dismiss the appeal or direct that the permit be issued without terms and conditions or with such terms and conditions as the Tribunal may direct.

Should Council approve the Heritage Committee’s recommendation, the property owner may appeal the Heritage Permit, or (pending no appeal or upholding of the permit) apply to restore the masonry and eyebrow entrance roof.

Removal of the paint and/or restoration of the original entrance roof would be eligible for a Heritage Grant subject to funding availability and Council approval.

At any time, or should the owner not act to rectify the situation, the Town can pursue prosecution pursuant to Section 69 of the *Ontario Heritage Act*. The retains the ability to have the property restored to its previous condition and may recover the cost of the restoration from the owner pursuant to Section 69(5.1) of the *Ontario Heritage Act*, as well as provisions under

the Municipal Act granted to the Treasurer. The court order can be registered on title of the property. Collection of the costs may be as a one-time fee or charged over several years. The Town could also pursue charges against the owner for fines, but fines would not result in restoration to the previous condition. The Town will seek legal advice and work with the property owner to ensure the property is appropriately remediated.

Council can approve or refuse the permit application in any way they wish and may include conditions with a permit issuance. This could include choosing to approve the Heritage Permit for all of the work that have been done to date.

Communications

While heritage designations are registered on title and should be picked up and flagged during title searches associated with property sales, it is understood that there may be communication challenges for new owners to understand their obligations associated with heritage property ownership. Staff are actively working with the local realtor’s association to explore how to better communicate to buyers the locations of designated heritage properties and the obligations owners under the *Ontario Heritage Act* and implementing Town by-laws. This could also represent an opportunity to promote the Town’s incentive programs to assist owners with the costs of maintaining a heritage property. In addition to the Municipal Heritage Register, heritage properties are identified in the Town’s internal database (CityView), internal mapping, and external mapping systems. Heritage properties are also identified during pre-consultation discussions for development applications.

Conclusion

Staff are therefore recommending the Council support the Heritage Committee recommendation to approve removal of the chimney and painting the window frames, soffit, and fascia black; and refuse the remainder of the works.

5. EFFECT ON TOWN FINANCES

Not applicable

6. CONSIDERATIONS

- Community Based Strategic Plan: N/A or Explain: Consistent with CBSP
- Climate Change / Sustainability: N/A or Explain: Choose an item.
- Accessibility: N/A or Explain: Choose an item.
- Communication / Engagement: N/A or Explain: Consultation has occurred
- Accountability / Transparency: N/A or Explain: Enhances Accountability and Transparency

7. APPENDICES & OTHER RESOURCES

Appendix A	Owner's letter
Appendix B	Proposed Front Door
Resource 1	Collingwood Downtown Heritage Conservation District Plan
Resource 2	Ontario Heritage Act
Resource 3	Heritage Buildings and District external mapping

SIGNATURES

Prepared by:		Department Head:
<i>Justin Teakle, Community Planner (Heritage) Town of Collingwood</i>		<i>Summer Valentine, Director of Planning, Building, & Economic Development Town of Collingwood</i>

**BY-LAW No. 2021-078
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:
 - Regular meeting of Council held November 15, 2021.
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 15th day of November, 2021.

MAYOR

CLERK