



TOWN OF COLLINGWOOD
Council Agenda
Monday, May 6, 2024

“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-Committee of the Whole will be held Monday, May 6, 2024 by Council Chambers, 97 Hurontario St. and by Videoconference commencing at 2:00 p.m.

This meeting can be viewed on Rogers TV at <http://www.rogerstv.com/> or on the [Town of Collingwood - Municipal Meeting YouTube channel](#) for those not able to attend in person.

ORDER OF BUSINESS

Page

1. Call of Council to Order

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

2. Adoption of the Agenda

2.1. Motion to adopt agenda

Recommendation: THAT the content of the Council-Committee of the Whole Agenda for May 6, 2024 be adopted as amended:

- Item 5.1 Deputation by Georgian Bay Forever - cancelled
- Item 9.1 By-law No. 2024-029 Updated
- Item 13.2 Motion re: Traffic Calming Updated

3. Declarations of Pecuniary Interest

Note: In accordance with the Council Code of Conflict, Procedural By-law and the

Municipal Conflict of Interest Act, Council members must file with the Clerk a written statement of the conflict, for inclusion on the Conflict of Interest Registry.

4. Community Announcements

4.1. Market Research Survey Findings: Shaping Strategic Plan and Downtown Visioning Master Plan - Winsome Stec, Forum Research Inc

[2024 Market Research Survey - Shaping Strategic Plan and Downtown Visioning Master Plan - Forum Research](#)

5. Deputations

5.1. Cancelled: Georgian Bay Forever - 2023 Follow-up and 2024 Support



6. Public Meetings

6. Town-wide Development Charge Background Study - Statutory Public Meeting, Hemson Consulting Inc.

Recommendation: Take notice that Town of Collingwood Council is holding a public meeting on May 6, 2024, at approximately 2:00 p.m. to discuss proposed development charge rates related as well as the policies that will be applied throughout the Town. Council will be considering the approval of an updated development charges by-law on a date following this public meeting.

Development charges are fees on new developments that fund growth-related costs to a municipality which are governed by the Development Charges Act, 1997. The Development Charges Background Study relates to the provision of eligible DC Services which includes Library Services, Fire Protection Services, By-law Services, Outdoor Recreation, Indoor Recreation, Administration, Transit Services, Services Related to a Highway: Roads and Related, Wastewater Services, Water Services, and Stormwater.

Any person may attend the public meeting and make written or verbal representation either in support of or in opposition to the study and by-law. Registration to speak is not required. Comments can be sent electronically to Clerk Services at clerk@collingwood.ca. Comments received before and at the public meeting will be considered by Council before making any changes to the development charges by-law.

The proposed development charges by-law will not be considered by Council at this meeting. The by-law will be considered by Council at a future meeting, after considering comments received as part of the public meeting and the consultation process.

For more information, visit our website at <https://www.collingwood.ca/council-government/budget-taxes/development-charges>

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

<https://us02web.zoom.us/j/84080981134?pwd=M0wzMTZRTWF1dnNWS2l3Nnd6YWlvdz09>

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

Webinar ID: 840 8098 1134 Passcode: 727875

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

[6.1 Development Charges Statutory Public Meeting](#)

7. Adoption of Minutes

7.1 Council Minutes

7.1.1 **Recommendation: THAT** the minutes of Council-Committee of the Whole meeting held April 22, 2024 (excluding Committee of the Whole recommendations), be approved as presented.

[Council - Committee of the Whole 22 Apr 2024 - Minutes - Pdf](#)

7.1.2 Business arising from the previous minutes

7.2 Approval of Committee of the Whole Recommendations

7.2.1 Committee of the Whole: April 22, 2024

Recommendation: THAT the Committee of the Whole recommendations from its meeting held April 22, 2024 contained within the April 22, 2024 Council minutes be hereby approved as presented.

- T2024-07 2023 Year End Draft Financial Report
- T2024-08 2023 Debt Report
- T2024-10 2023 Statement of Development Charge and Cash-in-Lieu of Parkland Reserve Funds
- Reports/Minutes of Other Committees/Boards

[T2024-07 2023 Year End Draft Financial Report](#)

[T2024-07 Appendix C.1 - 2023 Draft Financial Report - Capital Project Status](#)

[T2024-08 Annual Debt Report](#)

[T2024-10 Statement of Development Charges Reserve Funds](#)

8. Staff Reports

- 8.1. **P2024-11 Proposed Provincial Legislative and Regulatory Changes: Bill 185 – Cutting Red Tape to Build More Homes Act Environmental Registry of Ontario (ERO) 019-8366, 019-8369, 019-8370, and 019-8371**
**report direct to Council as comments are due on May 10, 2024*

Recommendation: THAT Staff Report P2024-11, “Proposed Provincial Legislative and Regulatory Changes – Bill 185 – Cutting Red Tape to Build More Homes Act”, dated May 6, 2024, be received;

AND THAT Council direct staff to submit Staff Report P2024-11 as the Town of Collingwood’s formal comment to the Government of Ontario by May 10, 2024, in response to the ERO postings noted in this report, which describe, in part, proposed legislative and regulatory amendments under Bill 185 – Cutting Red Tape to Build More Homes Act.

[P2024-11 Bill 185: Cutting Red Tape to Build More Homes Act](#)

[8.1 P2024-11 Bill 185 Cutting Red Tape to Build Homes Act - Presentation](#)

- 8.2. **P2024-12 Proposed Update to a new Provincial Planning Statement (2024) Environmental Registry of Ontario (ERO) 019-8462**
**report direct to Council as comments are due on May 10, 2024*

Recommendation: THAT Staff Report P2024-12, “Proposed Update to a new Provincial Planning Statement (2024)”, dated May 6, 2024, be received;

AND THAT Council direct staff to submit Staff Report P2024-12 as the Town of Collingwood’s formal comment to the Government of Ontario by May 10, 2024, in response to the Environmental Registry of Ontario (ERO) posting, which updates the proposed Provincial Planning Statement.

[P2024-12 Updated Provincial Policy Statement 2024](#)

[8.2 P2024-12 Updated PPS - Presentation](#)

9. By-Laws

- 9.1. **Tax Rate By-law and BIA Levy By-law**
 **Schedule to By-law No. 2024-029 updated*

Recommendation: THAT the following by-laws be enacted and passed this 6th day of May, 2024:

- **By-law No. 2024-029**, being a by-law to set the tax rates and to levy taxes for the year 2024.
- **By-law No. 2024-030**, being a by-law to provide for the levy and collection of sums required by the Collingwood Business Improvement Area for the year 2024.

[BL2024-039 2024 Final Tax Rate-Amended](#)

[BL2024-040 2024 BIA Tax Rate](#)

10. Departmental Updates

- 10.1. **State of the Corporation Update, CAO Skinner**

- 10.2. **2024 CRCG Recipients - Public Announcement, A. Director Cubitt**
[10.2 CRCG Results 2024 Presentation](#)

11. Consent Agenda

General Consent Items

A general correspondence list can be viewed on the Agenda and Meeting Portal at <https://collingwood.civicweb.net/filepro/documents/116037/>. This Correspondence List includes items considered as bulk communications not specific to the Town of Collingwood and is of a general nature, and are not included in the Consent Agenda below.

Recommendation: 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.

Recommendation: Proclamation: Children's Mental Health Week

- 11.1. **Thundersnow Girls Hockey Thank you**
[COLGHA Tournament Recap Apr 18](#)
- 11.2. **H. Kemp re: Request for reduction in severance parkland costs**
[H Kemp-Reduction severance parkland costs](#)
- 11.3. **Jazz at the Station Funding Request**
[2024 Jazz in the Park Funding Request](#)
- 11.4. **County of Simcoe - Emergency Preparedness Guide**
[County of Simcoe - Emergency Preparedness Guide](#)
- 11.5. **MPAC 2023 Financial Statements**
[MPAC Financial Report 2023](#)
- 11.6. **Proclamation: Fibromyalgia Awareness Day**
[Proclamation - Fibromyalgia Awareness Day - May 12](#)
- 11.7. **Proclamation: Falun Dafa Day**
[Proclamation - Falun Dafa Day - May 13](#)
- 11.8. **Proclamation: Global Porphyria Awareness Day**
[Proclamation - Global Porphyria Awareness Day - May 18](#)
- 11.9. **Proclamation: Community Living Month**
[Proclamation - Community Living Month - May 2024](#)
- 11.10. **Proclamation: May is Museum Month**
[Proclamation - May is Museum Month](#)

12. County Report

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

- 12.1. **Simcoe County Council Report on County Composition & Other Governance Considerations**
[Simcoe County Report GOV 2024-079](#)
- 12.2. **Simcoe County Council Report on Weighted Voting 2022-2026 Term**
[Simcoe County Report GOV-2023-003](#)

13. Motions

- 13.1. **Inclusion of Green Energy Standards in Building Code, Mayor Hamlin**

Recommendation: THAT Council request that the Province include Green Energy Standards in the new Ontario Building Code.

- 13.2. **Review Traffic Calming Policy / Speed Reduction to 40km/h, Councillor Jeffery**



**motion updated on May 6, 2024*

Recommendation: WHEREAS Council strongly supports enhancing safety and has recently approved extended Community Safety Zones and School Zones throughout Town, as well as the inclusion pedestrian crossovers in annual budgets;

AND WHEREAS 2023 applications from the public to reduce speed under the Traffic Calming Policy did not result in additional areas for traffic calming implementation;

AND WHEREAS the Master Mobility and Transportation Plan (MMTP) and Speed Limit Review Study are in flight and include consideration of speed limit reductions, and a town-wide safety screening, with anticipated completion in Fall 2024;

BE IT RESOLVED THAT Staff include a review of the Traffic Calming Policy in the MMTP, considering evaluation criteria adjustments that provide opportunity for more permanent infrastructure in areas where it is needed, and an updated review of Automated Speed Enforcement including implementation plan and costs;

AND THAT should speed limits or policy parameters be changed in the areas of previously-submitted public traffic calming requests since policy initiation in 2021, that the areas be re-assessed after the limit change;

AND THAT Council ask the Collingwood OPP Detachment Board to prioritize the enforcement to speed limits throughout Town.

14 Move into Committee of the Whole

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

To participate in this portion of the meeting remotely, please visit the following link:
<https://us02web.zoom.us/j/84080981134?pwd=M0wzMTZRTWF1dnNWS2I3Nnd6YWIvdz09>

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

Webinar ID: 840 8098 1134 Passcode: 727875

14.1 Move into Committee of the Whole

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

Recommendation: THAT Council herein move into Committee the Whole Session.

14.2 Staff Reports

14.2.1 CAO2024-04 Operational Plan: 2024 – Q1 Status

Recommendation: THAT Staff Report CAO2024-04, Operational Plan: 2024 – Q1 Status, be received for information.

[CAO2024-04 Operational Plan 2024 Q1 Status](#)

[14.2.1 CAO2024-04 Operational Plan - Presentation](#)

14.2.2 C2024-04 Mechanisms and Processes to Establish an “Official Town Position”

Recommendation: THAT Staff Report C2024-04, Mechanisms & Processes to Establish an “Official Town Position”, be received;

AND THAT Council direct Staff to set up a Special Meeting of Council for the purposes of conducting a workshop with a facilitator to develop an official position related to the Provincial Regional Review for Simcoe County.

[C2024-04 Process to Establish an Official Town Position](#)

14.2.3 C2024-05 2023 Annual Report of Non-Standard and Emergency Purchases

Recommendation: THAT Staff Report C2024-05, 2023 Annual Report of Non-Standard and Emergency Purchases, be received for information.

[C2024-05 Non-Standard Emergency Purchases Annual Report](#)

[14.2.3 C2024-05 2023 Annual Report Non-Standard Emergency Purchases - Presentation](#)

14.2.4 T2024-11 2024 Quarter One (Q1) Financial Report

Recommendation: THAT Staff Report T2024-11, 2024 Quarter One (Q1) Financial Report, be received for information.

[T2024-11 Q1 2024 Financial Review](#)

14.3 Deputations (unregistered)

Unregistered deputations are provided 5 minutes to address Council.

14.4 Reports/Minutes of Other Committees/Boards

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

- Museum Advisory Committee, March 21, 2024

[Minutes - Museum Advisory Committee - 21 Mar 2024](#)

14.5 Old or Deferred Business

14.6 Other Business

14.7 Notice of Motions

14.7.1 Legislative Amendments to Improve Municipal Codes of Conduct and Enforcement, *Councillor Doherty*

WHEREAS all Ontarians deserve and expect a safe and respectful workplace;

AND WHEREAS municipal governments, as the democratic institutions most directly engaged with Ontarians need respectful discourse;

AND WHEREAS several incidents in recent years of disrespectful behaviour and workplace harassment have occurred amongst members of municipal councils;

AND WHEREAS these incidents seriously and negatively affect the people involved and lower public perceptions of local governments;

AND WHEREAS municipal Codes of Conduct are helpful tools to set expectations of council member behaviour;

AND WHEREAS municipal governments do not have the necessary tools to adequately enforce compliance with municipal Codes of Conduct;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Town of Collingwood supports the call of the Association of Municipalities of Ontario for the Government of Ontario to introduce legislation to strengthen municipal Codes of Conduct and compliance with them in consultation with municipal governments;

ALSO BE IT RESOLVED THAT the legislation encompass the Association of Municipalities of Ontario's recommendations for:

- Updating municipal Codes of Conduct to account for workplace safety and harassment;
- Creating a flexible administrative penalty regime, adapted to the local economic and financial circumstances of municipalities across Ontario;
- Increasing training of municipal Integrity Commissioners to enhance consistency of investigations and recommendations across the province;
- Allowing municipalities to apply to a member of the judiciary to remove a sitting member if recommended through the report of a municipal Integrity Commissioner;
- Prohibit a member so removed from sitting for election in the term of removal and the subsequent term of office.

AND THAT a copy of this resolution be provided to Honourable Paul Calandra, Minister of Municipal Affairs and Housing, Matthew Rae, Parliamentary Assistant - Minister of Municipal Affairs and Housing, Honourable Charmaine Williams - Associate Minister of Women's Social and Economic Opportunity, Martha Greenberg, Deputy Minister - Municipal Affairs and Housing, Colin Best, President - Association of Municipalities of Ontario, Scott Pearce, President - Federation of Canadian Municipalities, Karen Redman, Chair - Mayors and Regional Chairs of Ontario

14.8 Rise from Committee of the Whole

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

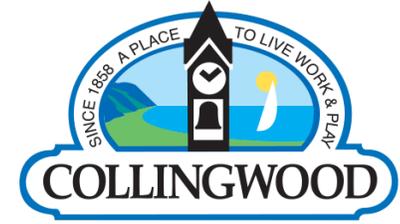
Recommendation: THAT Council herein rise from Committee of Whole and return to the regular Council meeting.

15. Confirmatory By-Law

15.1. Recommendation: THAT By-law No. 2024-041, being a by-law to confirm the proceedings of the regular meeting of Council held May 6, 2024, be enacted and passed this 6th day of May, 2024.

[BL2024-041 Confirmatory](#)

16. Adjournment



Town of Collingwood

2024 Market Research Survey

Shaping Strategic Plan and Downtown Visioning Master Plan

April 26, 2024

Prepared by



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Executive Summary



Executive Summary

Government Satisfaction and Quality of Life

- Nearly 9 in 10 residents (TOP2: 89%) rate the overall quality of life in the Town of Collingwood as good or very good. Meanwhile, 3 in 4 residents (TOP2: 75%) reported that they are satisfied with the Town's government. [Slide 12 & 18]
- When asked about the single most important issue facing the Town today, affordable housing (31%) emerged as the top mentioned issue, followed by homelessness (11%) and water/wastewater infrastructures (9%). [Slide 13]
- When asked about the qualities or strengths of the Town that make it a vibrant place to live, parks/greenspace (18%) was cited the most, followed by its atmosphere as a small Town (16%). [Slide 15]
- The Town has a positive Net Promoter Score (3), indicating that residents are more likely to recommend the Town as a place to live to a friend or colleague. [Slide 17]



Executive Summary

Satisfaction with Town Services

- More than 4 in 5 residents (TOP2: 82%) stated that they are satisfied with the overall level and quality of services provided by the Town. Fire services (TOP2: 97%), public library (TOP2: 96%), and parks and green spaces (TOP2: 90%) are the services residents are most satisfied with. On the other hand, managing growth and development (TOP2: 52%) has the lowest satisfaction among the residents.

[Slide 21, 23 & 24]

- Results from the gap analysis indicate that the three primary areas of improvement for the Town are: Corporate Finance / Fiscal Management; Managing Growth and Development; and Roads and Active Transportation. These three also have the lowest satisfaction among the residents (TOP2: 52%-66%). Meanwhile, Police Services (OPP) was identified as a primary area for maintenance based on the results. [Slide 26]



Executive Summary

Taxation and Priorities

- About 3 in 4 respondents (TOP2: 77%) think that they receive an overall good value for their tax dollars. Meanwhile, around 3 in 5 residents (62%) agree on either adding new programs and services or maintaining existing programs and service levels, even if it means taxes or user fees will increase. [Slide 28 & 30]
- When asked about the important factors to ensure that Downtown Collingwood remains successful and vibrant in the next 10 to 20 years, Events and activation (11%) emerged as the top priority among the residents, followed by having diversity in commercial space (10%) and increased parking (9%). [Slide 34]

Town Interaction

- Roughly half of the residents (46%) have personally contacted or dealt with the Town or one of its employees in the last 12 months. Of those, the most popular reason is to file a complaint or report a problem (12%), followed by requesting an approval or permit (10%), and to find information (10%). In-person visit (41%) is the top method used for their most recent interaction with the Town. [Slide 36, 37, & 38]
- Thinking of their most recent interaction with the Town, 4 in 5 residents (TOP2: 80%) are satisfied with the overall service they received. [Slide 39]





Methodology



Methodology

Method: CATI (Computer Aided Telephone Interview)

Criteria for Participation: Residents of the Town of Collingwood who are 18 years of age or older

Sample Size: n=400

Average Length of Interview (LOI): 19.1 minutes

Margin of Error: $\pm 4.90\%$

Fieldwork Dates: March 18th – April 4th, 2024

- Additional Notes:**
- CATI sample was drawn using random digit dialing (RDD) among the Town of Collingwood residents. A mix of landline and cell phone sample was used to reach cell phone-only households.
 - 67,821 unique phone records were dialed to achieve our 400 completes.
 - Results throughout this report have been statistically weighted by age and gender, to ensure that the sample reflects the target population according to 2021 Census data.
 - Comparisons to other Canadian municipalities have been included where possible.
 - Significant differences across sub-groups are noted where they exist.



Reporting Considerations

TOP2 / BTM2

Top 2 (TOP2) and Bottom 2 (BTM2) reference the collected TOP2 positive and BTM2 negative responses, respectively where applicable. For example, a TOP2 grouping referred to as “satisfied” may be the combined result of “very satisfied” and “somewhat satisfied,” where a grouping of “not satisfied” (BTM2) may be the combined result of “very dissatisfied” and “somewhat dissatisfied”.

Rounding

Due to rounding, numbers presented throughout this document may not add up to the totals provided. For example, in some cases, the sum of all question values may add up to 101% instead of 100%. Similar logic applies to TOP2 and BTM2 groupings.

Multi-mentions

In some cases, more than one answer option is applicable to a respondent. Multiple mention questions allow respondents to select more than one answer category for a question. For questions that ask for multiple mentions (e.g., In your opinion, what are the qualities or strengths of the Town of Collingwood that make it livable and vibrant?), it is important to note that the percentages typically add to over 100%. This is because the total number of answer categories selected for a question can be greater than the number of respondents who answered the question. For example, respondents were able to select “Good government” and “Friendly people” as their answer.

Significance Testing

Throughout the report, statistically significant differences (at the 95% confidence level) between demographic segments have been stated under the related finding in the right text boxes. It is important to point out that, statistical differences exist only between the segments mentioned in the notes.





Detailed Findings





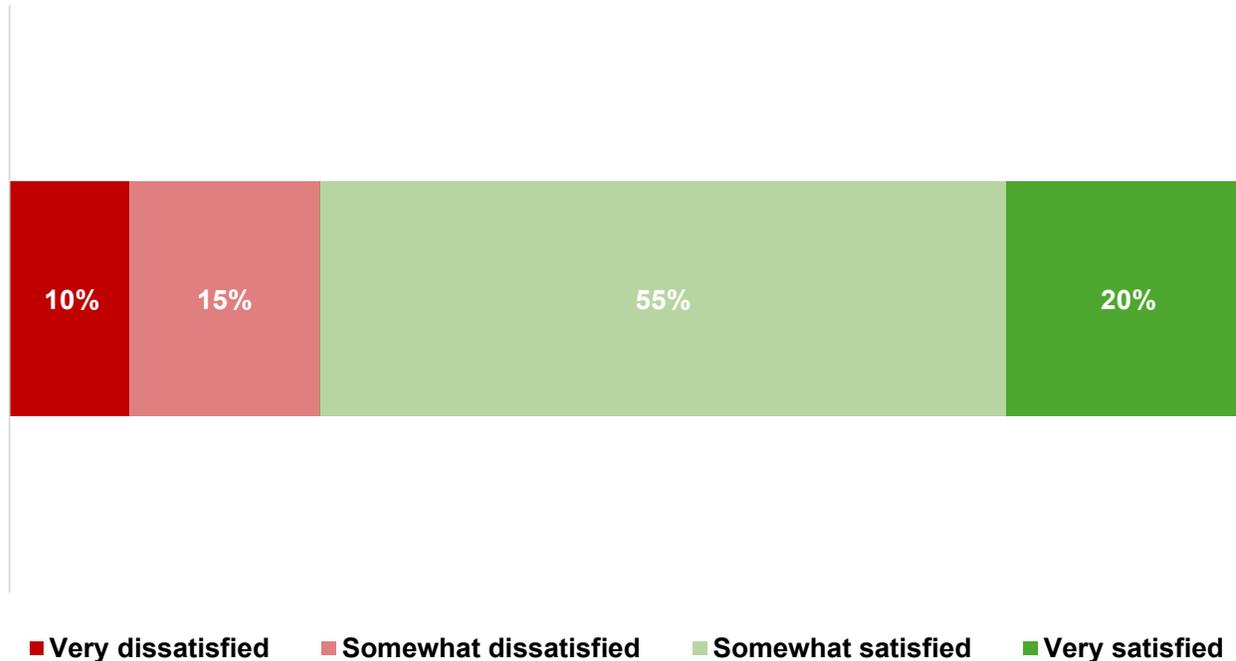
Government Satisfaction and Concerns



Overall Satisfaction with Government



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TOP2

75%

- 3 in 4 residents (TOP2: 75%) are satisfied with the government of the Town of Collingwood.
- Residents who have lived in Town of Collingwood for less than 10 years (TOP2: 87%) are more likely to be satisfied with the Town's government compared to those who have lived there for 10+ years (TOP2: 70%) and those who lived their entire lives (TOP2: 72%) in the Town of Collingwood.
- Residents aged 18-34 (29%) and 65+ (22%) are more likely to be very satisfied with the Town's government compared to those aged 55-64 (9%).

Q1. Overall, would you say that you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the government of the Town of Collingwood?

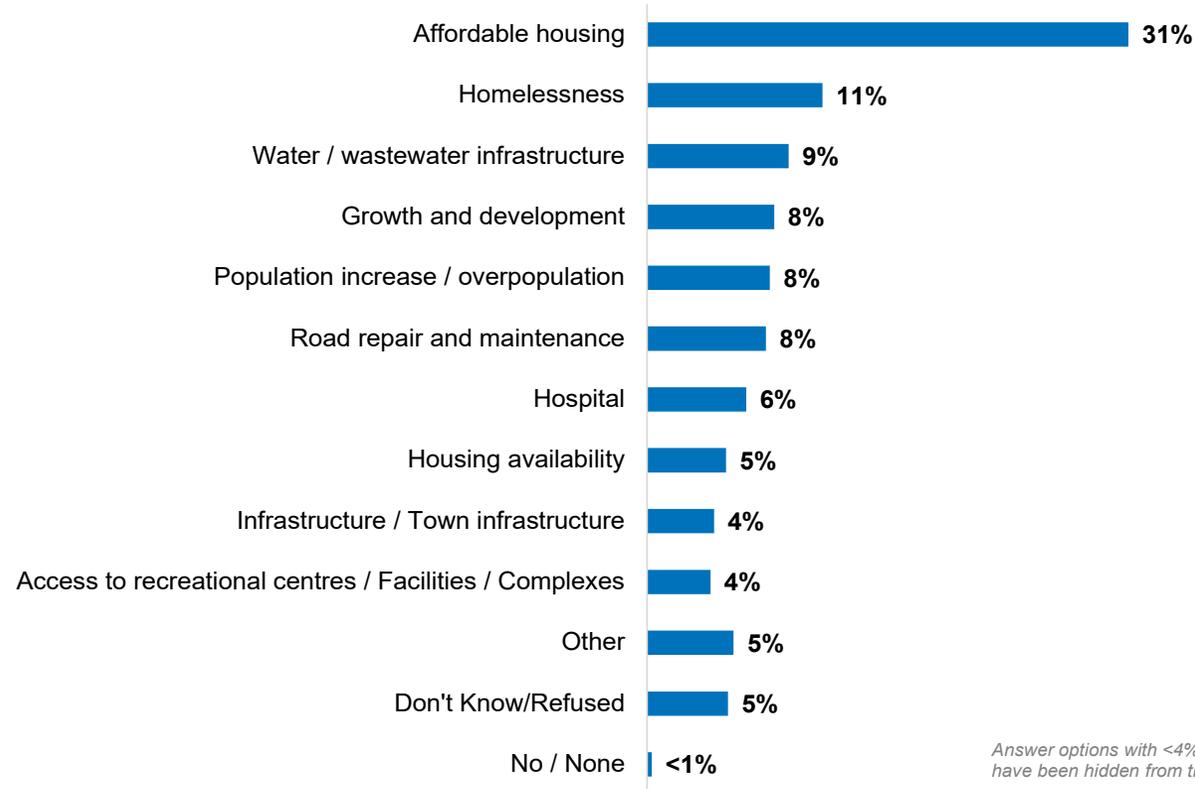
Sample size: n=381

Framework: All telephone respondents excluding Don't know/Refused responses

Top of Mind Issues



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Answer options with <4% of mentions have been hidden from the visualization

- Affordable housing emerged as the most important issue facing the Town, with 31% of the residents mentioning it. The following demographic groups are more likely to cite affordable housing as the most important issue facing the Town:
 - Residents with a household income of under \$90k (37%-38%) compared to those earning \$150k and over (19%).
 - Residents who are rent their homes (42%) compared to those who own their homes (26%).
 - Female residents (38%) compared to male residents (22%).
- Other important issues mentioned by the residents are homelessness (11%) and water / wastewater infrastructure (9%).

Q2. In your opinion, what is the single most important issue facing the Town of Collingwood today?

Sample size: n=400

Framework: All telephone respondents



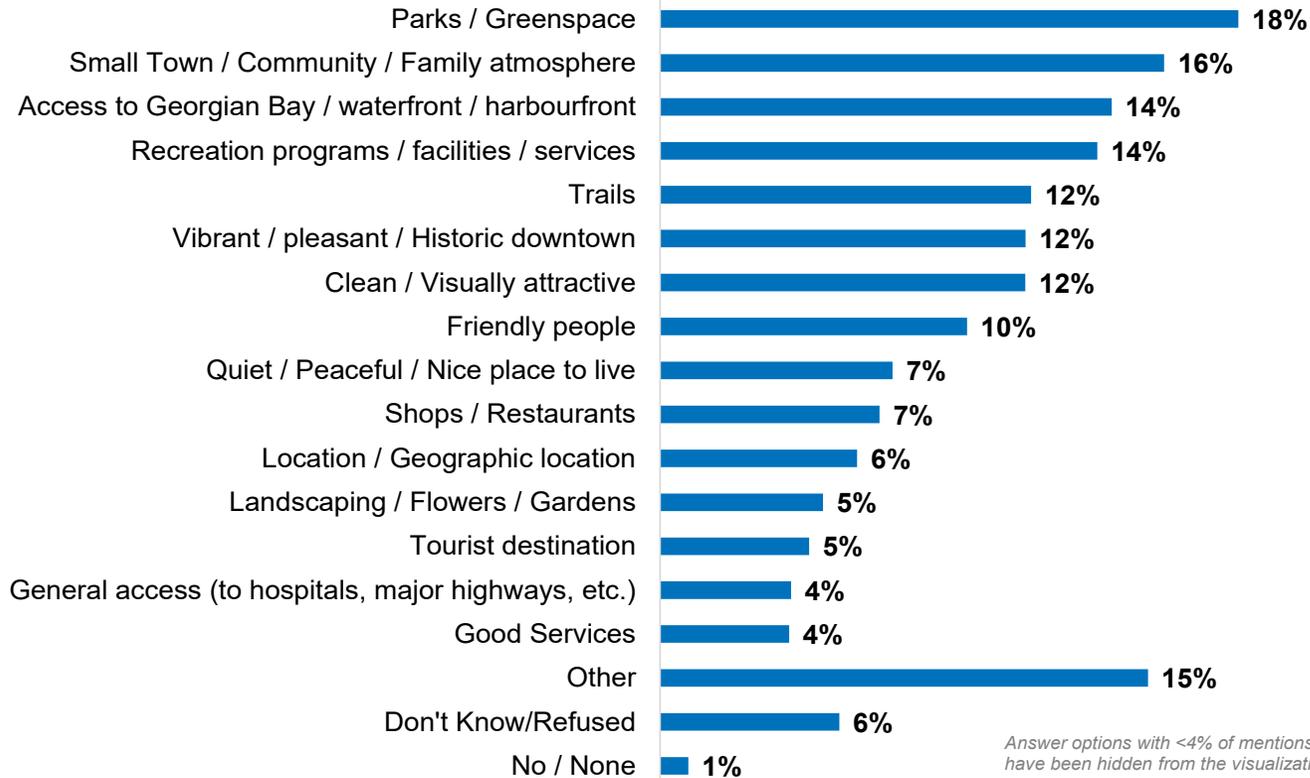
Livability and Quality of Life



Livability of Town of Collingwood



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RESEARCH



- Parks/Greenspace emerged as the top quality or strength of the Town that make it livable and vibrant, with nearly 1 in 5 residents (18%) mentioning it. The following demographic groups are more likely to mention parks/greenspace:
 - Female residents (23%) compared to male residents (13%).
 - Residents who have lived in Town of Collingwood for less than 10 years (24%) compared to those who have lived their entire lives (11%) in the Town of Collingwood.
- Other top qualities or strengths of the Town mentioned by the residents are being a small Town and its atmosphere (16%), its access to Georgian bay, waterfront, and harbourfront (14%) and the Town's recreation programs, facilities, and services (14%).

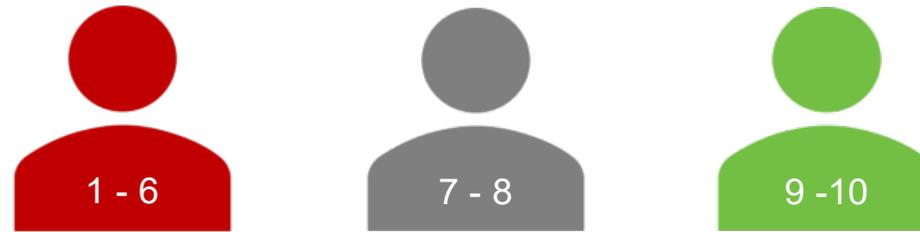
Q3. In your opinion, what are the qualities or strengths of the Town of Collingwood that make it livable and vibrant?

Sample size: n=400

Framework: All telephone respondents

Net Promoter Score (NPS) Methodology

Net Promoter Score = Promoters – Detractors



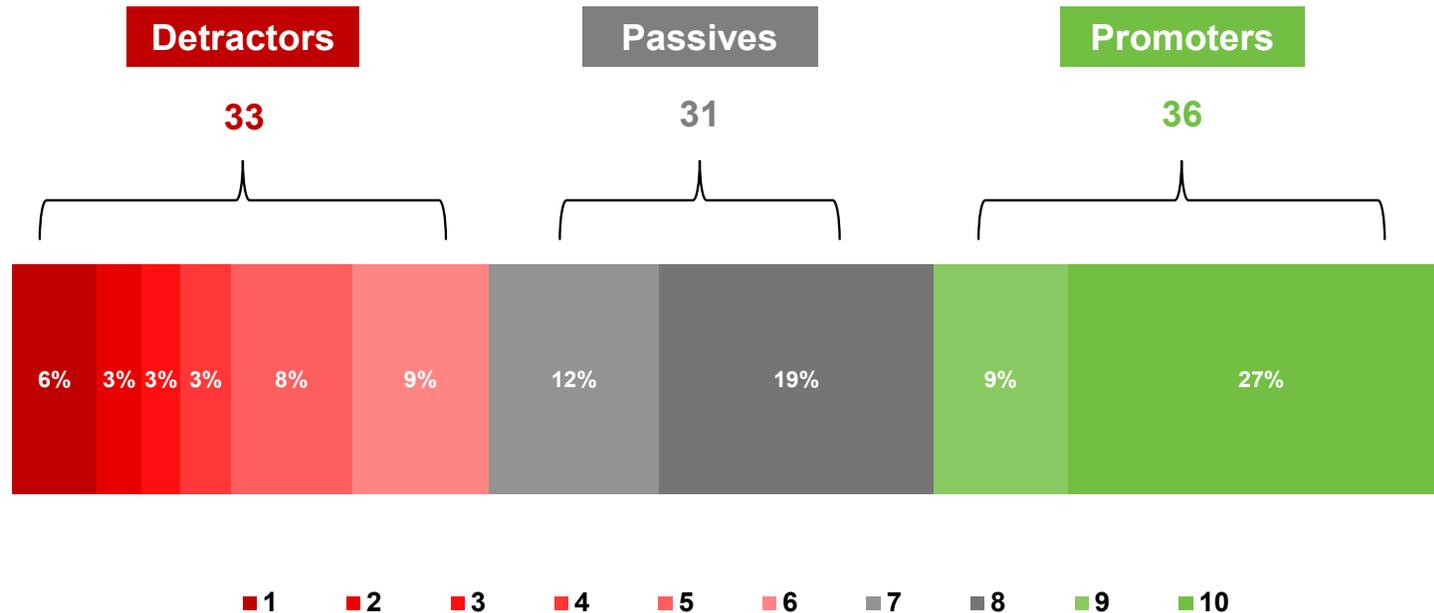
- The Net Promoter Score (NPS) assesses the willingness of residents to promote the Town of Collingwood. The NPS was measured by asking residents to rate their likelihood of recommending the Town of Collingwood as a place to live, on a scale from 1 to 10, with 1 being not at all likely and 10 being very likely.
- Based on the score provided, residents were classified as Promoters (9-10), Passives (7-8), or Detractors (1-6) of the Town of Collingwood.
- A Net Promoter Score (NPS) is calculated by subtracting the detractors from the promoters, which provides a net score for the proportion of residents promoting the Town of Collingwood.



NPS Analysis



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Net Promoter Score = 36 - 33 = 3

- An NPS score of 3 suggests that Town of Collingwood residents are more likely to recommend the Town as a place to live to a friend or colleague.
- Residents aged 45-54 (49%) and 65+ (44%) are more likely to recommend the Town as a place to live compared to those aged 18-34 (20%).

NPS. How likely would you be to recommend the Town of Collingwood as a place to live to a friend or colleague? Please use a number from 1 to 10, where 1 is not at all likely, and 10 is extremely likely.

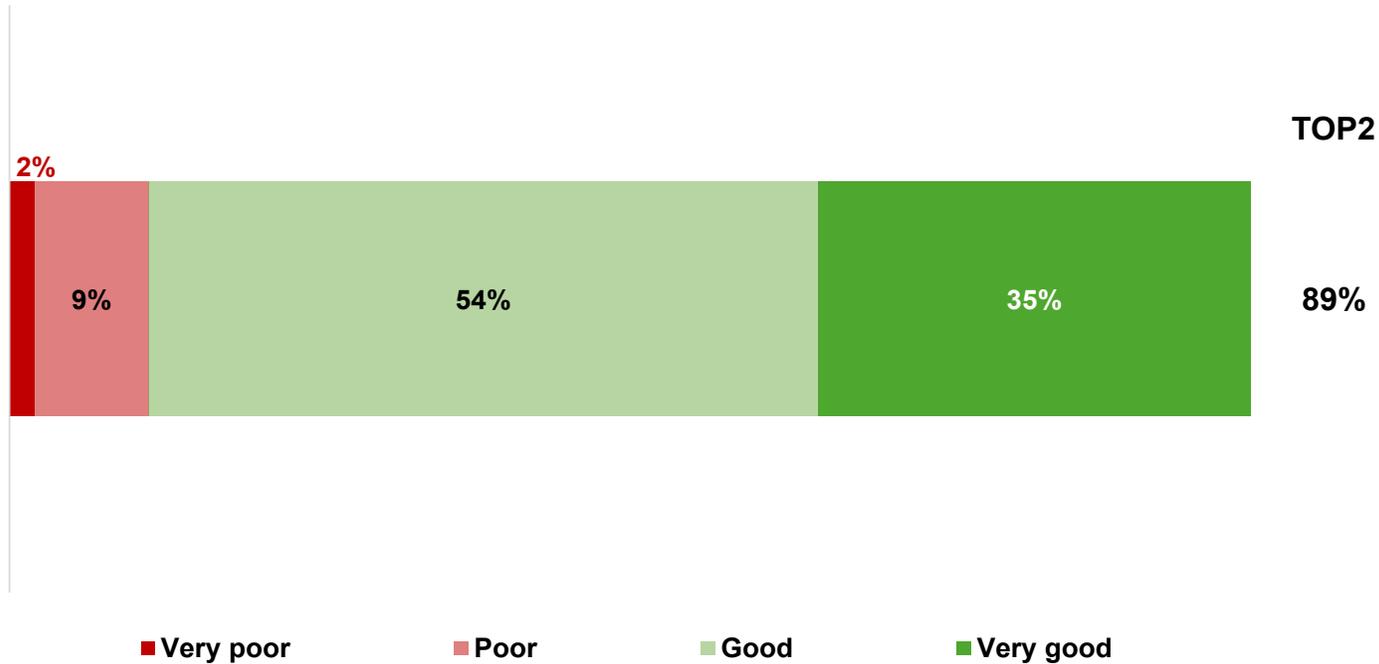
Sample size: n=400

Framework: All telephone respondents

Quality of Life



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- Majority of the residents (TOP2: 89%) rate the overall quality of life in the Town of Collingwood as good or very good. The following demographic groups are more likely to provide the same sentiment:
 - Residents with a household income of \$90k and over (TOP2: 94%-95%) compared to those earning under \$50k (TOP2: 80%).
 - Residents aged 35-44 and 65+ (TOP2: 94%) compared to those aged 55-64 (TOP2: 82%).
 - Residents who lived in the Town for less than 10 years (TOP2: 96%) compared to those who have lived in the Town for 10+ years (TOP2: 88%) and those who have lived in the town their entire lives (TOP2: 77%).

QL1. How would you rate the overall quality of life in the Town of Collingwood today? Would you say it's...?

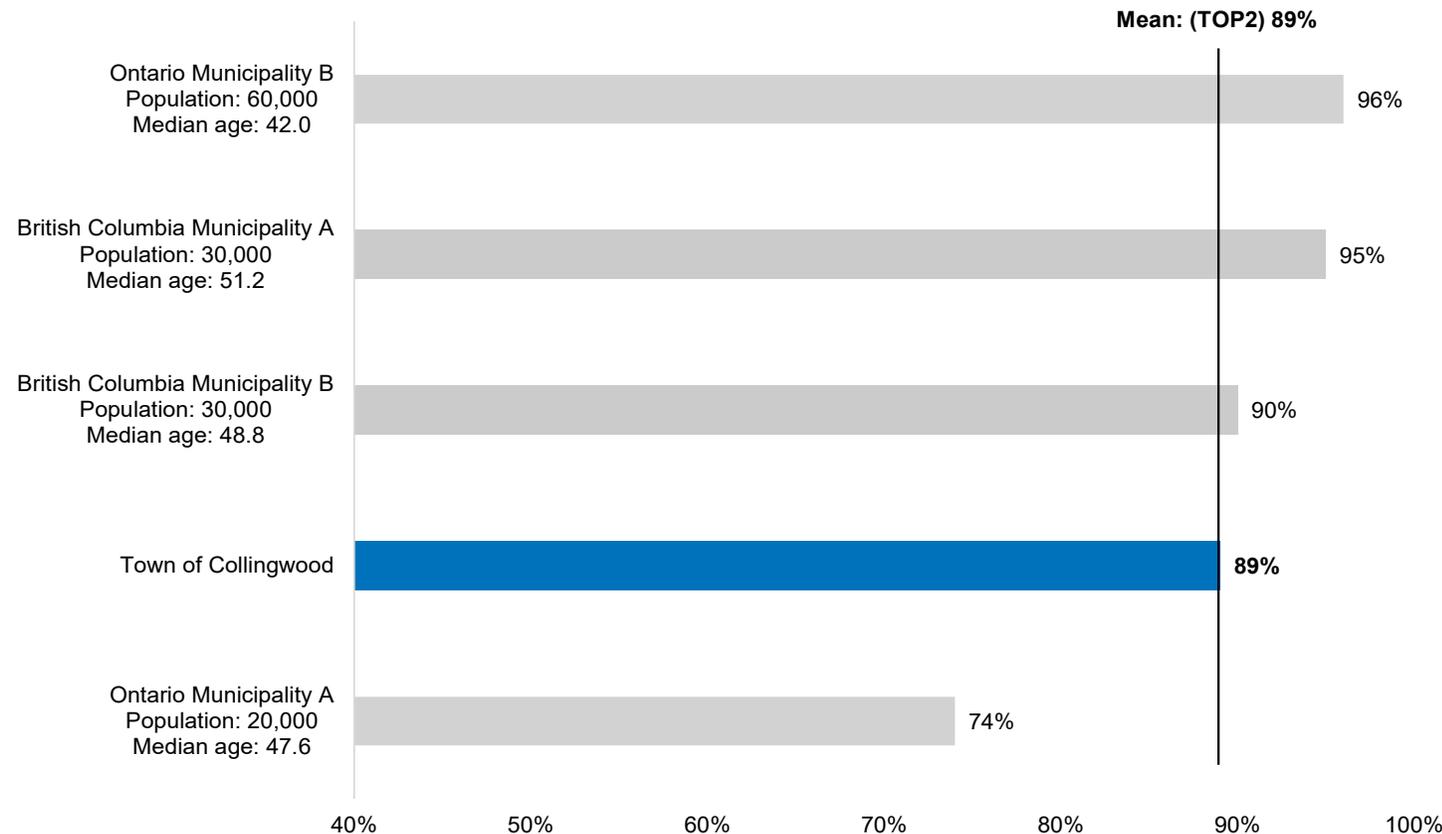
Sample size: n=397

Framework: All telephone respondents excluding Don't know/Prefer not to say responses

Quality of Life – Benchmark



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- The quality of life in the Town of Collingwood (TOP2: 89%) is on average, the same as the other comparator municipalities.

*This benchmark analysis is based on the results of surveys that asked this same question and were conducted between 2021-2023. Comparisons for this question include 4 municipalities across British Columbia and Ontario, with populations ranging from ~20,000 to ~60,000. Populations shown are rounded to the nearest 5,000 based on 2021 Census data.

QL1. How would you rate the overall quality of life in the Town of Collingwood today? Would you say it's...?

Sample size: n=397

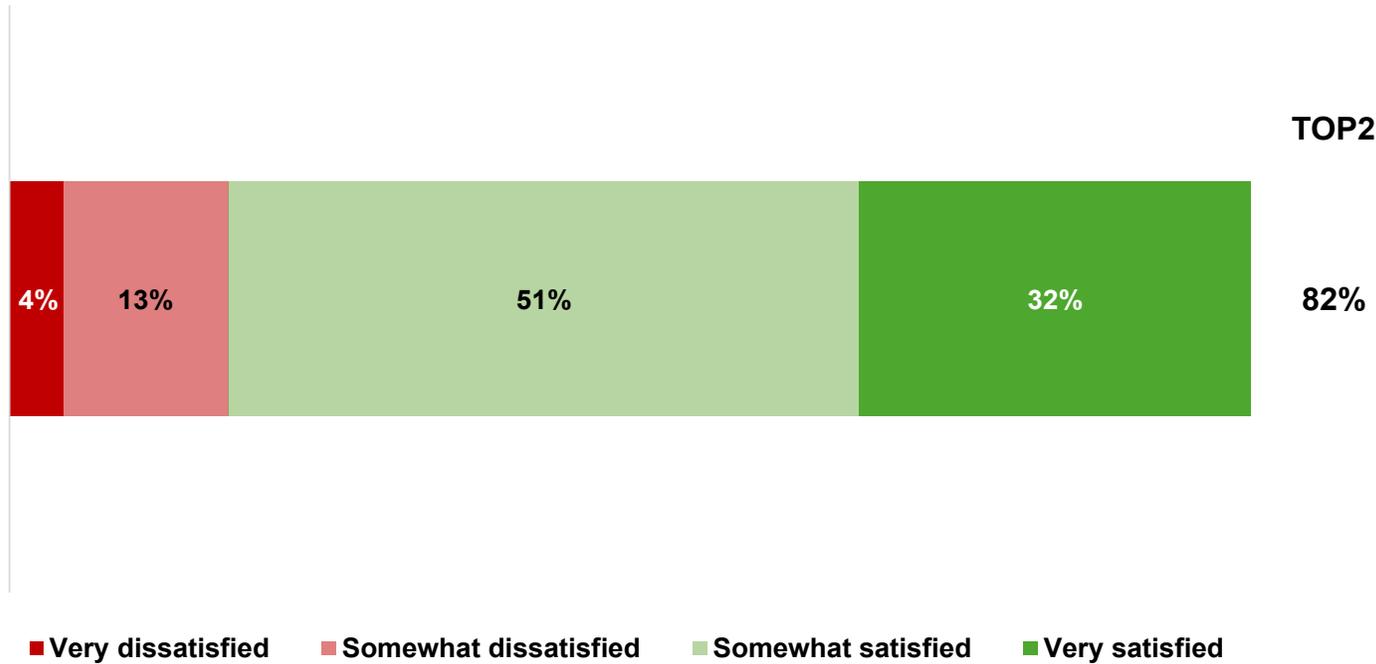
Framework: All telephone respondents excluding Don't know/Prefer not to say responses



Town's Programs and Services



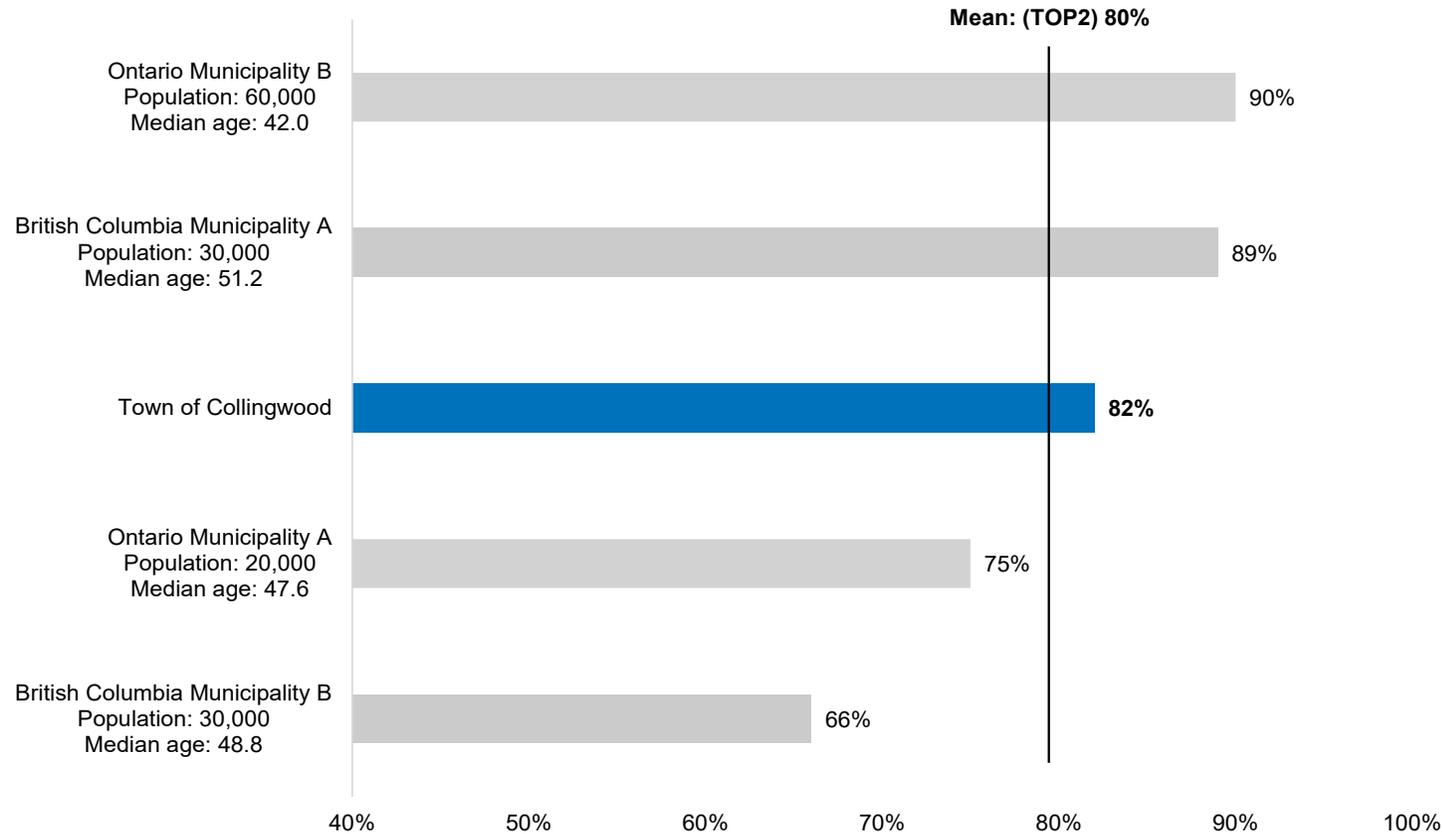
Satisfaction with Services Provided by the Town



- More than 4 in 5 residents (TOP2: 82%) are satisfied with the overall level and quality of services provided by the Town of Collingwood. The following demographic groups are significantly more likely to be satisfied with such services:
 - Residents aged 65+ (TOP2: 89%) compared to those aged 55-64 (TOP2: 78%).
 - Residents without children in the household (TOP2: 85%) compared to those with children (TOP2: 72%).
 - Those who lived in the Town for less than 10 years (TOP2: 89%) compared to those who lived in the Town for more than 10 years but not their whole life (TOP2: 78%).

Q4. Overall, would you say that you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the overall level and quality of services you receive from the Town?
Sample size: n=397
Framework: All telephone respondents excluding Don't know/Refused responses

Satisfaction with Services Provided by the Town – Benchmark



- When it comes to satisfaction with services provided, Town of Collingwood is above average (TOP2: 82%) compared to other municipalities* in British Columbia and Ontario.

*This benchmark analysis is based on the results of surveys that asked this same question and were conducted between 2021-2023. Comparisons for this question include 4 municipalities across British Columbia and Ontario, with populations ranging from ~20,000 to ~60,000. Populations shown are rounded to the nearest 5,000 based on 2021 Census data.

Q4. Overall, would you say that you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the overall level and quality of services you receive from the Town?

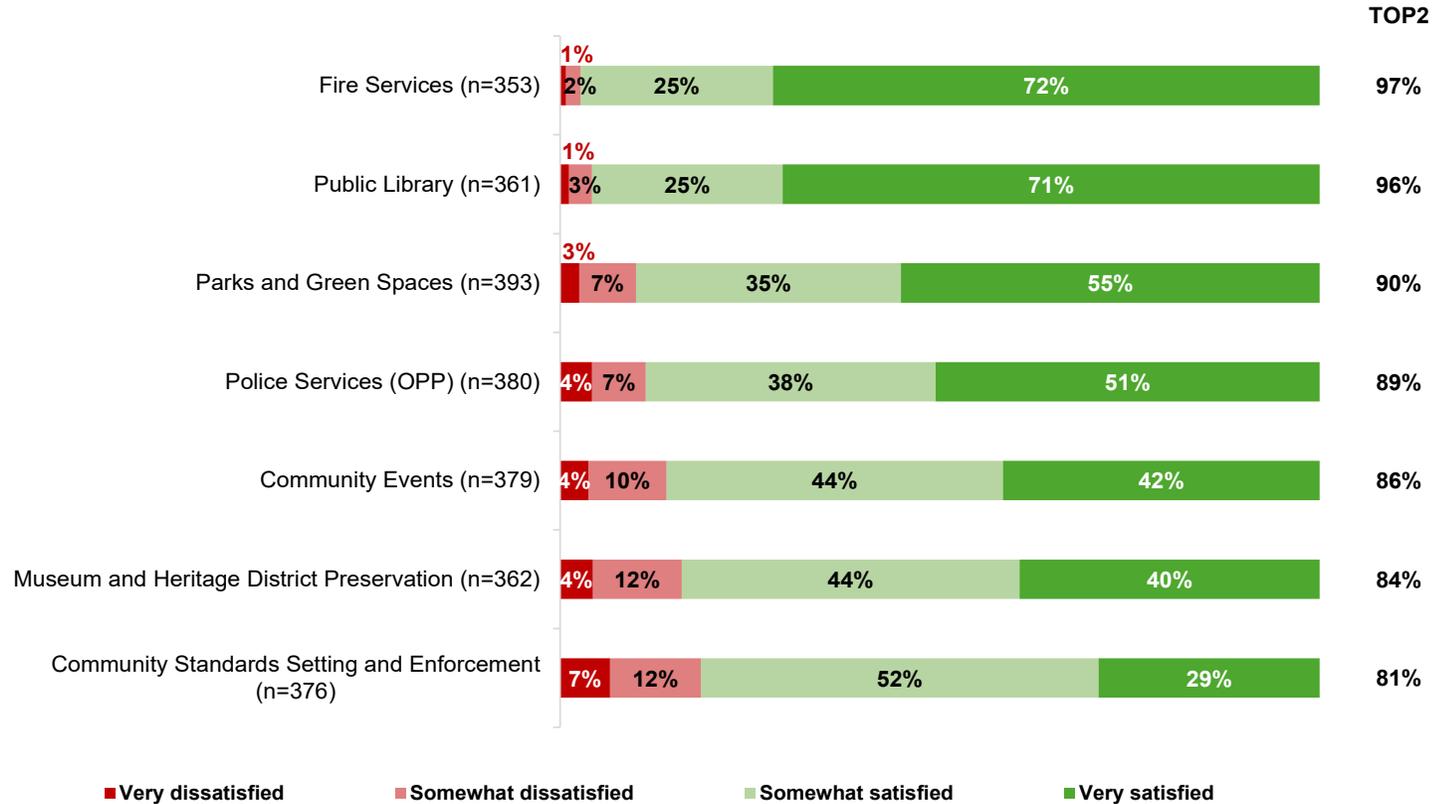
Sample size: n=397

Framework: All telephone respondents excluding Don't know/Refused responses

Satisfaction with Services Provided by the Town (con't)



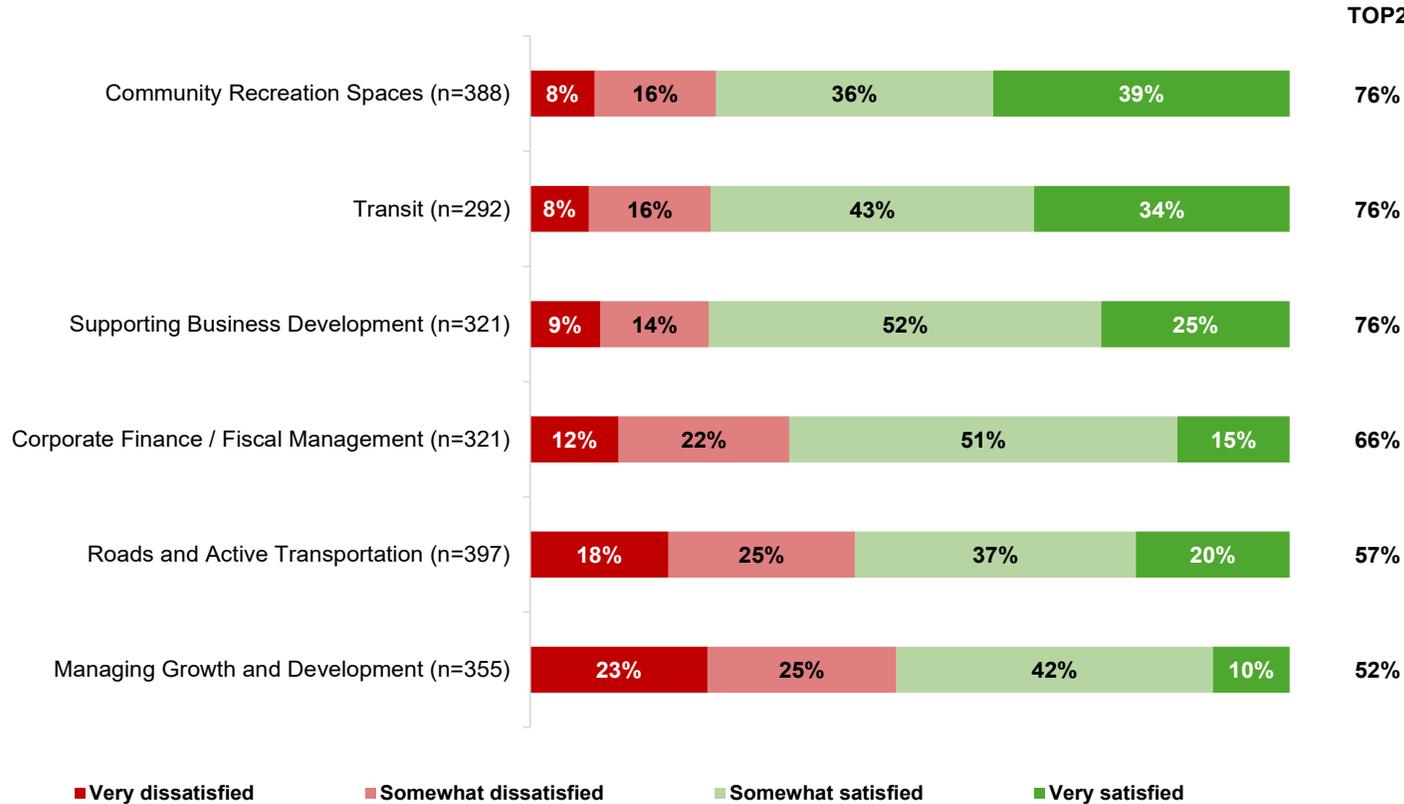
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• Fire services (TOP2: 97%), public library (TOP2: 96%), and parks and green spaces (TOP2: 90%) are the services residents are most satisfied with.

Q5. Using the same scale, would you say you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the performance of the Town of Collingwood on each of the following services?
Sample size: Shown in chart above
Framework: All telephone respondents excluding Don't know/Refused responses

Satisfaction with Services Provided by the Town (con't)



TOP2

- Managing growth and development (TOP2: 52%) has the lowest satisfaction among the residents.

Q5. Using the same scale, would you say you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the performance of the Town of Collingwood on each of the following services?
Sample size: Shown in chart above
Framework: All telephone respondents excluding Don't know/Refused responses

Gap Analysis

The gap analysis shows the difference between how satisfied respondents are with each Town service and the impact of the services to respondents' overall service satisfaction.

- **Satisfaction scores** are plotted vertically (along the Y-axis). They represent overall stated satisfaction (TOP2%) with each of the individual Town services.
- **Impact on overall satisfaction scores** are plotted horizontally (along the X-axis). They are based on a statistical method called regression analysis that determines how a specific service (independent variable) contributes to respondents' overall satisfaction with the services (dependent variable). Impact on overall satisfaction can also be referred to as perceived importance.

As a result of the analysis, Town services have distributed among four areas:

1. Primary Areas for Improvement:

- Services that have the highest impact on overall satisfaction, but with lower individual satisfaction scores. The regression analysis identifies that these services are the strongest drivers of satisfaction. If the Town can increase satisfaction in these areas, this will have the largest impact on overall satisfaction with Town services.

2. Secondary Areas for Improvement:

- Services that have relatively low impact on overall satisfaction and have lower individual satisfaction scores. This should be the secondary area of focus to improve the satisfaction scores.

3. Primary Areas for Maintenance:

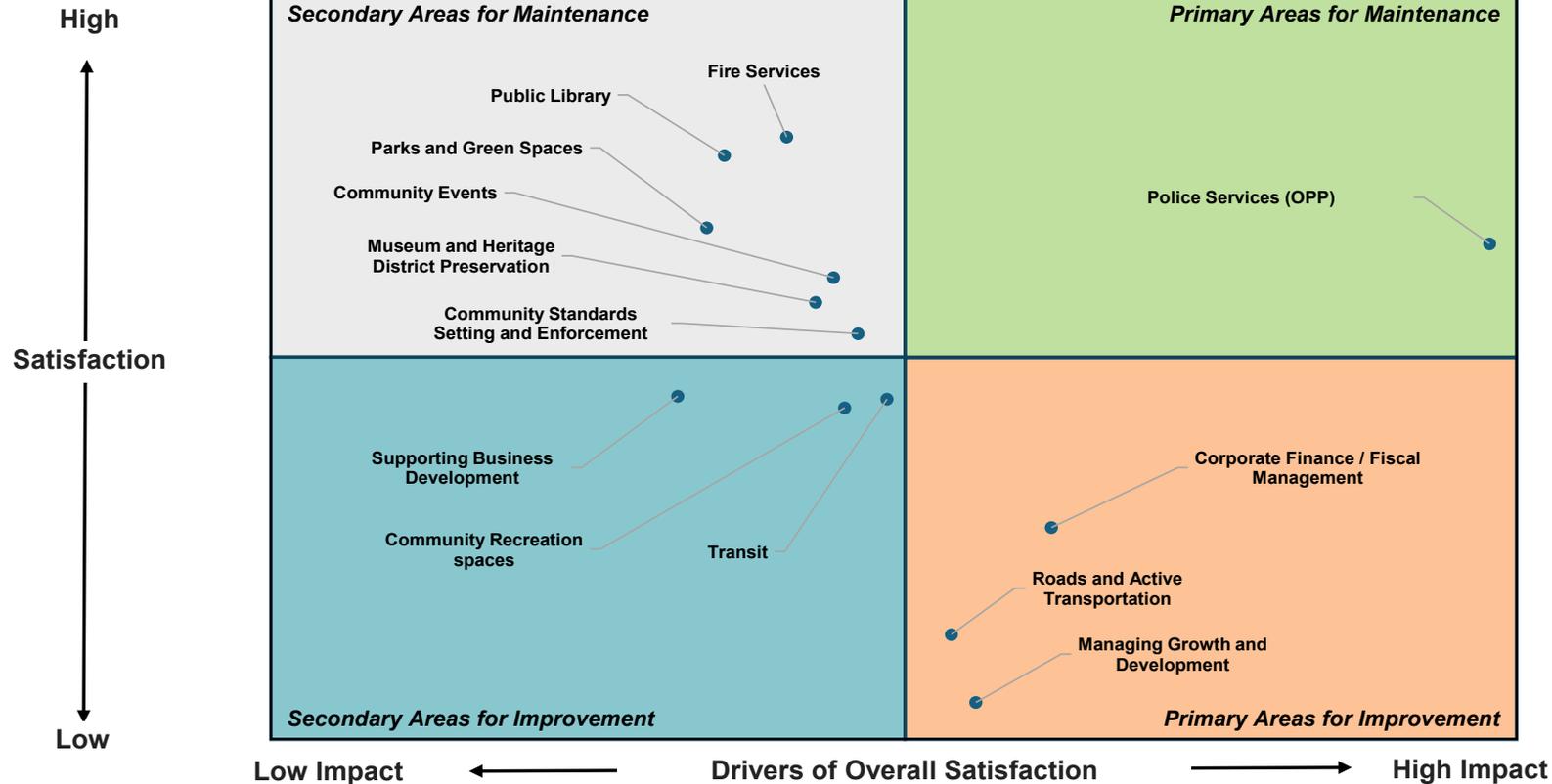
- Services that have relatively high impact on overall satisfaction and high individual satisfaction scores. The focus here is on maintaining the current level of service and satisfaction.

4. Secondary Areas for Maintenance:

- Services with lower impact on overall satisfaction but high individual satisfaction scores. The focus here should also be to maintain current satisfaction levels.



Gap Analysis



The services that the Town should consider as primary areas for improvement include:

1. Corporate Finance / Fiscal Management
2. Managing Growth and Development
3. Roads and Active Transportation

The services that the Town should consider as secondary areas for improvement include:

1. Transit
2. Community Recreation Spaces
3. Supporting Business Development

Sample size: n=190
R-squared: 0.402



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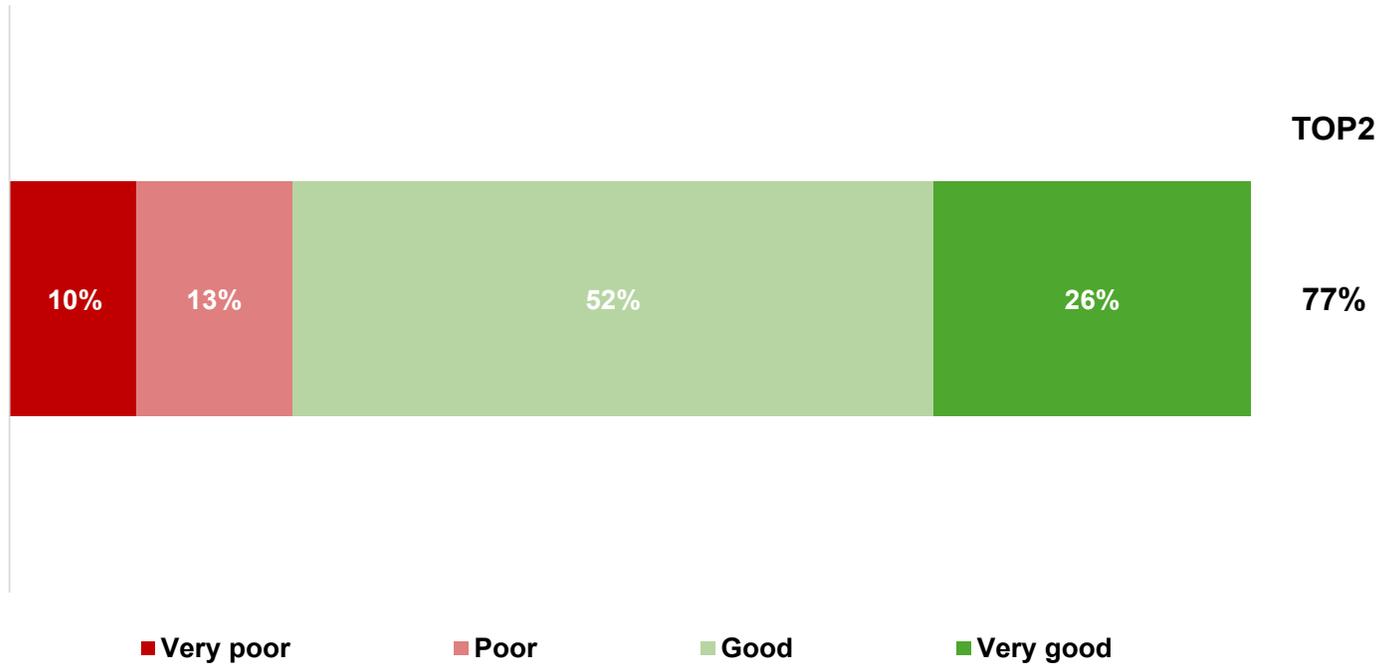
Taxation and Priorities



Value for Tax Dollars



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- More than 3 in 4 respondents (TOP2: 77%) say that they receive an overall good value for their tax dollars.
- Residents who have lived in the Town for less than 10 years (TOP2: 86%) are significantly more likely to believe in the same statement above compared to those who lived in the Town for more than 10 years (TOP2: 75%) and those who have lived in the Town their entire lives (TOP2: 72%).

Q6. Thinking about the programs and services you receive from the Town of Collingwood, would you say that, overall, you receive very good, fairly good, fairly poor, or very poor value for tax dollars?

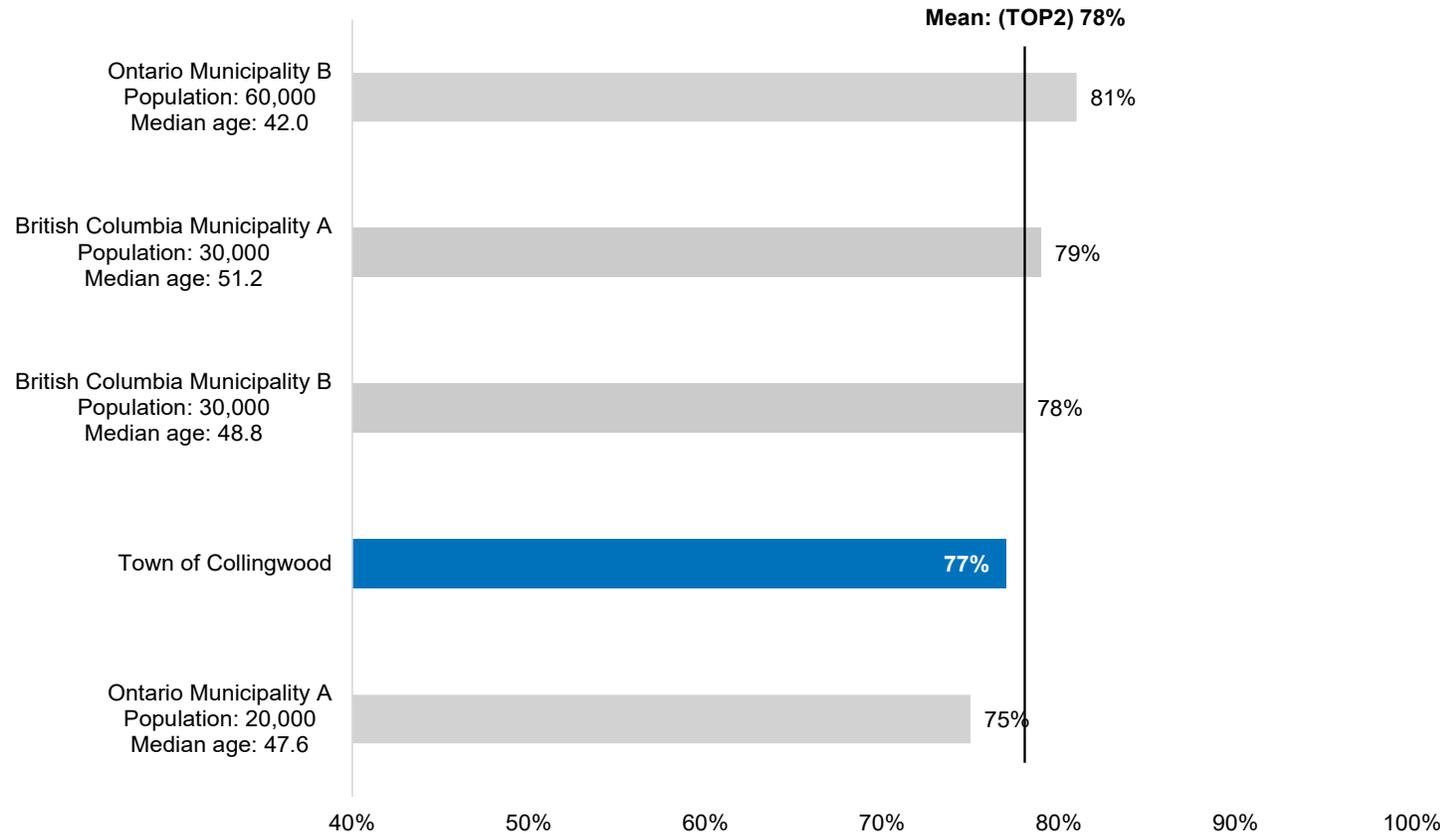
Sample size: n=383

Framework: All telephone respondents excluding Don't know/Refused responses

Value for Tax Dollars – Benchmark



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- When compared against other municipalities* in British Columbia and Ontario, the Town of Collingwood is slightly below average (TOP2: 77%) in terms of residents' assessment of the value they receive for tax dollars.

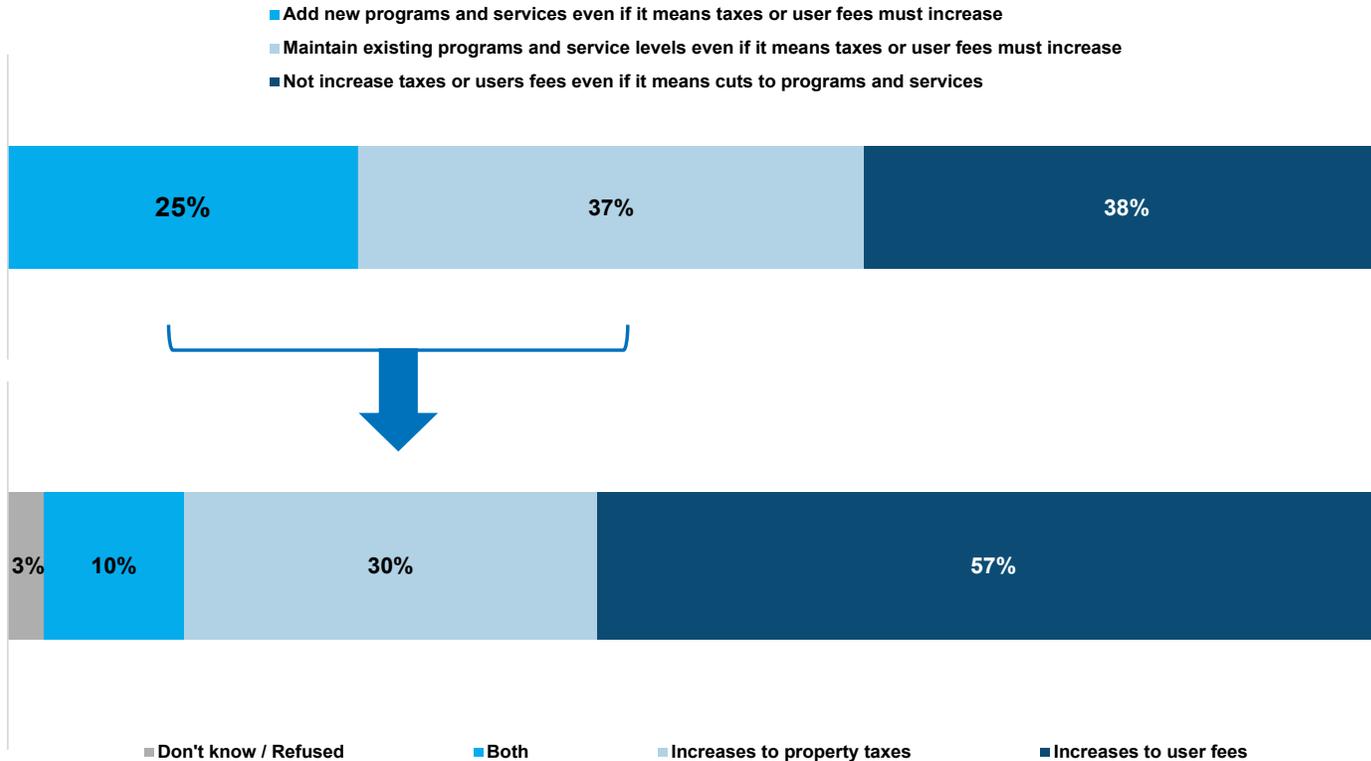
*This benchmark analysis is based on the results of surveys that asked this same question and were conducted between 2021-2023. Comparisons for this question include 4 municipalities across British Columbia and Ontario, with populations ranging from ~20,000 to ~60,000. Populations shown are rounded to the nearest 5,000 based on 2021 Census data.

Q6. Thinking about the programs and services you receive from the Town of Collingwood, would you say that, overall, you receive very good, fairly good, fairly poor, or very poor value for tax dollars?

Sample size: n=383

Framework: All telephone respondents excluding Don't know/Refused responses

Balancing Taxations and Service Delivery Levels



- More than 3 in 5 residents (62%) would like to either add new programs and services or maintain existing programs and service levels, even if it means taxes or user fees will increase.
 - Among these residents, 30% mentioned preference for raising property taxes, 57% preferred an increase in user fees, and 10% expressed preference in raising prices for both.
- The following demographic groups are significantly more likely to prefer adding new programs and services even if it means taxes or user fees will increase:
 - Residents aged 18-44 (35%-36%) compared to those aged 55-64 (16%).
 - Those who are living with children (36%) compared to those who are not living with children (23%).
 - Residents who rent their homes (37%) compared to those who own their homes (22%).

Q7A. Which of the following statements best reflects your view? | **Q7B.** And if 'maintaining service levels' OR 'adding services and facilities' meant an increased cost to provide those services, which would you prefer?

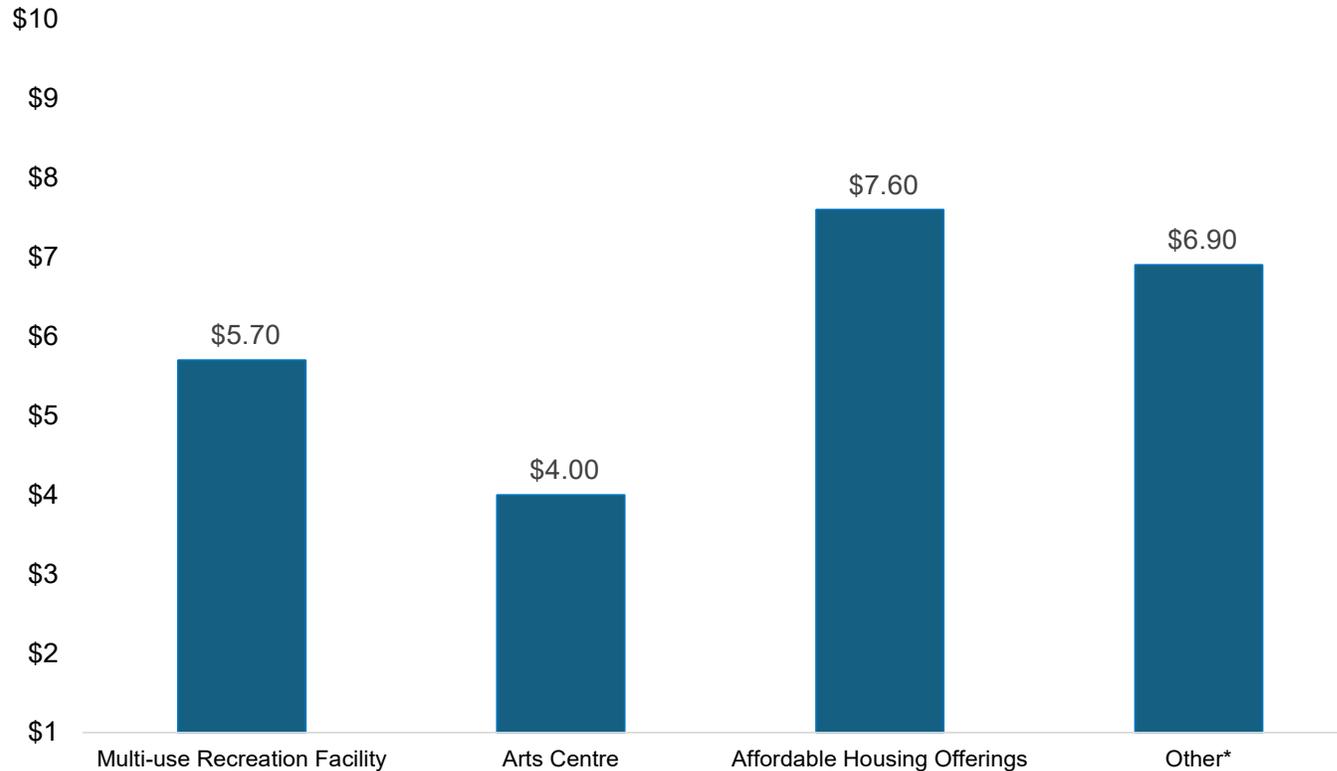
Sample size: Q7A. n=400 | Q7B. n=248

Framework: Q7A. All telephone respondents | Q7B. Telephone respondents who view that the Town should add new programs and services or maintain existing programs and service levels, even if it means taxes or user fees must increase 30

Funding Allocation of New Services and/or Facilities



Funding Allocation of Extra \$10 per month (Average)



- When asked about how would the residents distribute their extra \$10 per month among the following options, the residents showed preference for funding affordable housing offerings, with an average monthly allocation of \$7.60, the highest among the options presented.
- Residents with household income of under \$90k (\$7.90-\$8.40) have a significantly higher average monthly allocation towards affordable housing offerings compared to those earning \$150k and over (\$6.30).
- In addition to this, 2% of the residents chose the no additional dollars per month answer option.

**Other include Public Infrastructure, Hospitals & Healthcare Services, and Children's Programs.*

Q8. If funding new services or facilities through property tax, and you had an extra \$10 per month, how would you distribute the funds among the following 3 options? You can also choose to allocate funds to some other service or facility besides the 3 I mention. The categories are...

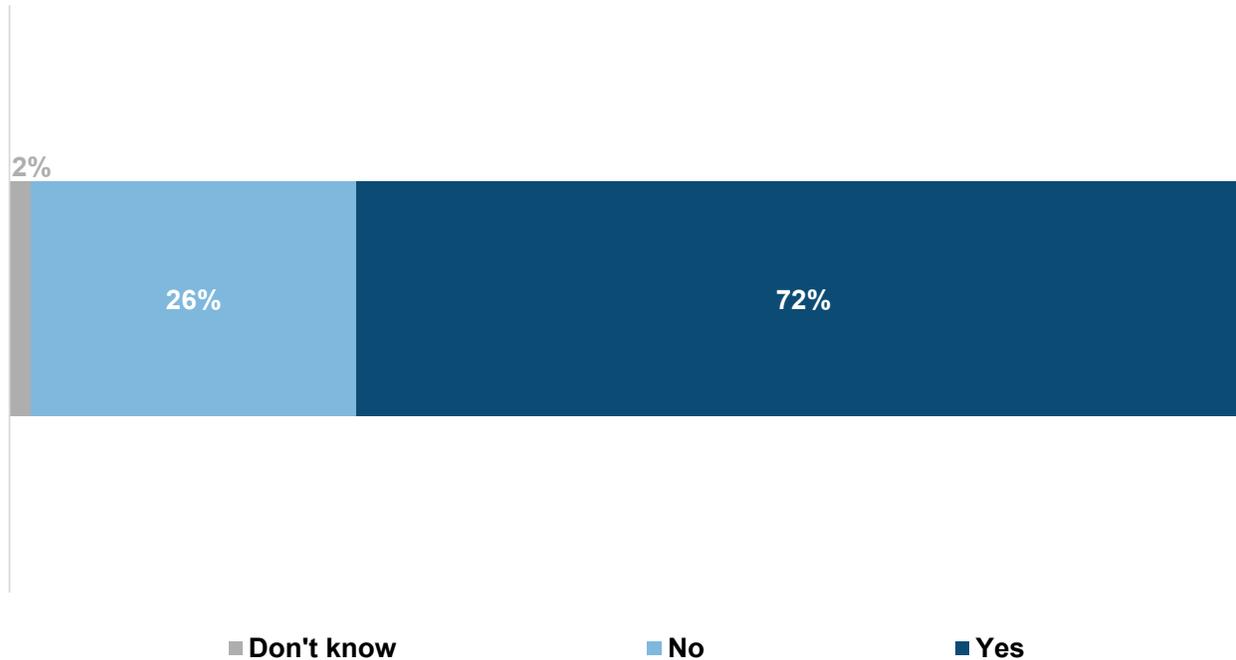
Sample size: n=400

Framework: All telephone respondents

Review of Town's Budget, Master Plans, and Strategic Plan Documents



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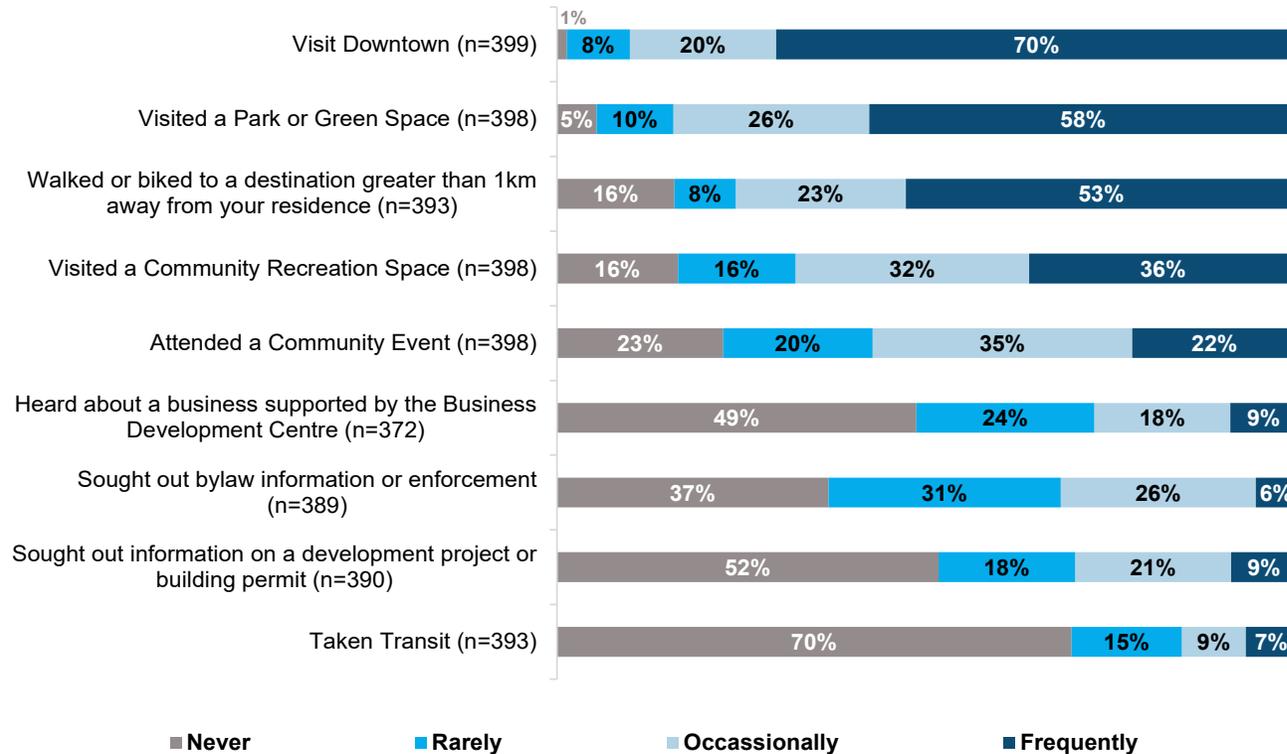
- Nearly 3 in 4 residents (72%) agree that reviewing the Town's budget, master plans, and strategic plan documents is important.

Q9. Is reviewing the Town's budget, master plans and strategic plan documents important to you?
Sample size: n=400
Framework: All telephone respondents

Town's Programs and Services Usage



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- Visiting downtown (70%) and visiting a park or green space (58%) are the most frequently done activities among the residents within the past 12 months.
- Residents with a household income of \$150k or more (86%) are significantly more likely to visit downtown frequently within the past 12 months compared to those earning under \$50k (59%).
- Residents aged 35-54 (71%-74%) are significantly more likely to visit a park or green space frequently within the past 12 months compared to those aged 18-34 (50%) and 65+ (48%).
- On the other hand, taking a transit ranked lowest, with 70% of the residents reporting not using it within the past 12 months.

Q10. Within the past 12 months, how often have you done each of the following activities?

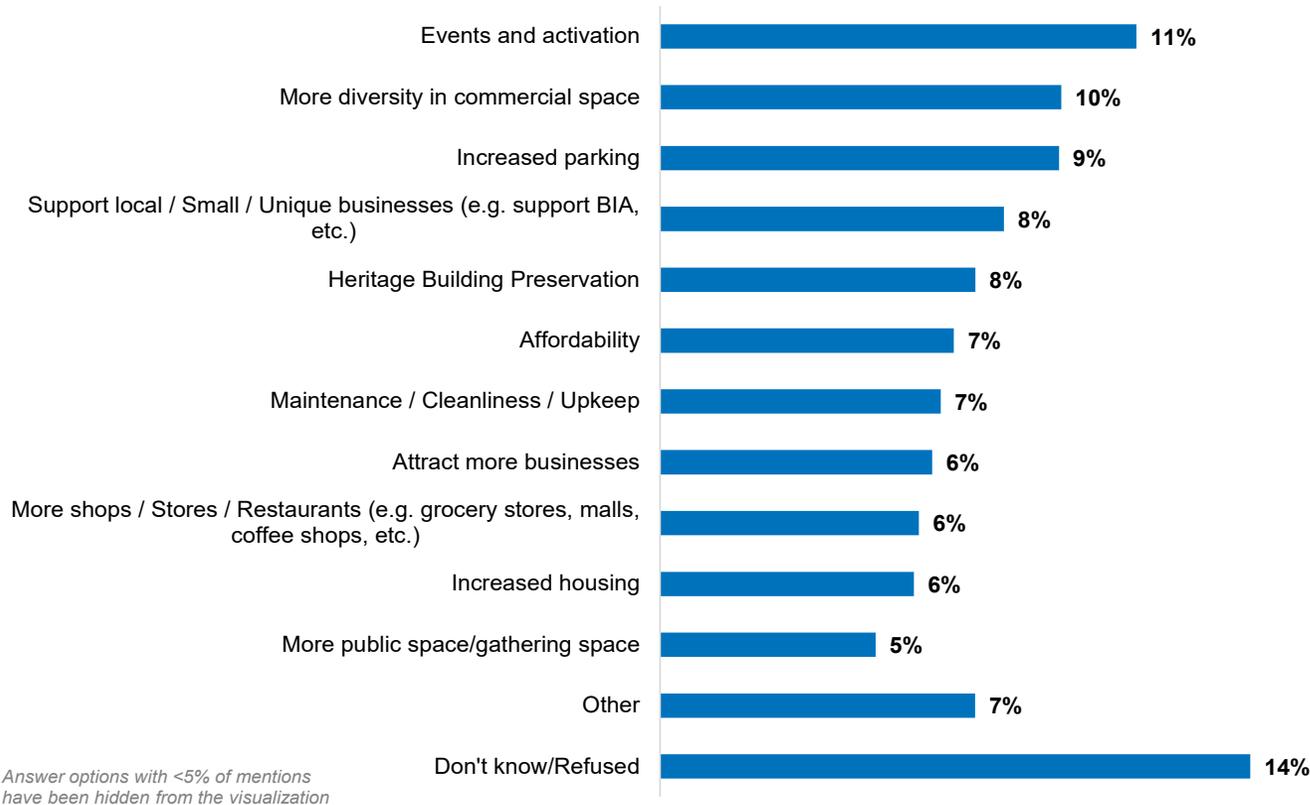
Sample size: Shown in chart above

Framework: All telephone respondents excluding Don't know/Refused responses

Downtown Collingwood Priorities in the next 10 to 20 years



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- Events and activation (11%) emerged as the most important priority to ensure that Downtown Collingwood remains successful and vibrant in the next 10 to 20 years. The following demographic groups are significantly more likely to have the same sentiment:
 - Female residents (16%) compared to male residents (6%).
 - Those who own their homes (14%) compared to those who rent their homes (5%).

Q11. What is important to ensure that Downtown Collingwood remains successful and vibrant in the next 10 to 20 years? [Multi-select; Accept up to three responses]

Sample size: n=400

Framework: All telephone respondents



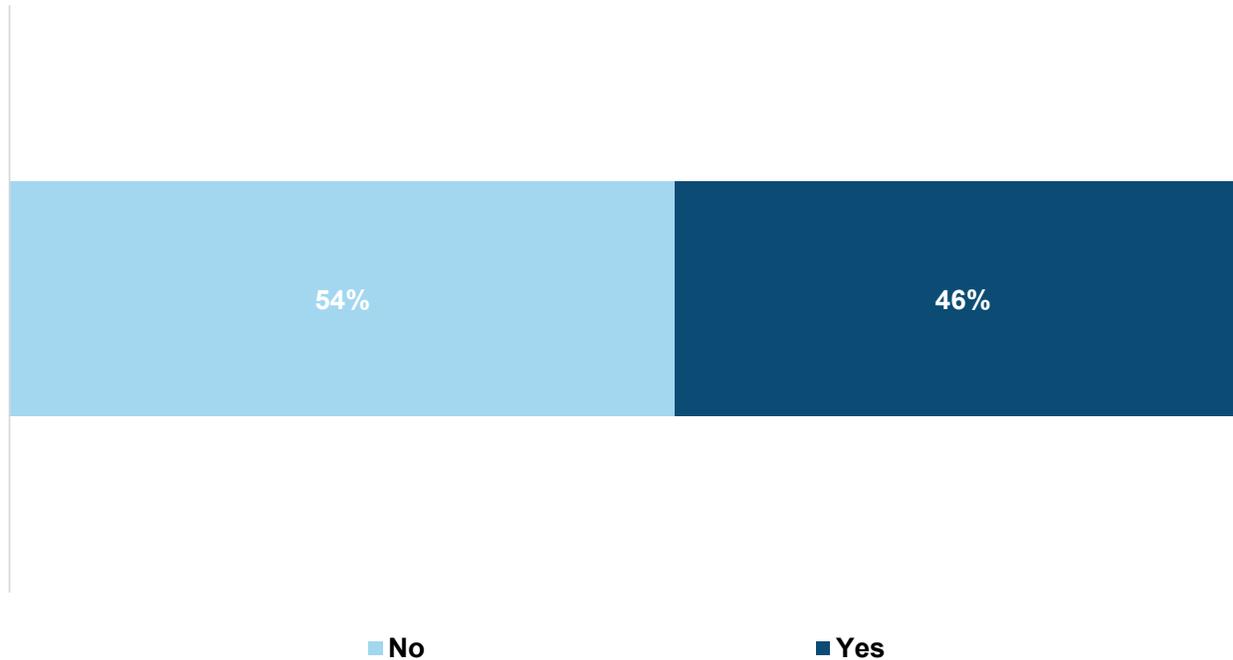
Information and Service Usage



Interaction with Town of Collingwood



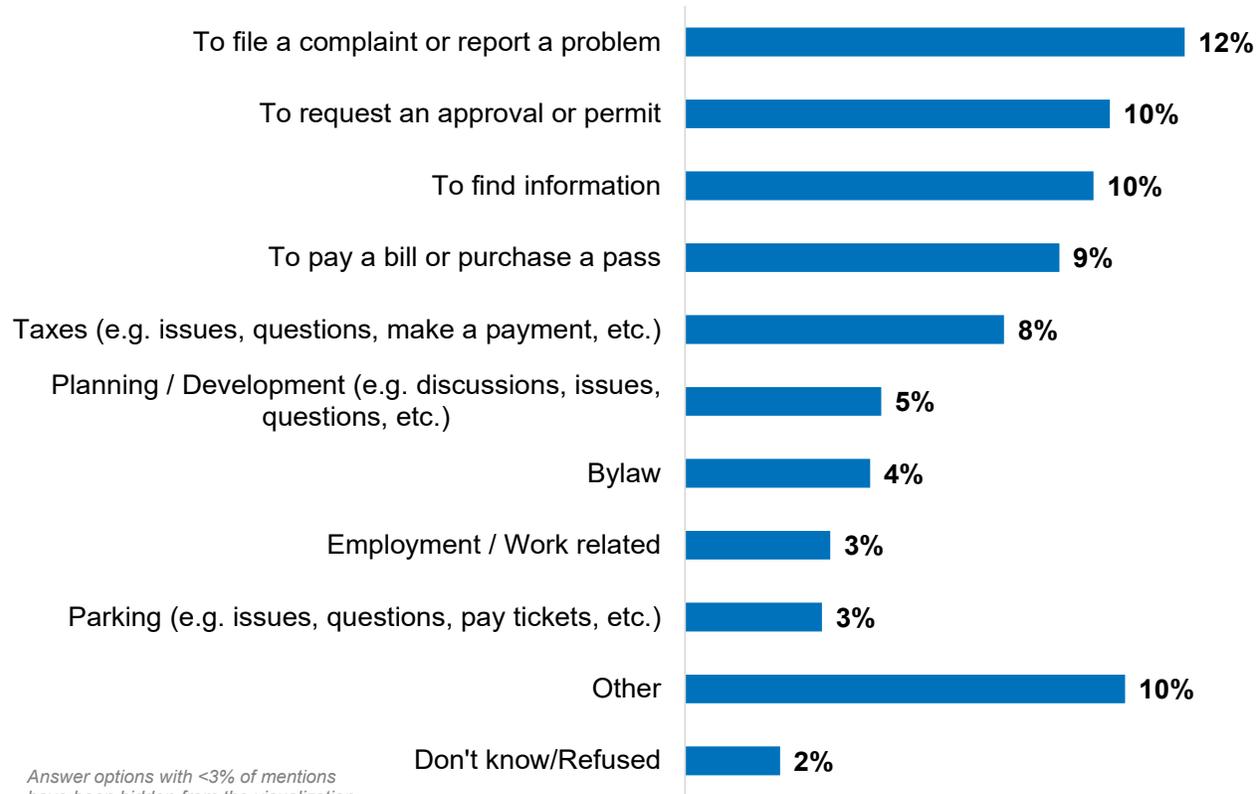
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- Less than half of the residents (46%) have personally contacted or dealt with the Town of Collingwood or one of its employees in the last 12 months.
- Residents aged 35-64 (53%-57%) are significantly more likely to have interacted with the Town of Collingwood compared to those aged 18-34 (30%).

Q12. In the last 12 months, have you personally contacted or dealt with the Town of Collingwood or one of its employees?
Sample size: n=400
Framework: All telephone respondents

Primary Reason for Most Interaction with the Town



Answer options with <3% of mentions have been hidden from the visualization

- Of those who have personally contacted or dealt with the Town of Collingwood or one of its employees, the most popular reason is to file a complaint or report a problem (12%), followed by to request an approval or permit (10%), and to find information (10%).
- The following demographic groups are significantly more likely to request an approval or permit as their primary reason for interaction with the Town:
 - Residents with a household income of \$90k to less than \$150k (18%) compared to those earning \$150k or over (3%).
 - Male residents (17%) compared to female residents (5%).

Q13. What was the primary reason for your **most recent interaction** with the Town?

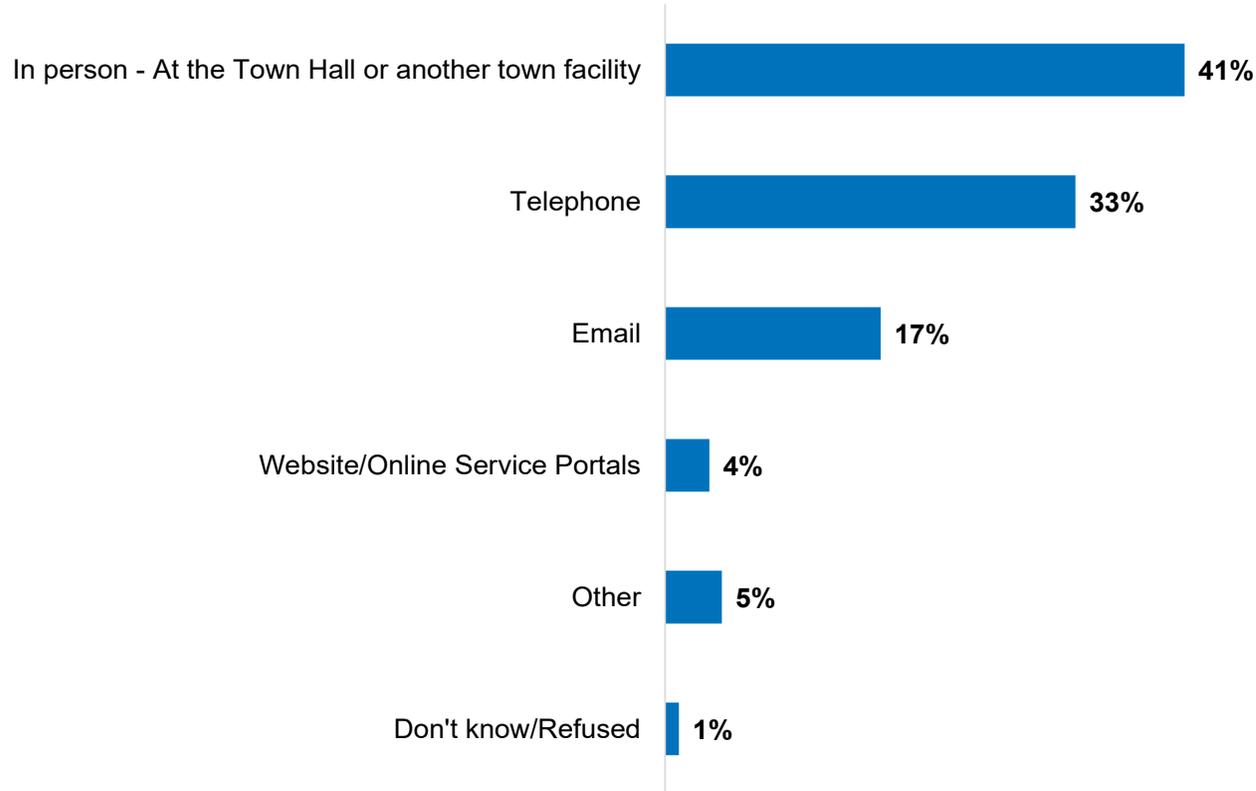
Sample size: n=185

Framework: Telephone respondents who have personally contacted or dealt with the Town of Collingwood or one of its employees

Method of Interaction with the Town



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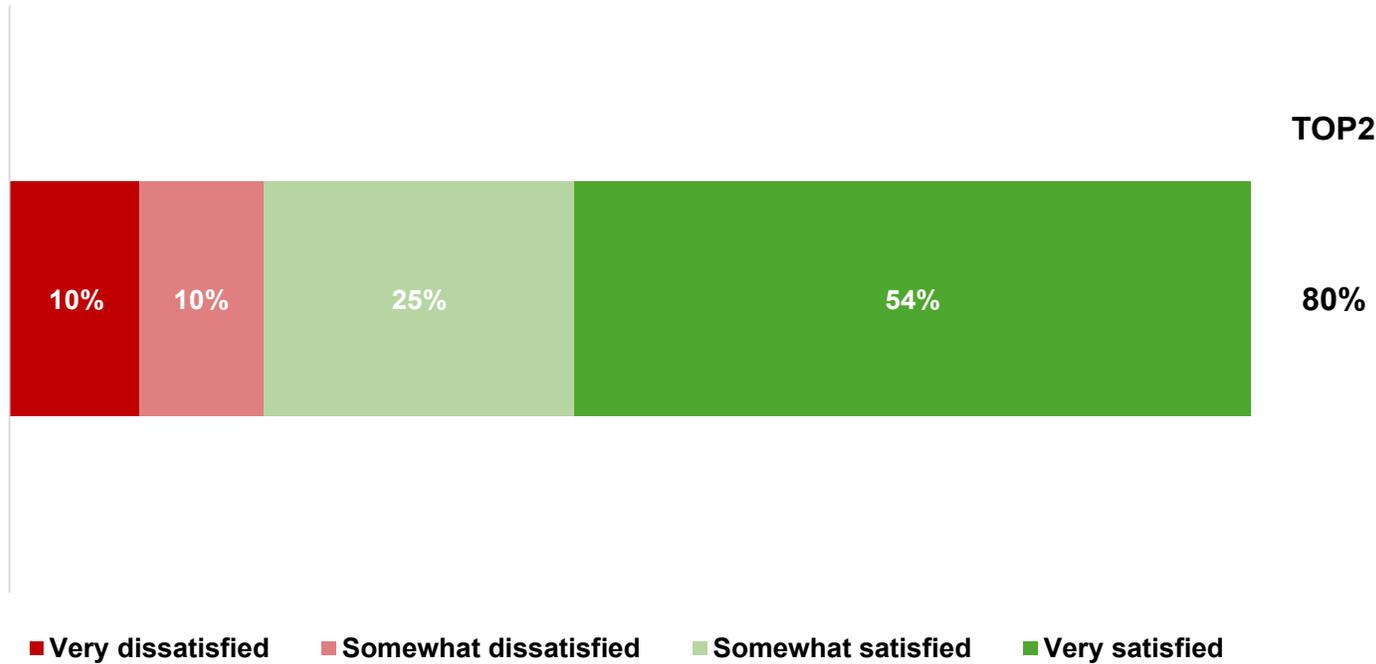
- Of those who have personally contacted or dealt with the Town of Collingwood or one of its employees, in-person visit (41%) is the top method of interaction used for their most recent interaction with the Town of Collingwood, followed by telephone (33%) and email (17%).
- Residents earning \$90k to less than \$150k (25%) are significantly more likely to use email when interacting with the Town compared to those earning under \$50k (4%).

Q14. And which method did you use for your **most recent interaction** with the Town of Collingwood?

Sample size: n=185

Framework: Telephone respondents who have personally contacted or dealt with the Town of Collingwood or one of its employees

Satisfaction with Most Recent Interaction with the Town



- Of those who have personally contacted or dealt with the Town of Collingwood or one of its employees, 4 in 5 residents (TOP2: 80%) are satisfied with the overall service they received.
- Residents aged 65+ (TOP2: 88%) are significantly more likely to be satisfied with the overall service they received compared to residents aged 35-44 (TOP2: 69%).

Q15. And thinking of the last time you contacted the Town of Collingwood, how satisfied were you with the overall service you received? Would you say you were...?
Sample size: n=182
Framework: Telephone respondents who have personally contacted or dealt with the Town of Collingwood or one of its employees excluding "Don't know/Refused" responses



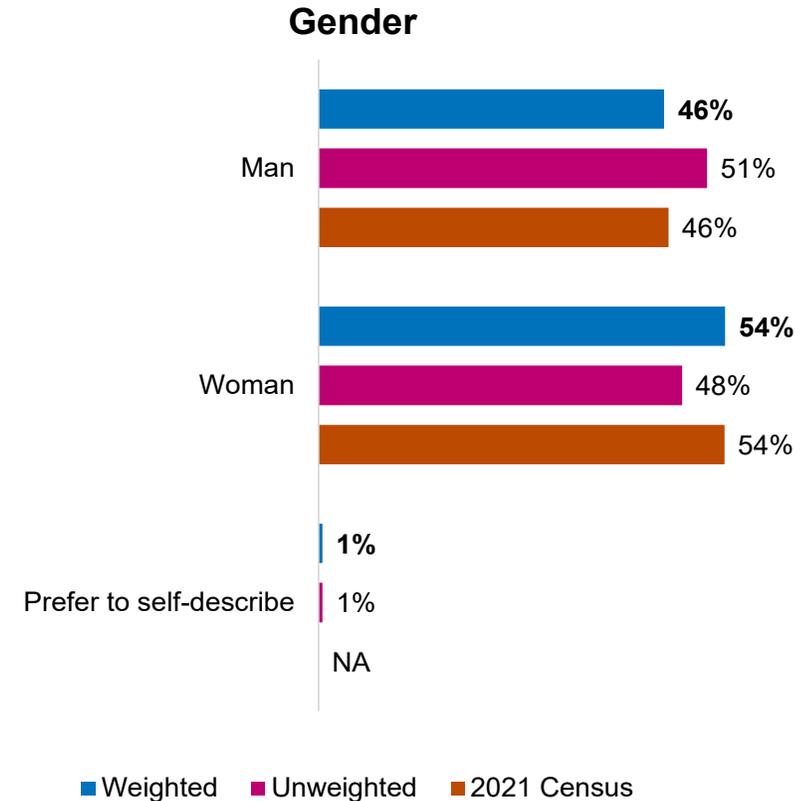
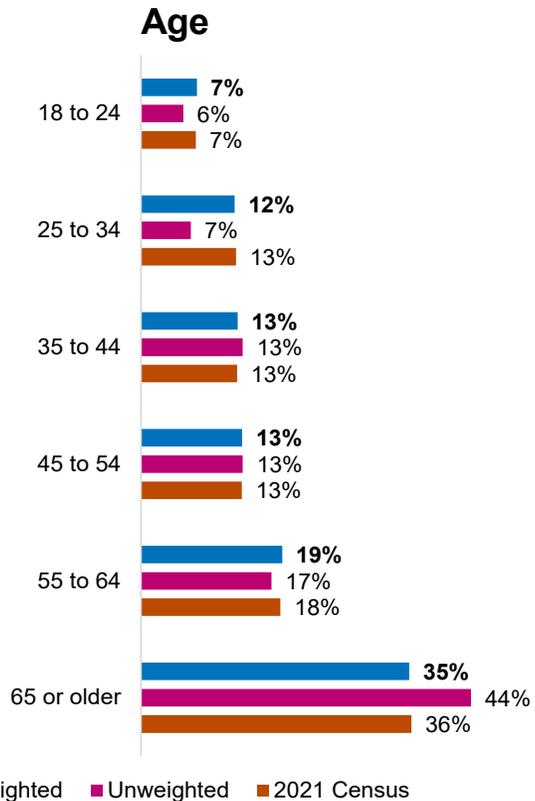
Demographics



Demographics



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D1. Which of the following age categories do you belong to? | D2. What gender do you identify as?

Sample size: D1. n=394 | D2. n=393

Framework: All telephone respondents except Prefer not to say responses

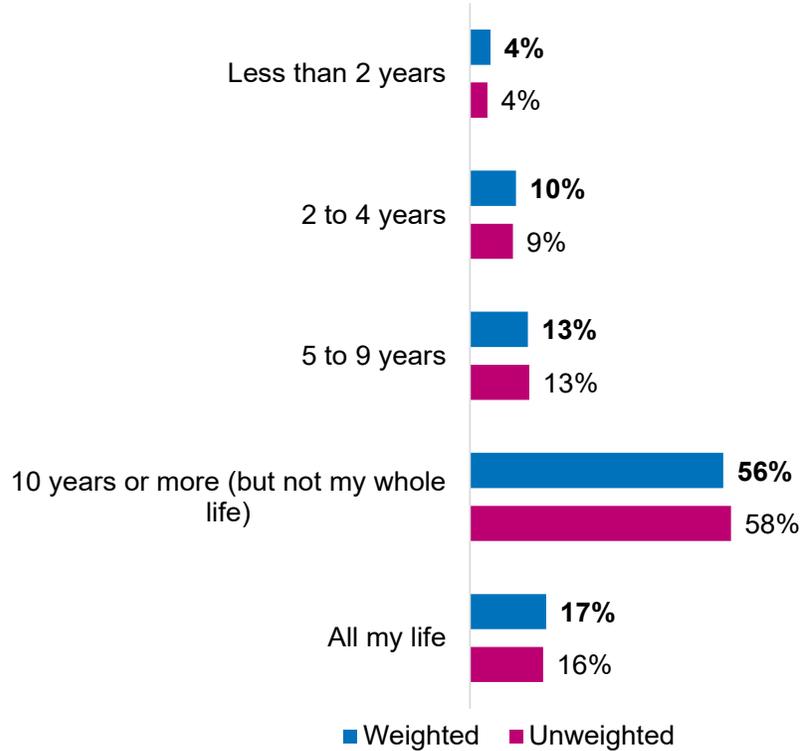
Demographics



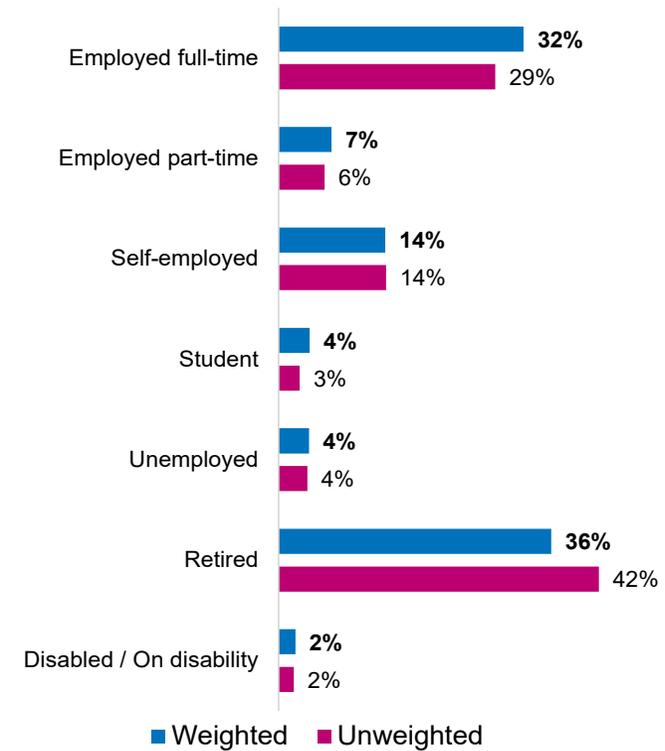
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Tenure in Collingwood



Employment Status



D0. How long have you lived in the Town of Collingwood? | **D3.** What is your current primary employment status?

Sample size: D0. n=391 | D3. n=394

Framework: All telephone respondents except Prefer not to say responses

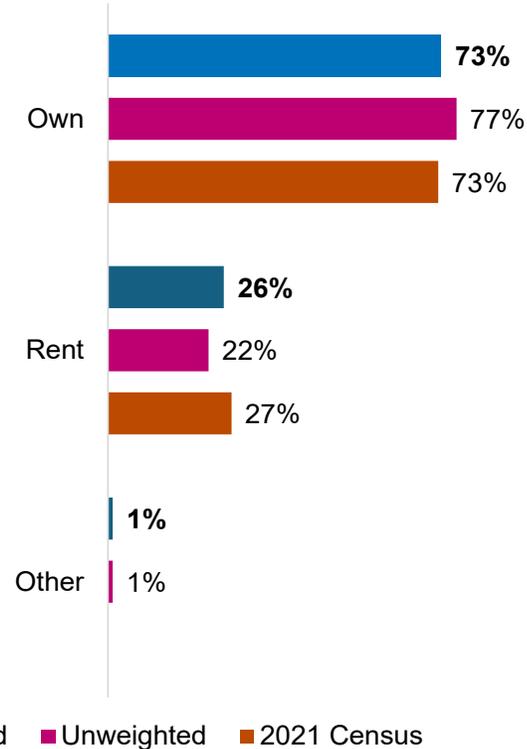
Demographics



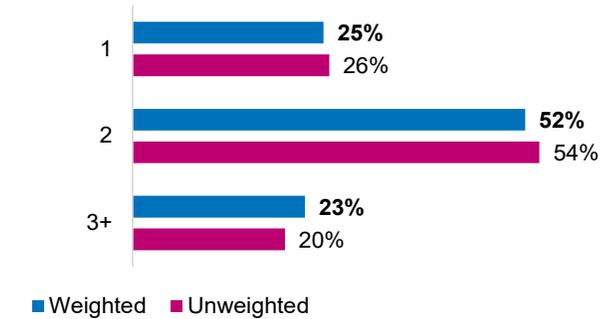
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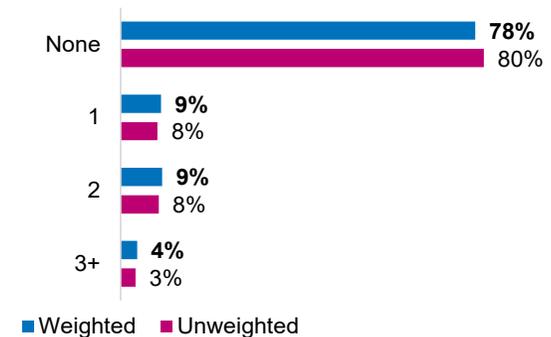
Living Arrangement / Home Ownership



Adults in household, including the respondent



Children in household



D5. Do you (or does a member of your household) own or rent your home? | **D4A/B.** How many adults and children (under the age of 18) are in your household, including yourself?

Sample size: D5. n=387 | D4A. n=391 | D4B. n=391

Framework: All telephone respondents except Prefer not to say responses

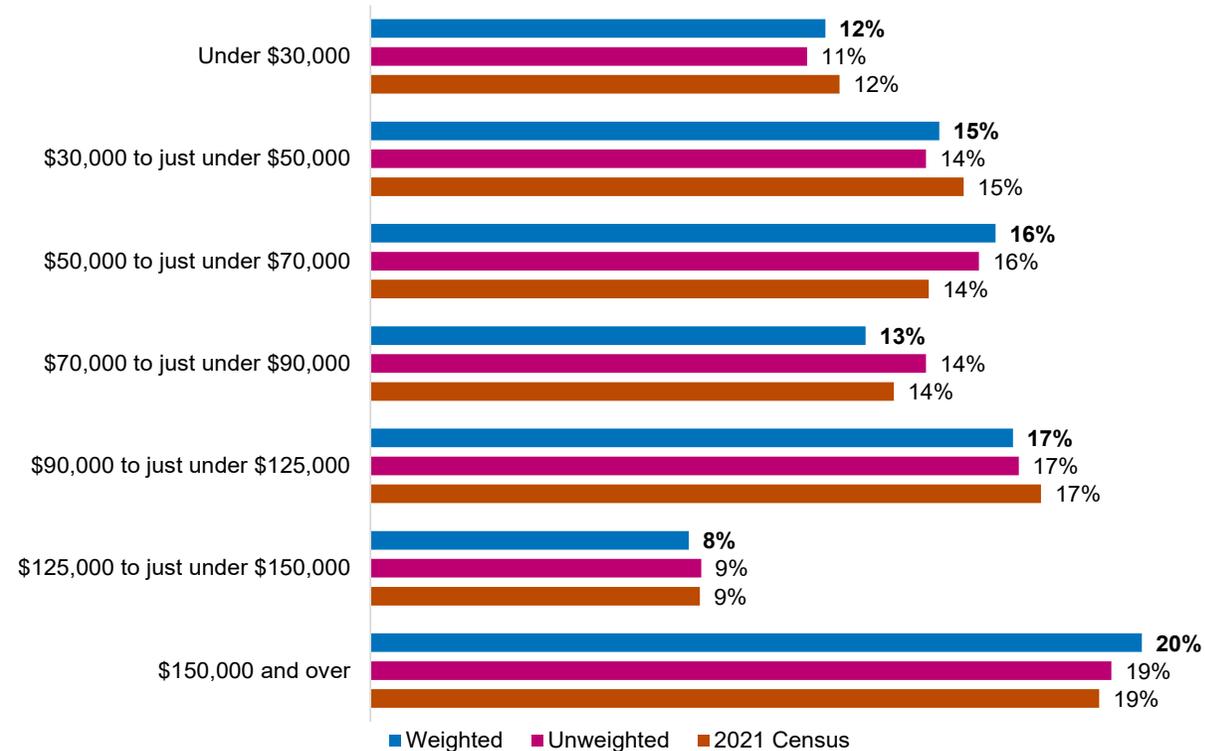
Demographics



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Household Income



D7. And lastly, which of the following categories was your total household income before taxes in 2023?

Sample size: n=295

Framework: All telephone respondents except Prefer not to say responses



Appendix: Online Survey Results



Methodology

Method: CAWI (Computer Aided Web Interview)

Criteria for Participation: Residents of the Town of Collingwood who are 18 years of age or older

Sample Size: n=487

Average Length of Interview (LOI): 5.5 minutes

Margin of Error: $\pm 4.44\%$

Fieldwork Dates: March 19th - April 5th, 2024

- Additional Notes:**
- CAWI data was collected through an open link distributed by the Town of Collingwood. The sample from CAWI consists of only self-selected respondents, who have chosen to take part in the survey on their own accord. Due to this fact, CAWI data is not weighted and is reported separately as it is affected by self-selection bias and cannot be representative of Town of Collingwood demographics.

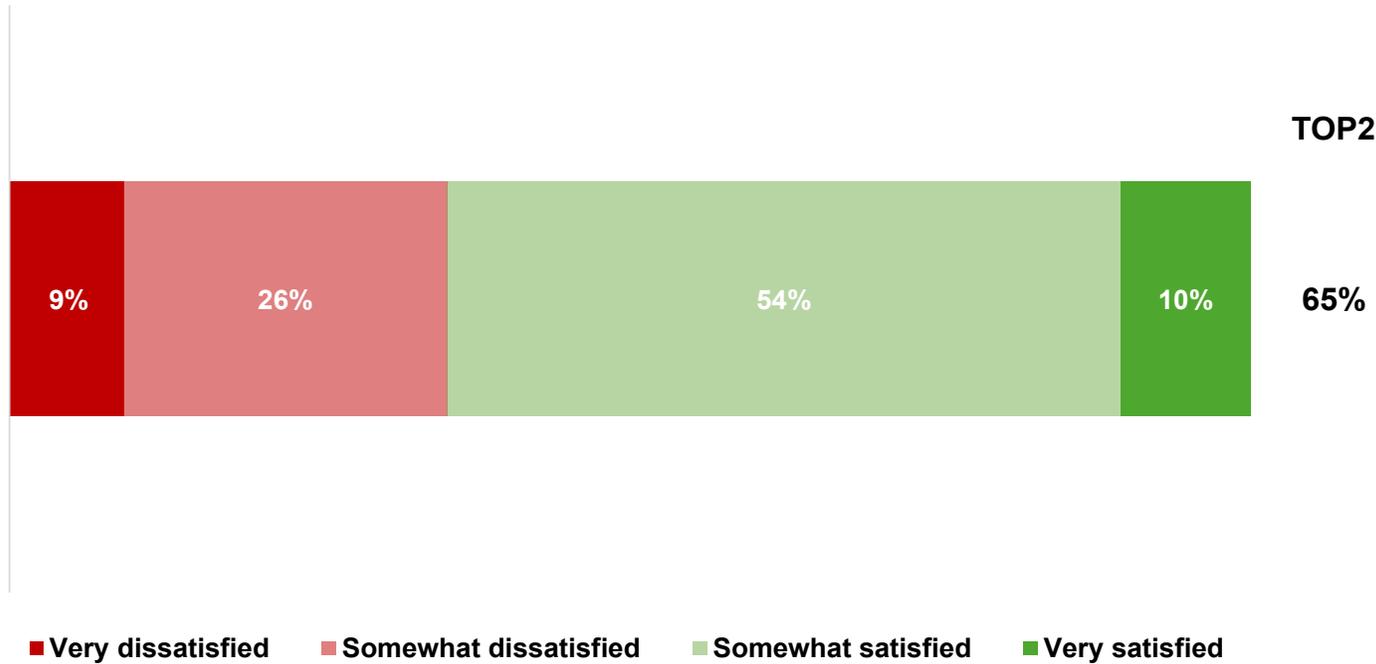




Government Satisfaction and Concerns



Overall Satisfaction with Government



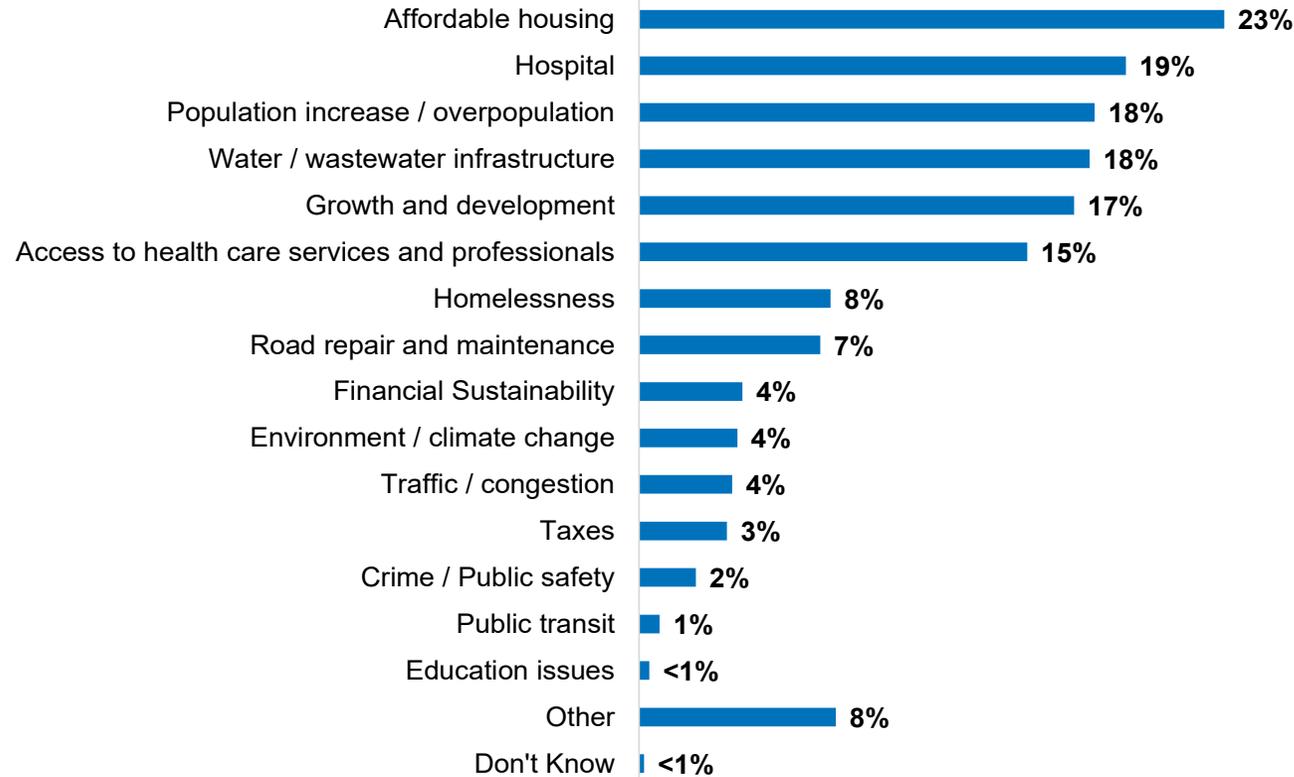
• Nearly two-thirds of the residents (TOP2: 65%) are satisfied with the government of the Town of Collingwood.

Q1. Overall, would you say that you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the government of the Town of Collingwood?
Sample size: n=468
Framework: All online respondents excluding Don't know/Refused responses

Top of Mind Issues



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- Affordable housing emerged as the most important issue facing the Town with nearly 1 in 4 (23%) residents mentioning it.
- Other notable top of mind issues mentioned by the residents are hospital (19%), population increase / overpopulation (18%), and waste / wastewater infrastructure (18%).

Q2. In your opinion, what is the single most important issue facing the Town of Collingwood today?

Sample size: n=487

Framework: All online respondents



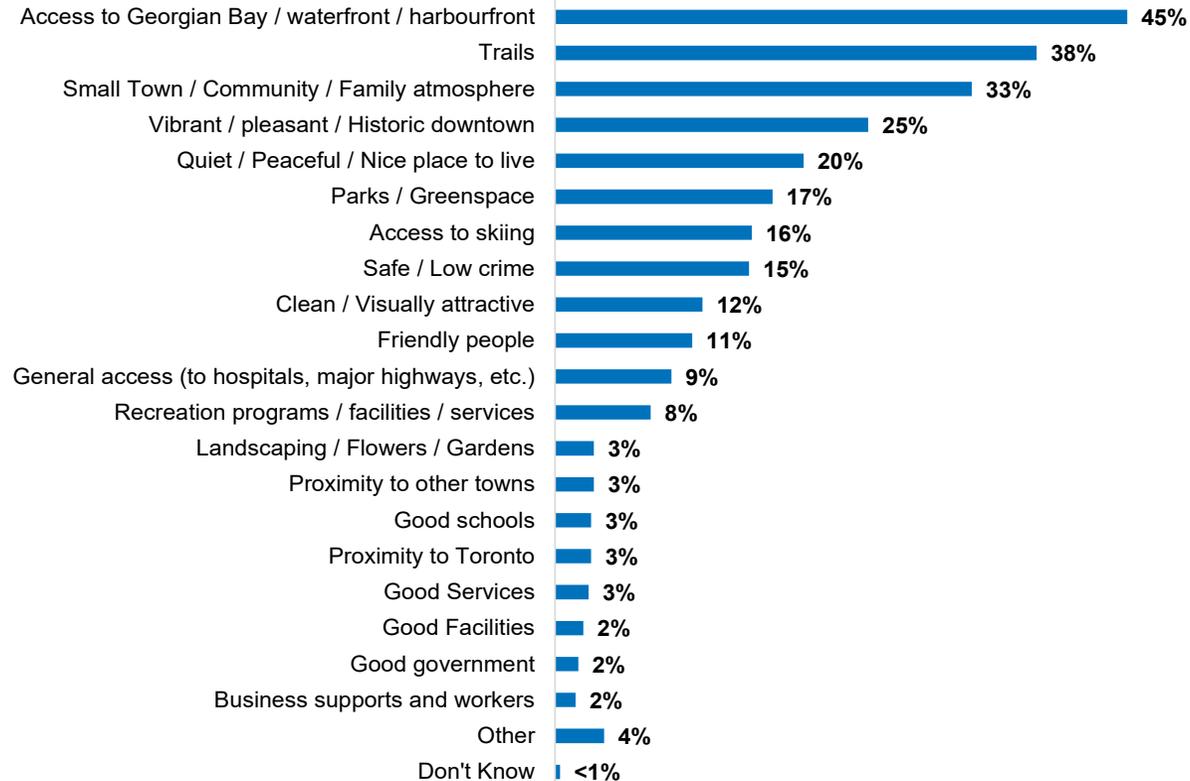
Livability and Quality of Life



Livability of Town of Collingwood



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- Access to Georgian Bay / waterfront / harbourfront emerged as the top quality or strength of the Town that make it livable and vibrant, with nearly half of the residents (45%) mentioning it.
- Other top qualities or strengths of the Town mentioned by the residents are its trails (38%), being a small town and its family atmosphere (33%), and its vibrant, pleasant, and historic downtown (25%).

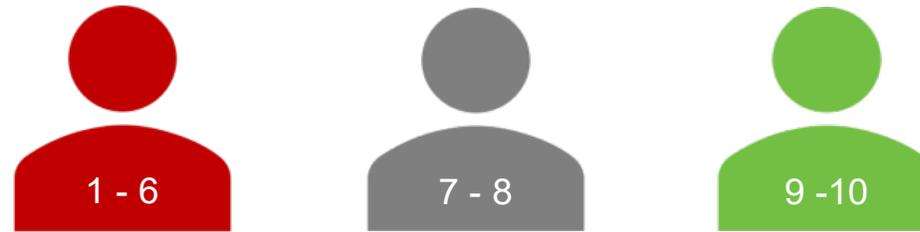
Q3. In your opinion, what are the qualities or strengths of the Town of Collingwood that make it livable and vibrant?

Sample size: n=487

Framework: All online respondents

Net Promoter Score (NPS) Methodology

Net Promoter Score = Promoters – Detractors



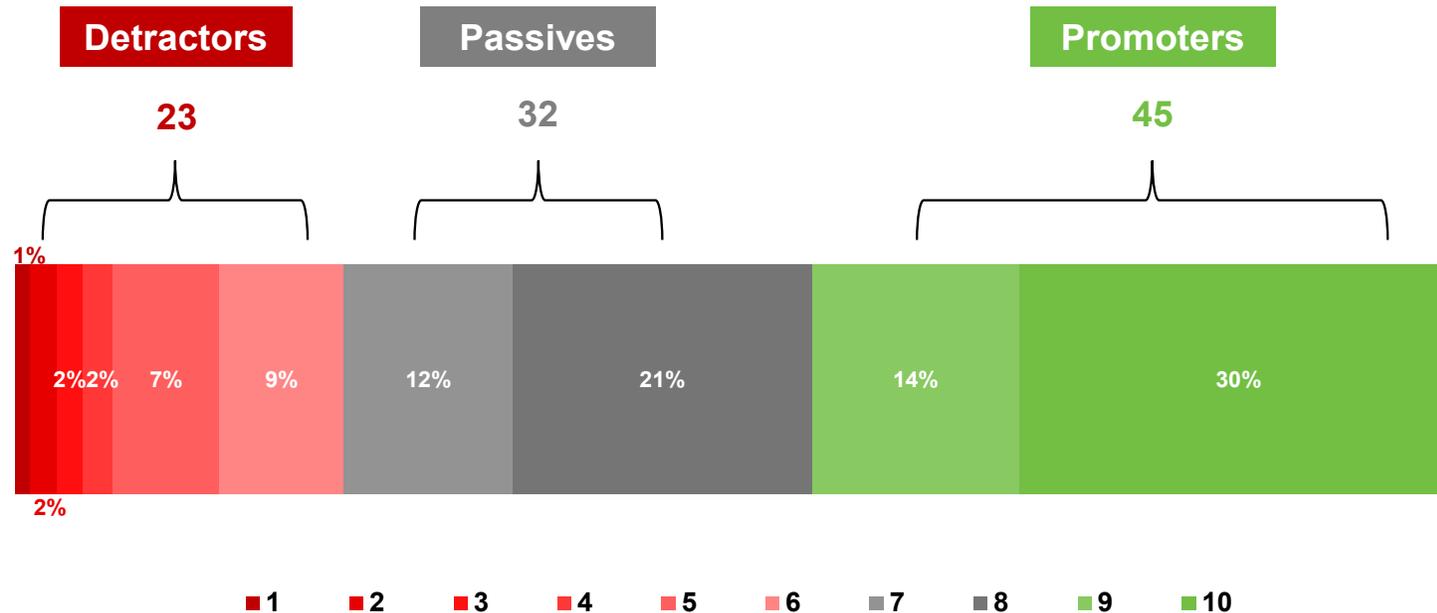
- The Net Promoter Score (NPS) assesses the willingness of residents to promote the Town of Collingwood. The NPS was measured by asking residents to rate their likelihood of recommending the Town of Collingwood as a place to live, on a scale from 1 to 10, with 1 being not at all likely and 10 being very likely.
- Based on the score provided, residents were classified as Promoters (9-10), Passives (7-8), or Detractors (1-6) of the Town of Collingwood.
- A Net Promoter Score (NPS) is calculated by subtracting the detractors from the promoters, which provides a net score for the proportion of residents promoting the Town of Collingwood.



NPS Analysis



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Net Promoter Score = 45 - 23 = 22

- An NPS score of 22 suggests that Town residents are more likely to recommend the Town as a place to live to a friend or colleague.

NPS. How likely would you be to recommend the Town of Collingwood as a place to live to a friend or colleague? Please use a number from 1 to 10, where 1 is not at all likely, and 10 is extremely likely.

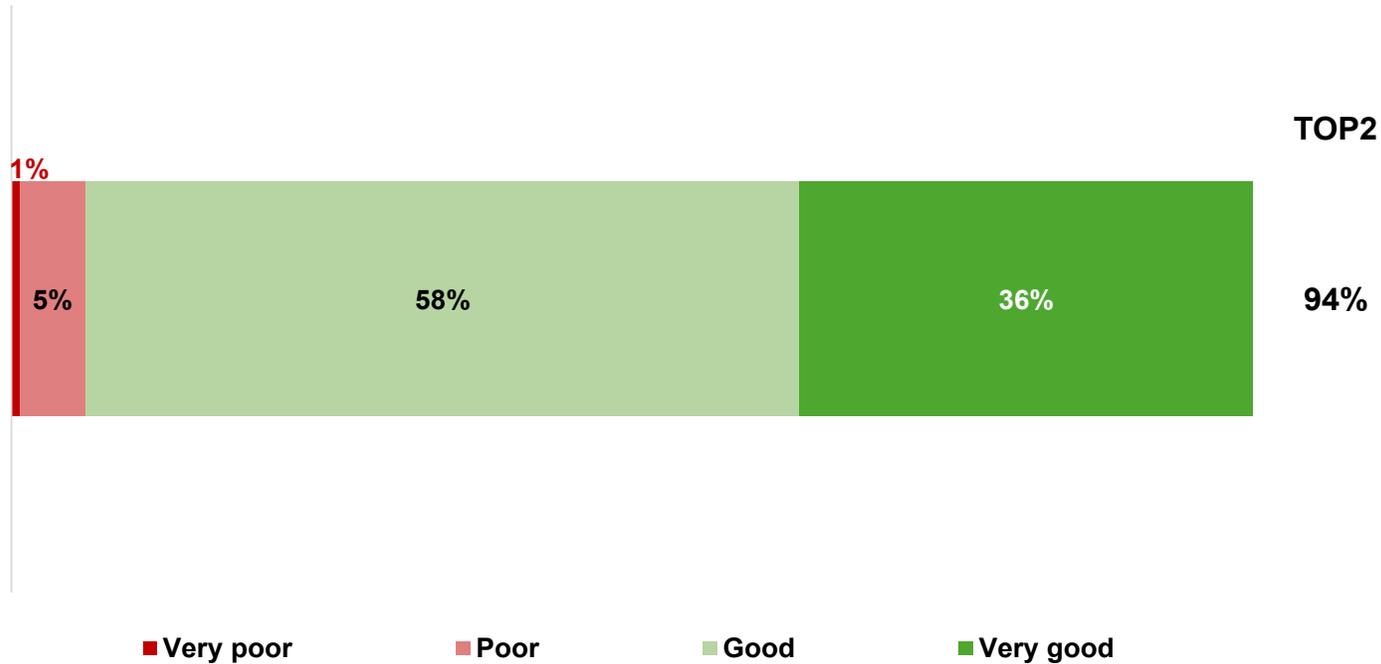
Sample size: n=487

Framework: All online respondents

Quality of Life



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- Vast majority of the respondents (TOP2: 94%) rate the overall quality of life in the Town of Collingwood as good or very good.

TOP2

94%

QL1. How would you rate the overall quality of life in the Town of Collingwood today? Would you say it's...?

Sample size: n=485

Framework: All online respondents excluding Don't know/Prefer not to say responses



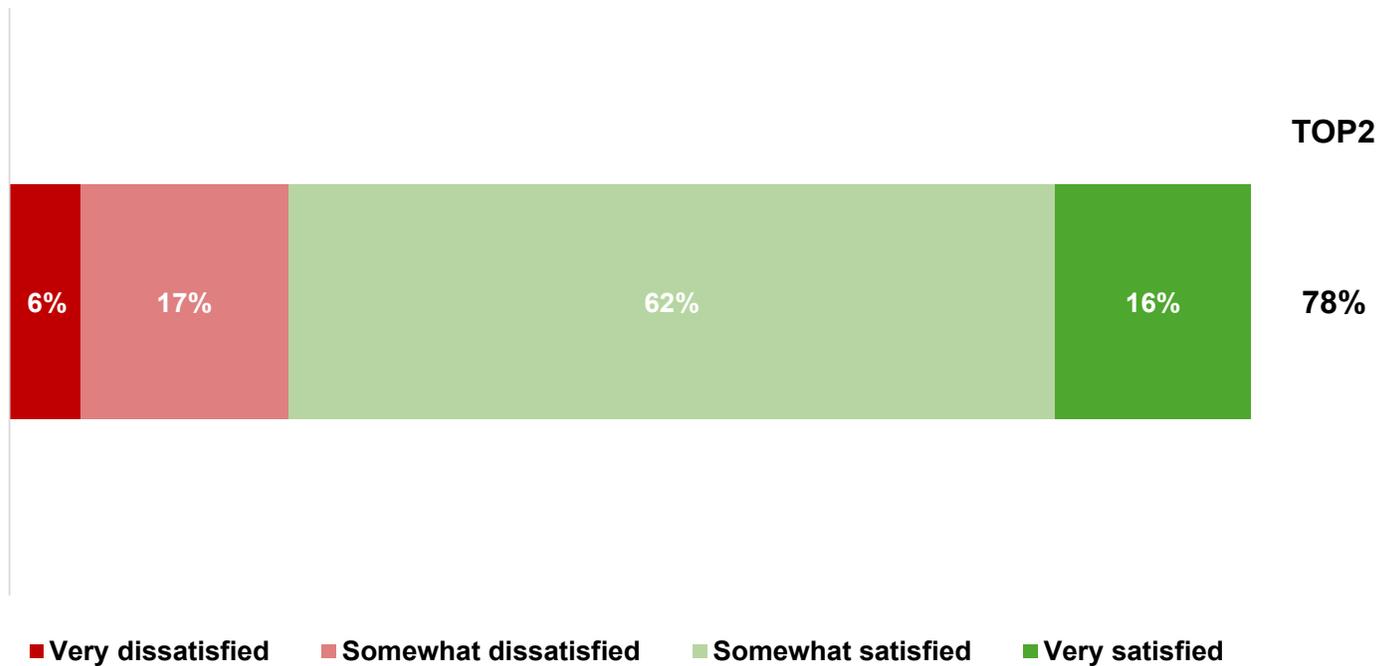
Town's Programs and Services



Satisfaction with Services Provided by the Town



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- Nearly 4 in 5 respondents (TOP2: 78%) are satisfied with the overall level and quality of services they receive from the Town of Collingwood.

Q4. Overall, would you say that you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the overall level and quality of services you receive from the Town?

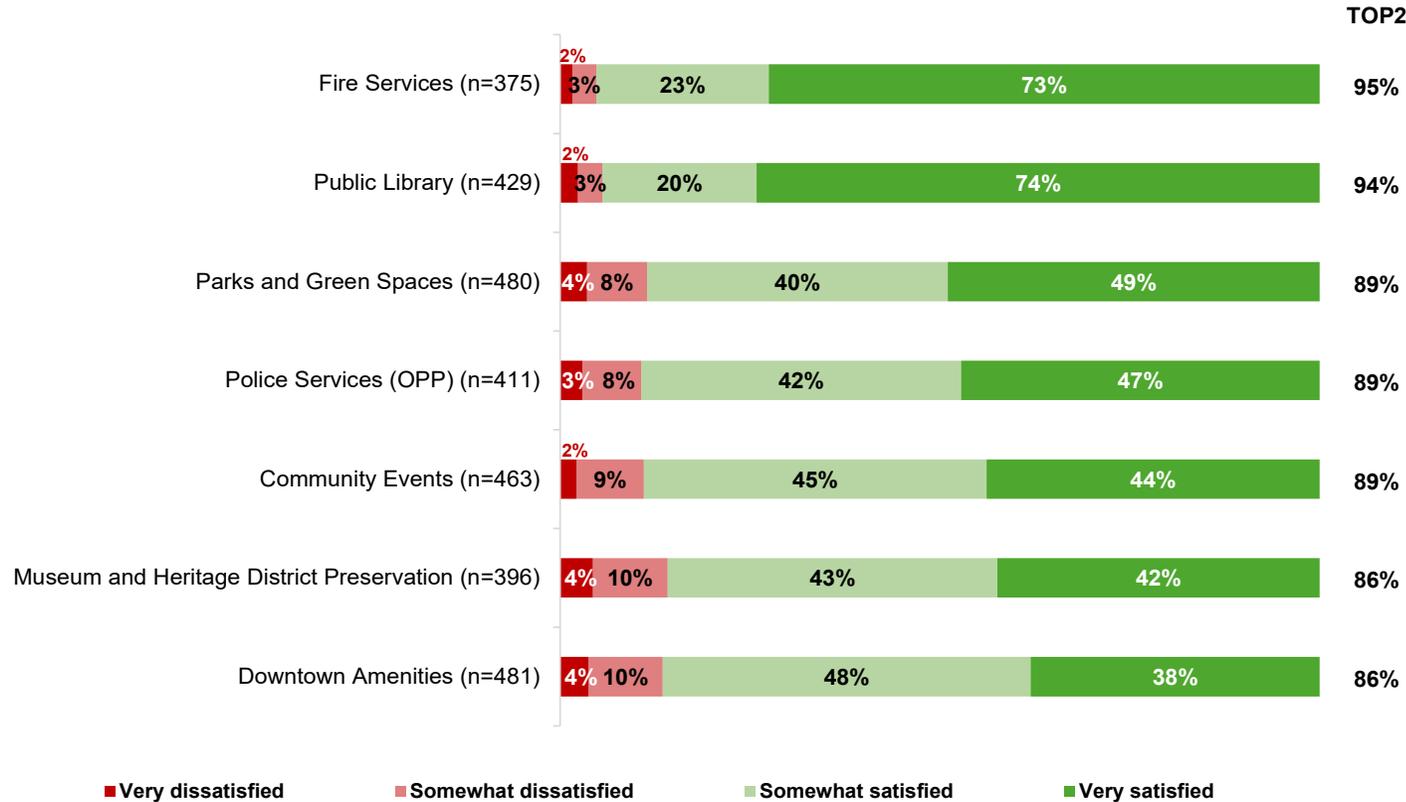
Sample size: n=476

Framework: All online respondents excluding Don't know/Refused responses

Satisfaction with Services Provided by the Town (con't)



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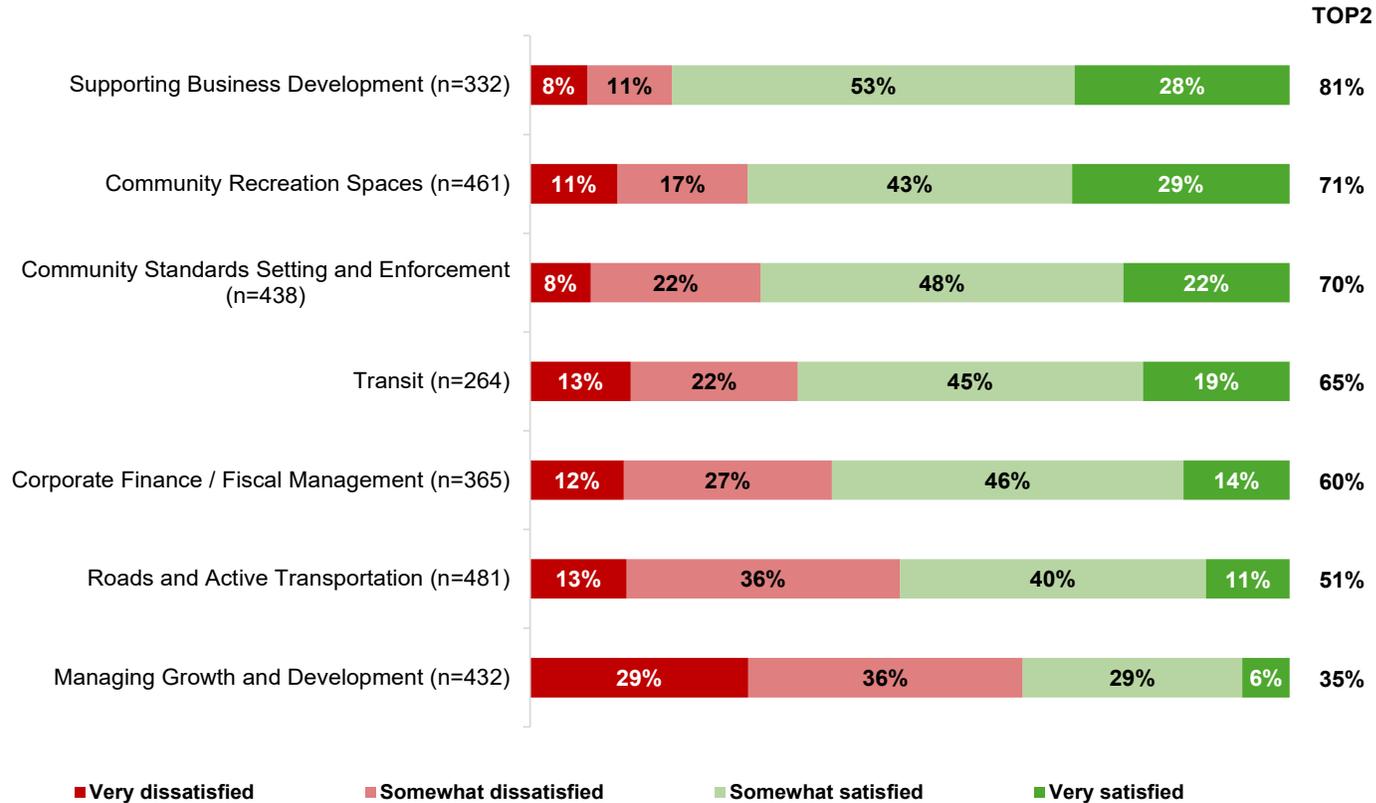
- Fire services (TOP2: 95%), public library (TOP2: 94%), parks and green spaces (TOP2: 89%), police services (TOP2: 89%), and community events (TOP2: 89%) are the services residents are most satisfied with.

Q5. Using the same scale, would you say you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the performance of the Town of Collingwood on each of the following services?
Sample size: Shown in chart above
Framework: All online respondents excluding Don't know/Refused responses

Satisfaction with Services Provided by the Town (con't)



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- On the other hand, managing growth and development (TOP2: 35%) has the lowest satisfaction among the residents.

Q5. Using the same scale, would you say you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the performance of the Town of Collingwood on each of the following services?
Sample size: Shown in chart above
Framework: All online respondents excluding Don't know/Refused responses



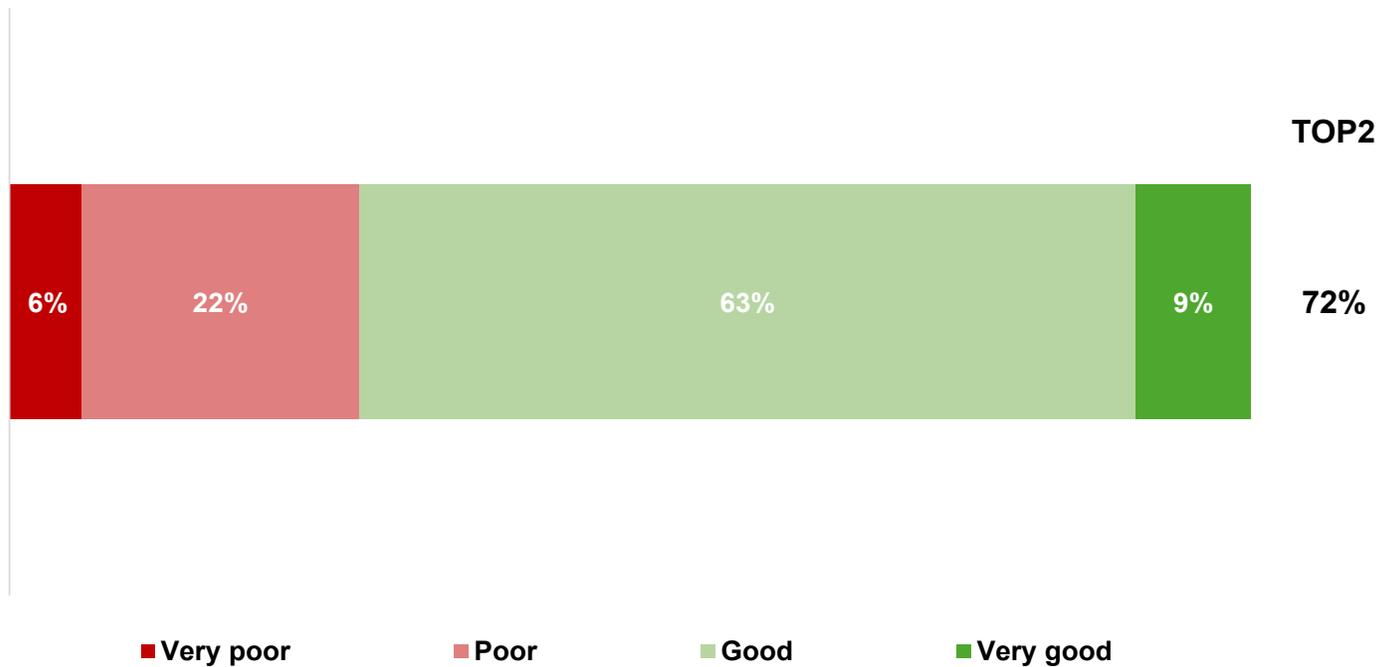
Taxation and Priorities



Value for Tax Dollars



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- Nearly 3 in 4 respondents (TOP2: 72%) think that they receive good value for their tax dollars.

Q6. Thinking about the programs and services you receive from the Town of Collingwood, would you say that, overall, you receive very good, fairly good, fairly poor, or very poor value for tax dollars?

Sample size: n=465

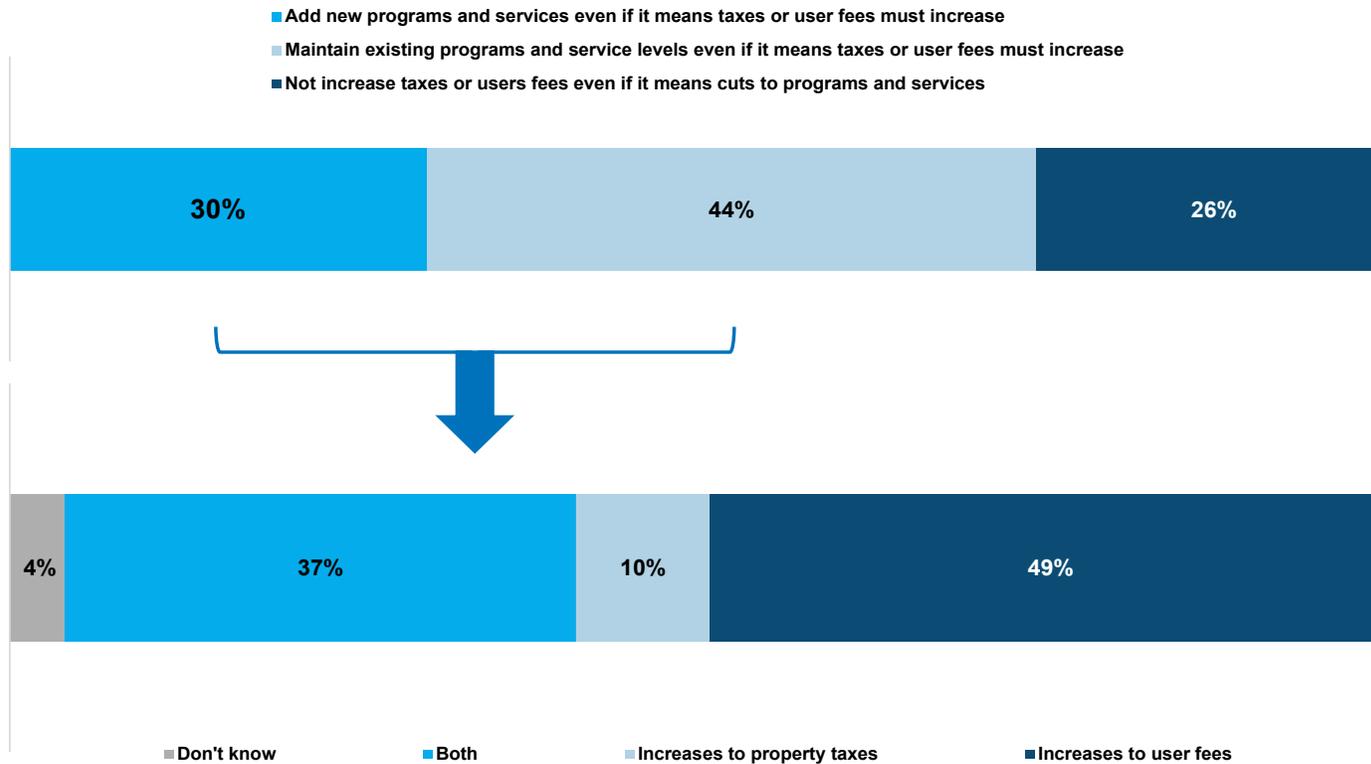
Framework: All online respondents excluding Don't know responses

60

Balancing Taxations and Service Delivery Levels



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- Nearly 3 in 4 residents (74%) would like to either add new programs and services or maintain existing programs and service levels, even if it means taxes or user fees will increase.
- Among these residents, 49% preferred an increase in user fees, 10% mentioned preference for raising property taxes, and 37% expressed preference in raising prices for both.

Q7A. Which of the following statements best reflects your view? | **Q7B.** And if 'maintaining service levels' OR 'adding services and facilities' meant an increased cost to provide those services, which would you prefer?

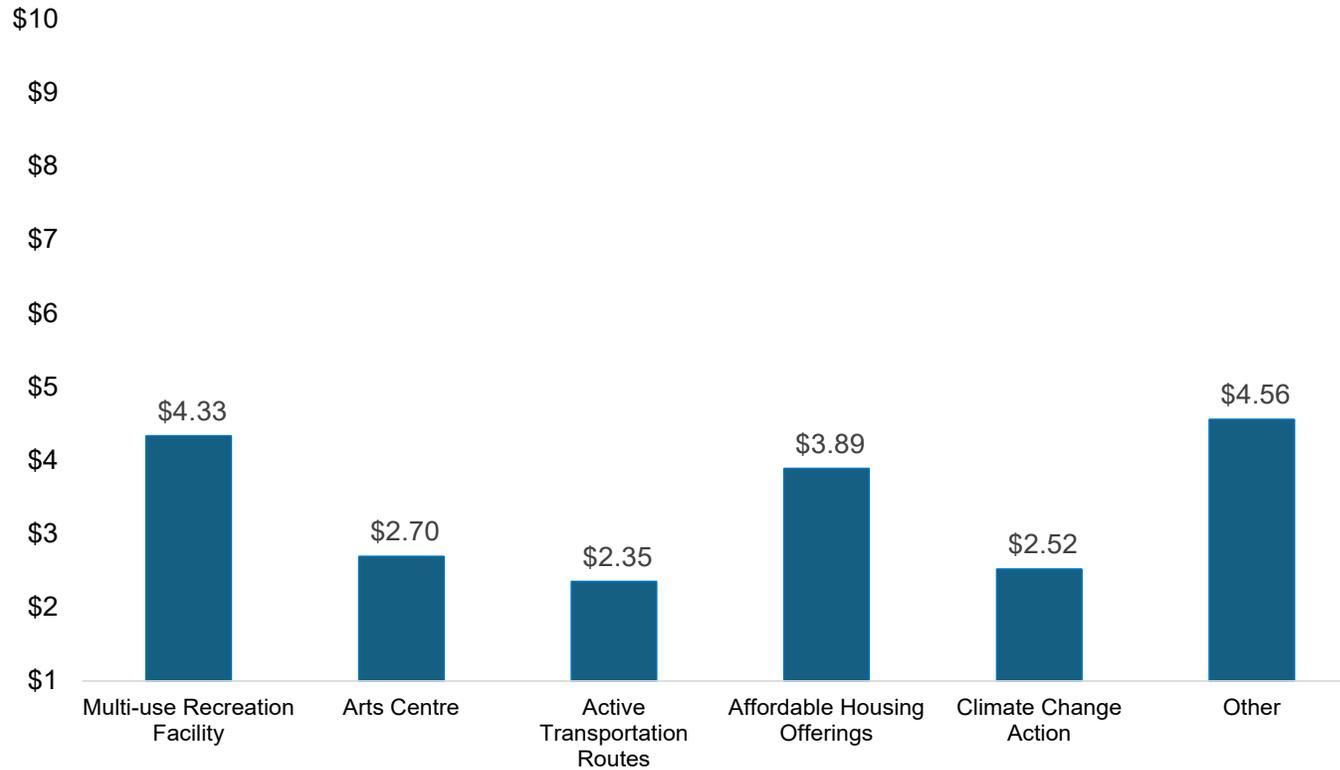
Sample size: Q7A. n=487 | Q7B. n=362

Framework: Q7A. All online respondents | Q7B. Online respondents who view that the Town should add new programs and services or maintain existing programs and service levels, even if it means taxes or user fees must increase

Funding Allocation of New Services and/or Facilities



Funding Allocation of Extra \$10 per month (Average)



- When asked about how would the residents distribute their extra \$10 per month among the following options, the residents showed preference for funding a multi-use recreation facility, with an average monthly allocation of \$4.33, the highest among the options presented.
- In addition to this, 5% of the residents chose the no additional dollars per month answer option.

Q8. If funding new services or facilities through property tax, and you had an extra \$10 per month, how would you distribute the funds among the following options?

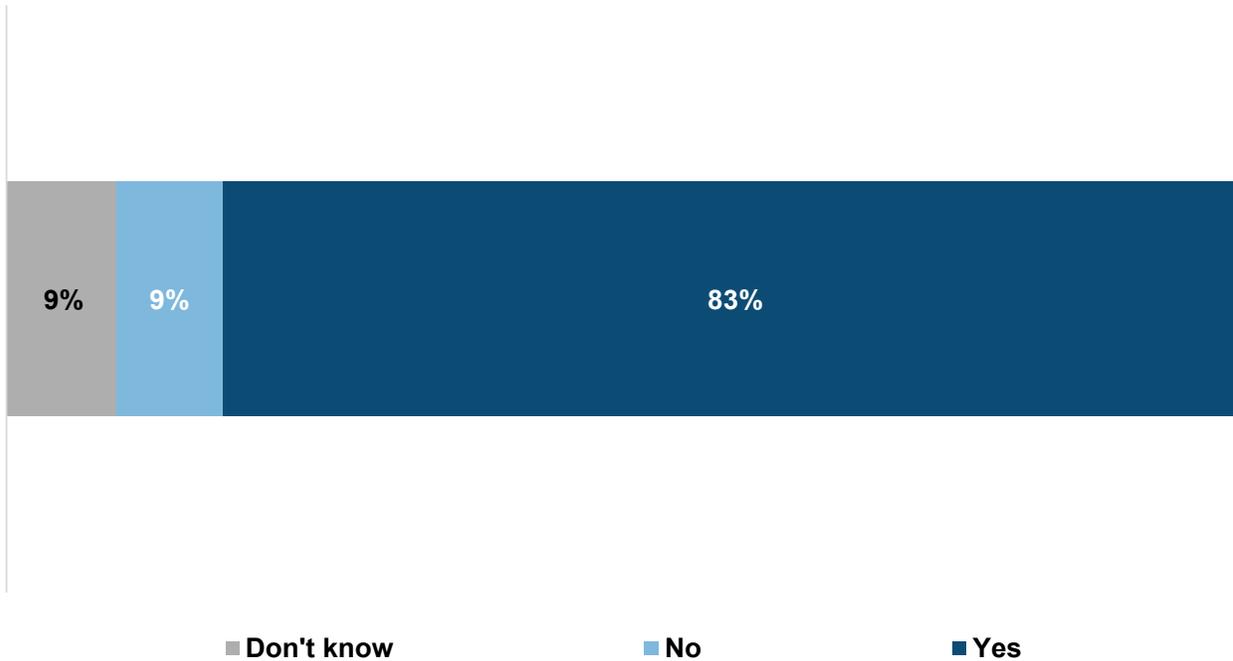
Sample size: n=487

Framework: All online respondents

Review of Town's Budget, Master Plans, and Strategic Plan Documents



FORUM
RESEARCH



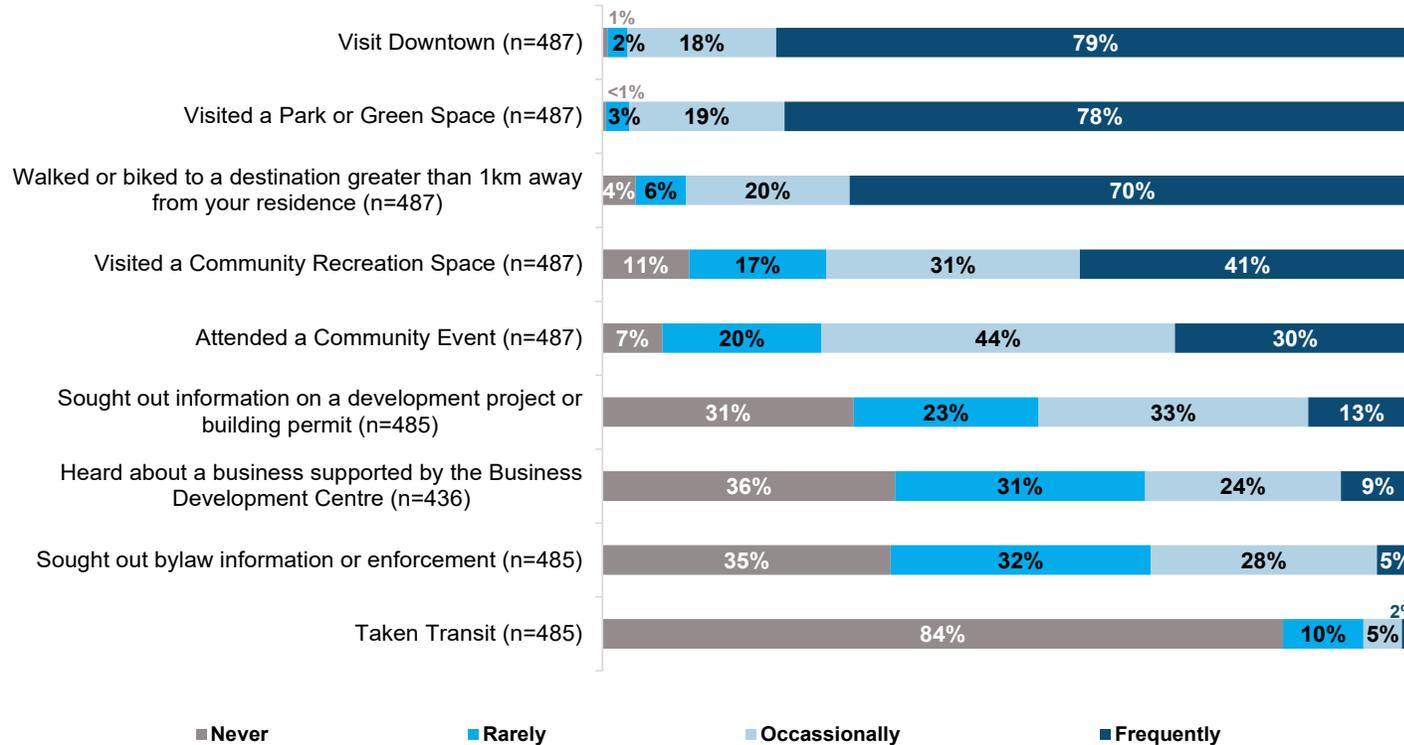
- Over 4 in 5 residents (83%) say that reviewing the Town's budget, master plans, and strategic plan documents is important to them.

Q9. Is reviewing the Town's budget, master plans and strategic plan documents important to you?
Sample size: n=487
Framework: All online respondents

Town's Programs and Services Usage



**FORUM
RESEARCH**



- Visiting downtown (79%) and visiting a park or green space (78%) are the most frequently done activities among the residents within the past 12 months.
- On the other hand, taking a transit ranked lowest, with 84% of the residents reporting not using it within the past 12 months.

Q10. Within the past 12 months, how often have you done each of the following activities?

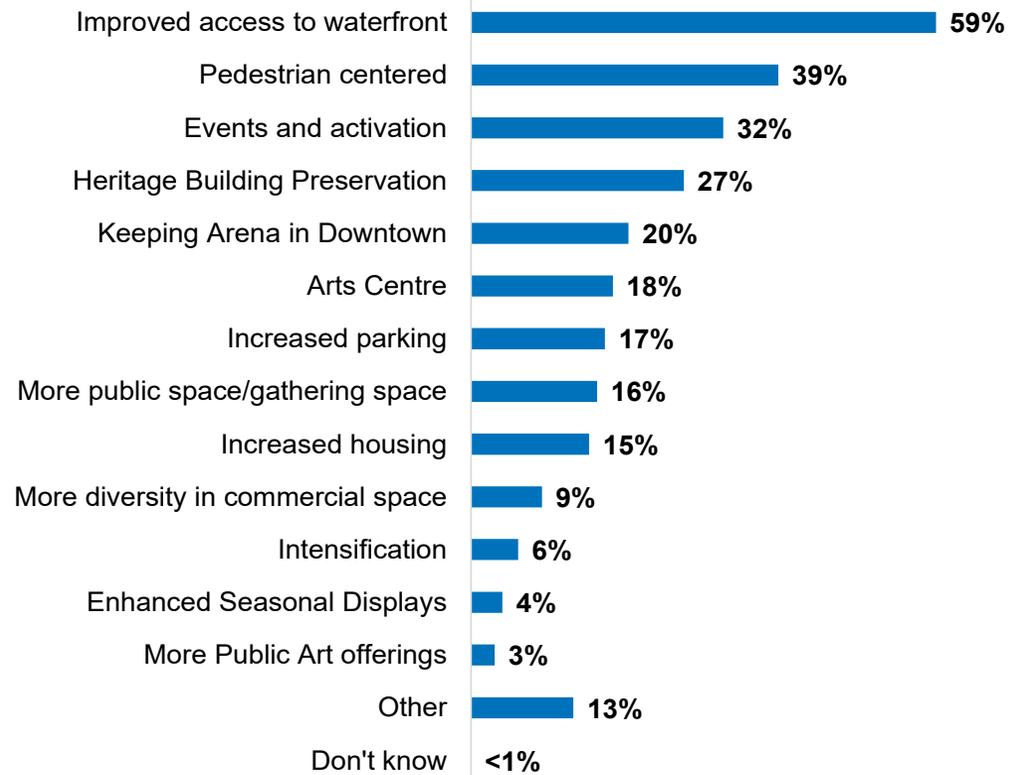
Sample size: Shown in chart above

Framework: All online respondents excluding Don't know responses

Downtown Collingwood Priorities in the next 10 to 20 years



**FORUM
RESEARCH**



- Improved access to waterfront (59%) emerged as the most important priority to ensure that Downtown Collingwood remains successful and vibrant in the next 10 to 20 years.

Q11. What is important to ensure that Downtown Collingwood remains successful and vibrant in the next 10 to 20 years?

Sample size: n=487

Framework: All online respondents



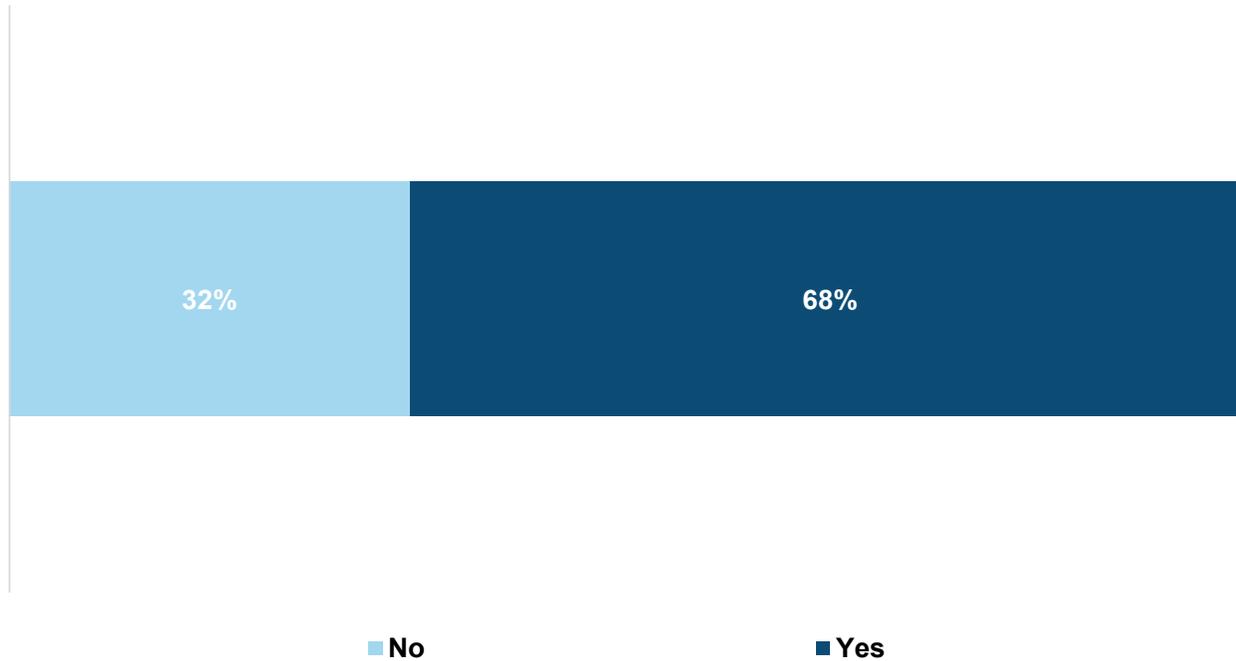
Information and Service Usage



Interaction with Town of Collingwood



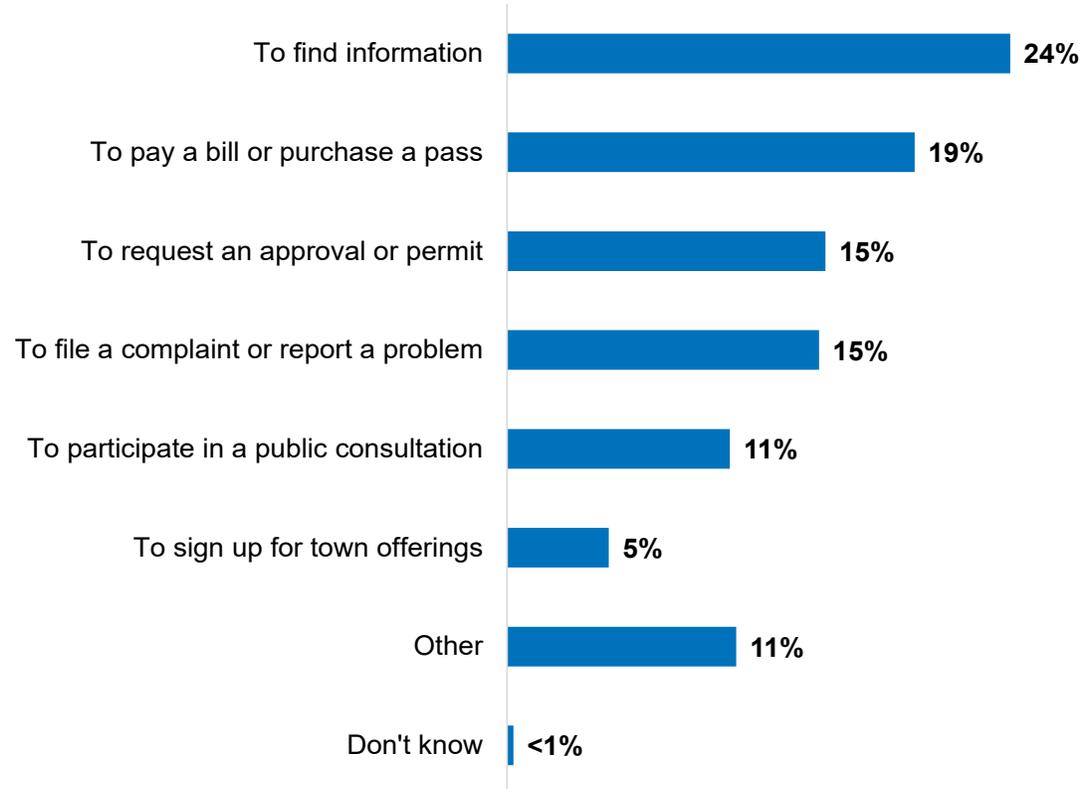
FORUM
RESEARCH



- Nearly 7 in 10 residents (68%) have personally contacted or dealt with the Town of Collingwood or one of its employees in the last 12 months.

Q12. In the last 12 months, have you personally contacted or dealt with the Town of Collingwood or one of its employees?
Sample size: n=487
Framework: All online respondents

Primary Reason for Interaction with the Town



- Of those who have personally contacted or dealt with the Town of Collingwood or one of its employees, the most popular reasons are to find information (24%) and to pay a bill or purchase a pass (19%).

Q13. What was the primary reason for your **most recent interaction** with the Town?

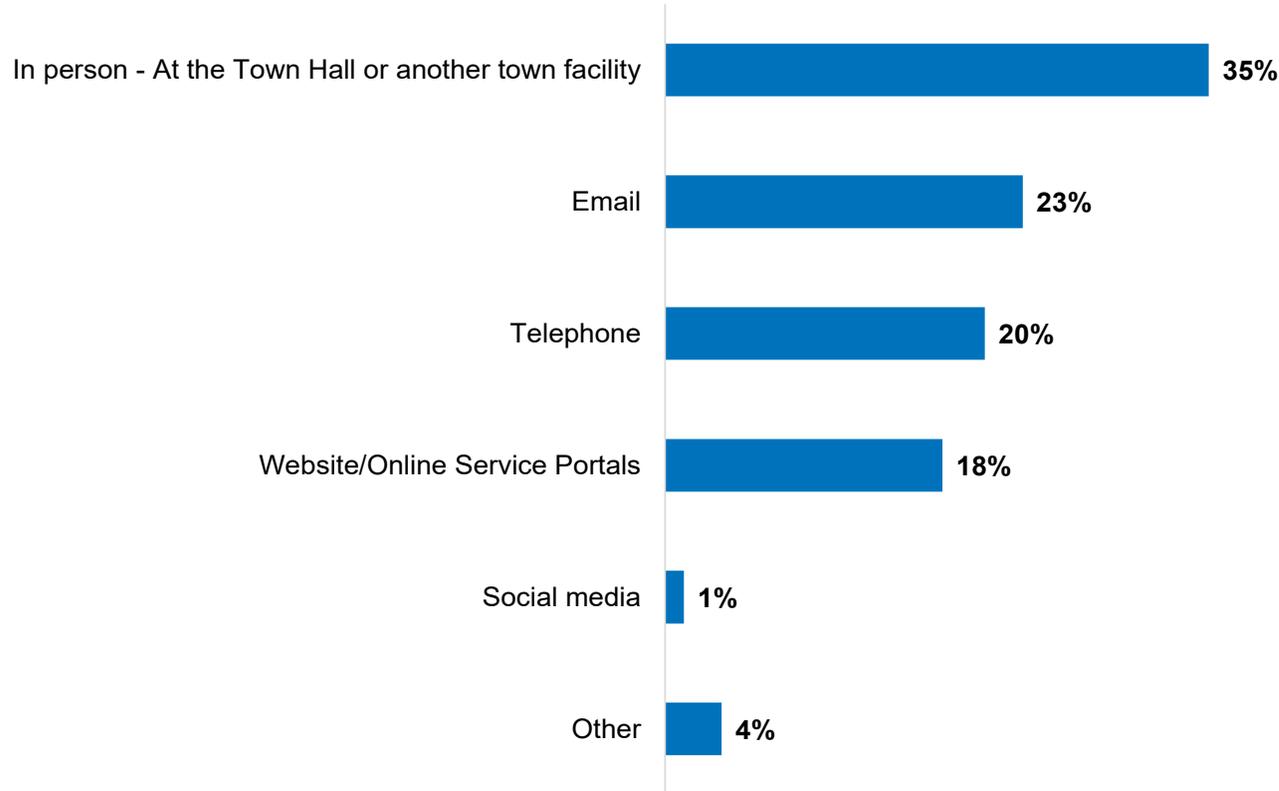
Sample size: n=330

Framework: Online respondents who have personally contacted or dealt with the Town of Collingwood or one of its employees

Method of Interaction with the Town



FORUM
RESEARCH



- Of those who have personally contacted or dealt with the Town of Collingwood or one of its employees, in-person visit (35%) is the top method of interaction used for their most recent interaction with the Town of Collingwood.

Q14. And which method did you use for your **most recent interaction** with the Town of Collingwood?

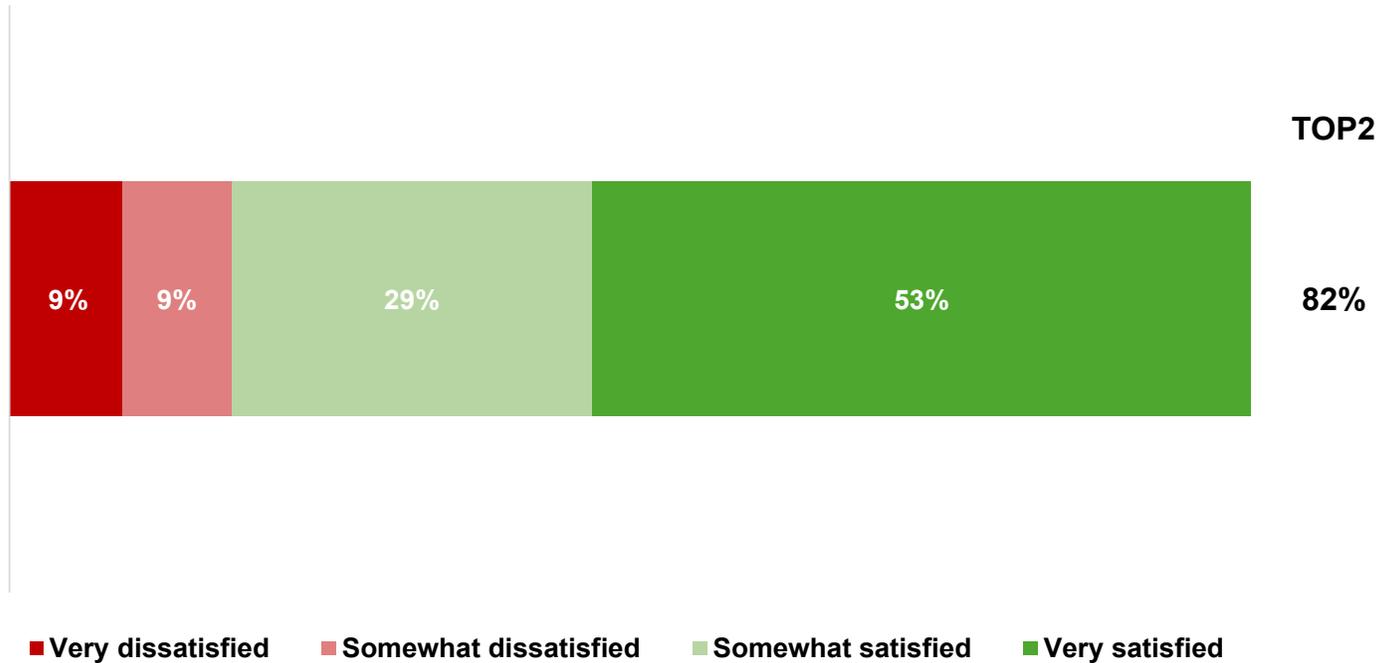
Sample size: n=330

Framework: Online respondents who have personally contacted or dealt with the Town of Collingwood or one of its employees

Satisfaction with Most Recent Interaction with the Town



FORUM
RESEARCH



- Of those who have personally contacted or dealt with the Town of Collingwood or one of its employees, more than 4 in 5 residents (TOP2: 82%) are satisfied with the overall service they received.

Q15. And thinking of the last time you contacted the Town of Collingwood, how satisfied were you with the overall service you received? Would you say you were...?
Sample size: n=330
Framework: Online respondents who have personally contacted or dealt with the Town of Collingwood or one of its employees excluding "Don't know/Refused" responses



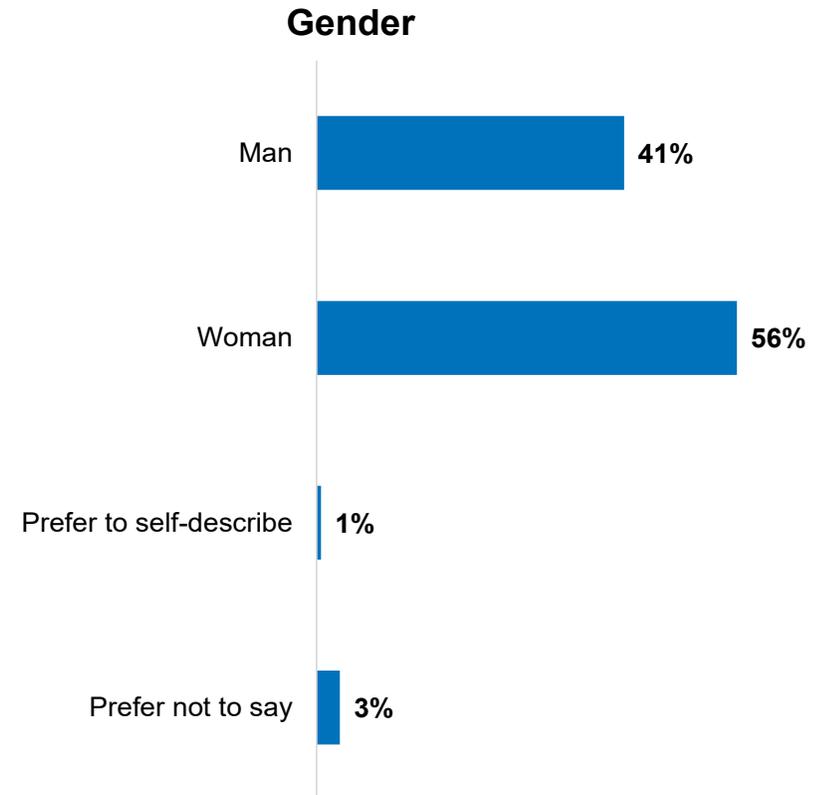
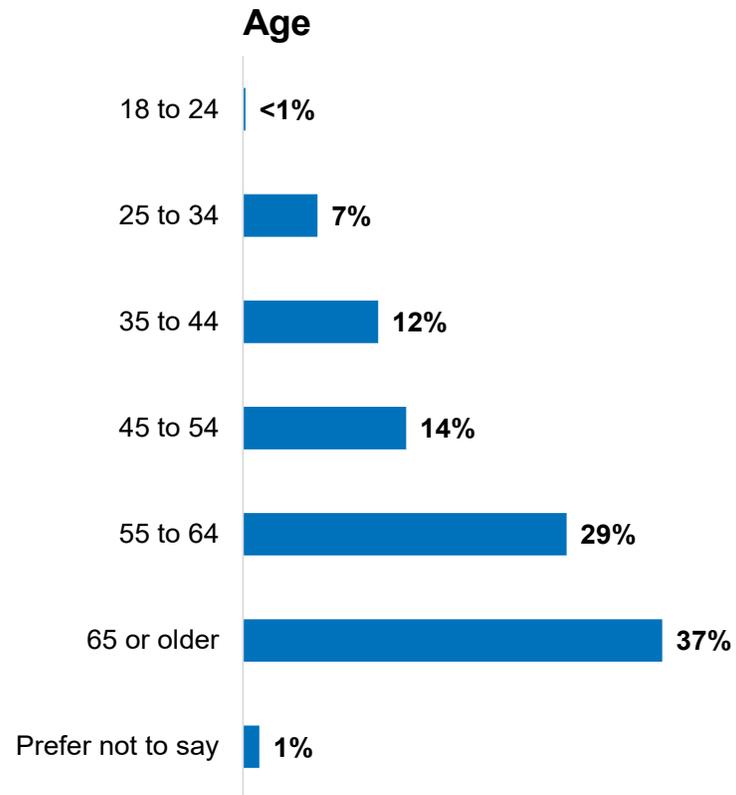
Demographics



Demographics



FORUM
RESEARCH



D1. Which of the following age categories do you belong to? | D2. What gender do you identify as?

Sample size: n=487

Framework: All online respondents

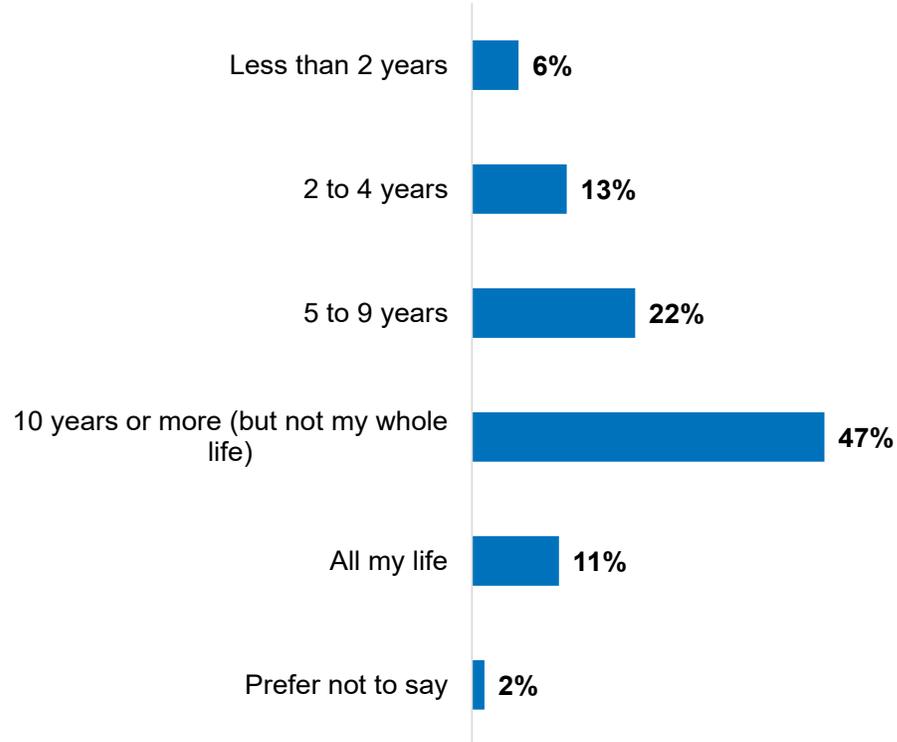
Demographics



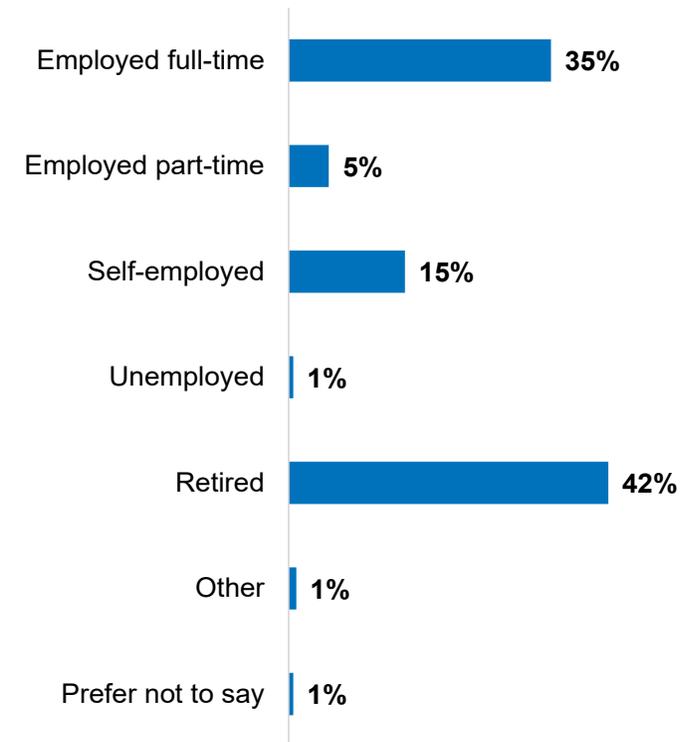
**FORUM
RESEARCH**



Tenure in Collingwood



Employment Status



D0. How long have you lived in the Town of Collingwood? | D3. What is your current primary employment status?

Sample size: n=487

Framework: All online respondents

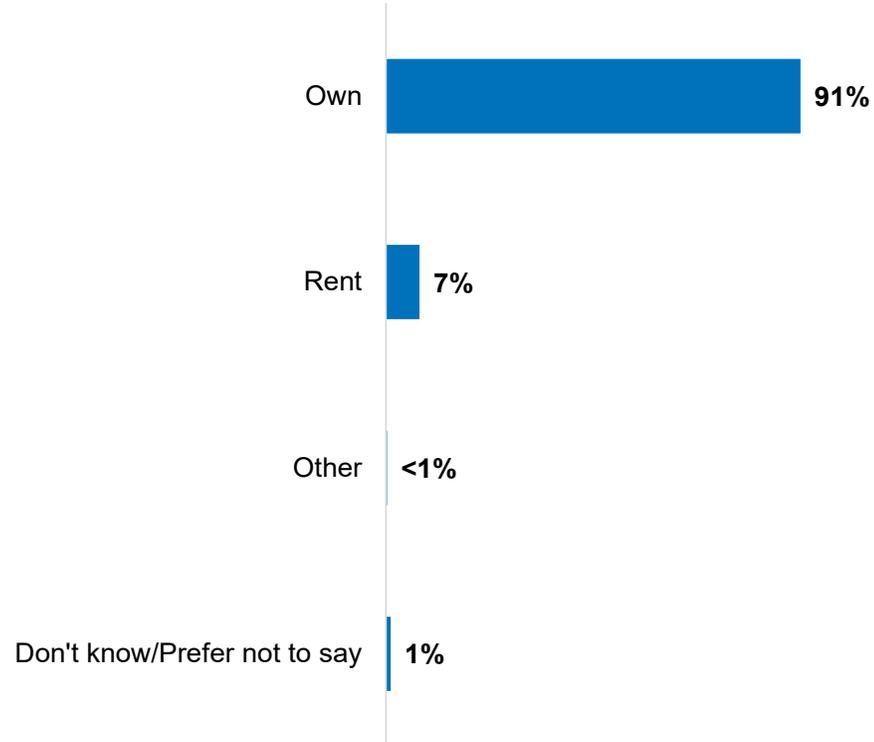
Demographics



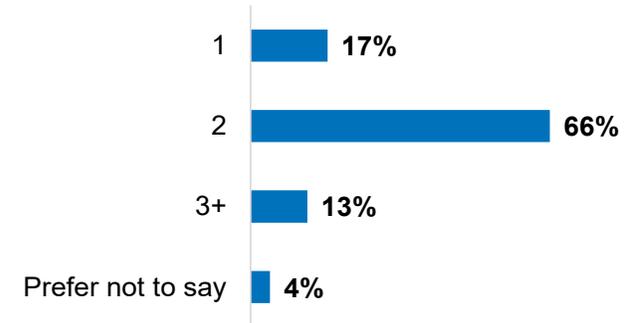
**FORUM
RESEARCH**



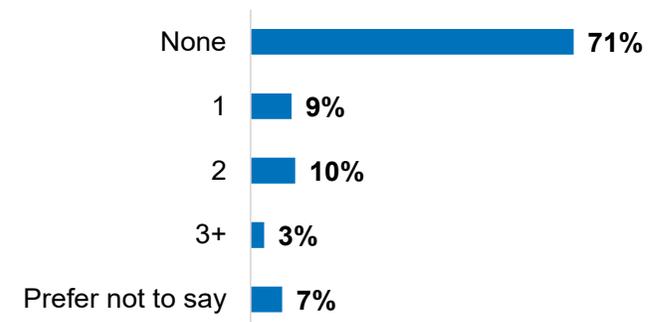
Living Arrangement / Home Ownership



Adults in household, including the respondent



Children in household



D5. Do you (or does a member of your household) own or rent your home? | D4A/B. How many adults and children (under the age of 18) are in your household, including yourself?

Sample size: n=487

Framework: All online respondents

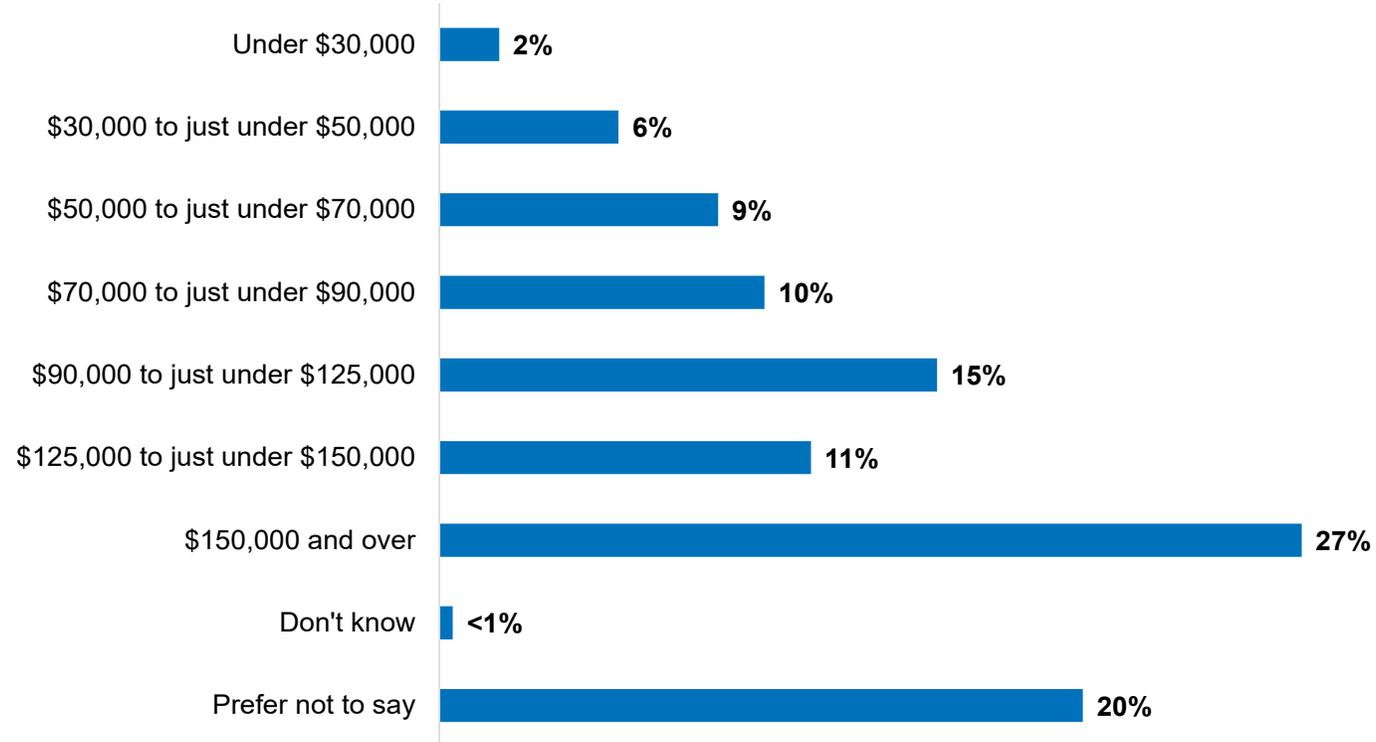
Demographics



**FORUM
RESEARCH**



Household Income



D7. And lastly, which of the following categories was your total household income before taxes in 2023?

Sample size: n=487

Framework: All online respondents

Statutory Public Meeting

2024 Town-wide DC Background Study: Development Charges Rates



TOWN OF COLLINGWOOD

Monday, May 6, 2024



Agenda

- Background & Study Process
- Bill 185 Legislative Changes
- Development Forecast
- DC Capital Program
- Proposed DC Rates
- Policy Items
- Timeline

Purpose of Today's Meeting

- To provide opportunity to make representation on the proposed 2024 Development Charges Background Study & By-law
- **Statutory Public Meeting** required by Section 12 of the *Development Charges Act*
- DC Background Study made publically available on **April 15, 2024**
- DC Draft By-law made publically available on **April 22, 2024**

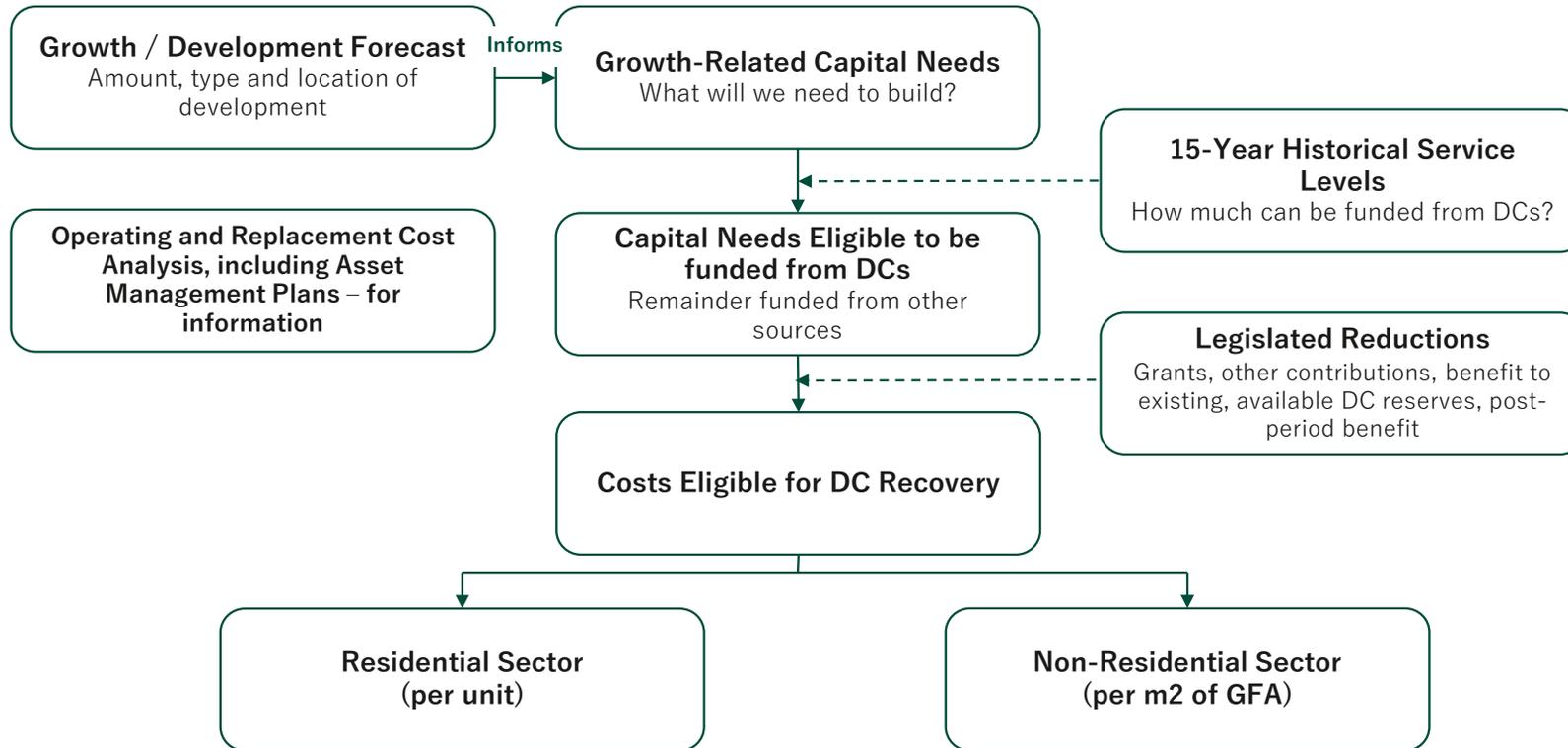
What are Development Charges?

- Charges imposed on development to pay for “growth-related” capital costs
- Pays for new infrastructure and facilities to maintain service levels
- Principle is “growth pays for growth”

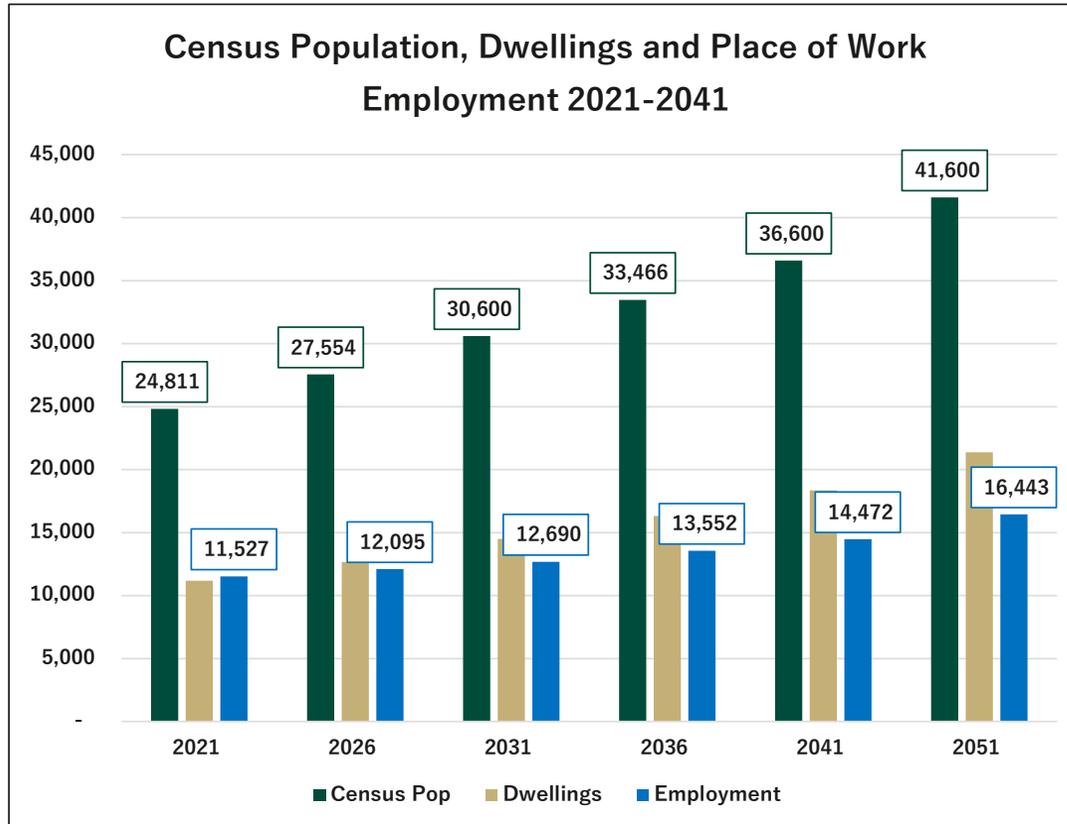
Proposed Legislative Changes: Bill 185

- *Bill 185: Cutting More Tape to Build More Homes*
 - First reading occurred on April 10, 2024
 - Removes statutory 5-year phase-in
 - Re-added “Studies” as DC eligible costs
 - Reduced frozen DC rate period (2 years to 18 months)
 - Updated notice requirements (allows digital options for notice as opposed to newspapers)
- Affordable and Attainable Housing
 - Exemption was introduced through Bill 108 in November 2022
 - Definitions updated through Bill 134
 - Still not enacted

Development Charges Study Process



Development Forecast to 2041



Census population excludes undercoverage of 2.6%
Place of work employment excludes work at home

- Informed by 2021 Census data, Simcoe County Municipal Comprehensive Review (MCR) and new Official Plan to 2051
- 15-year historical planning period – 2009-2023
- Planning periods:
 - 2024-2033 – General Services
 - 2024-2041 – Engineered Services



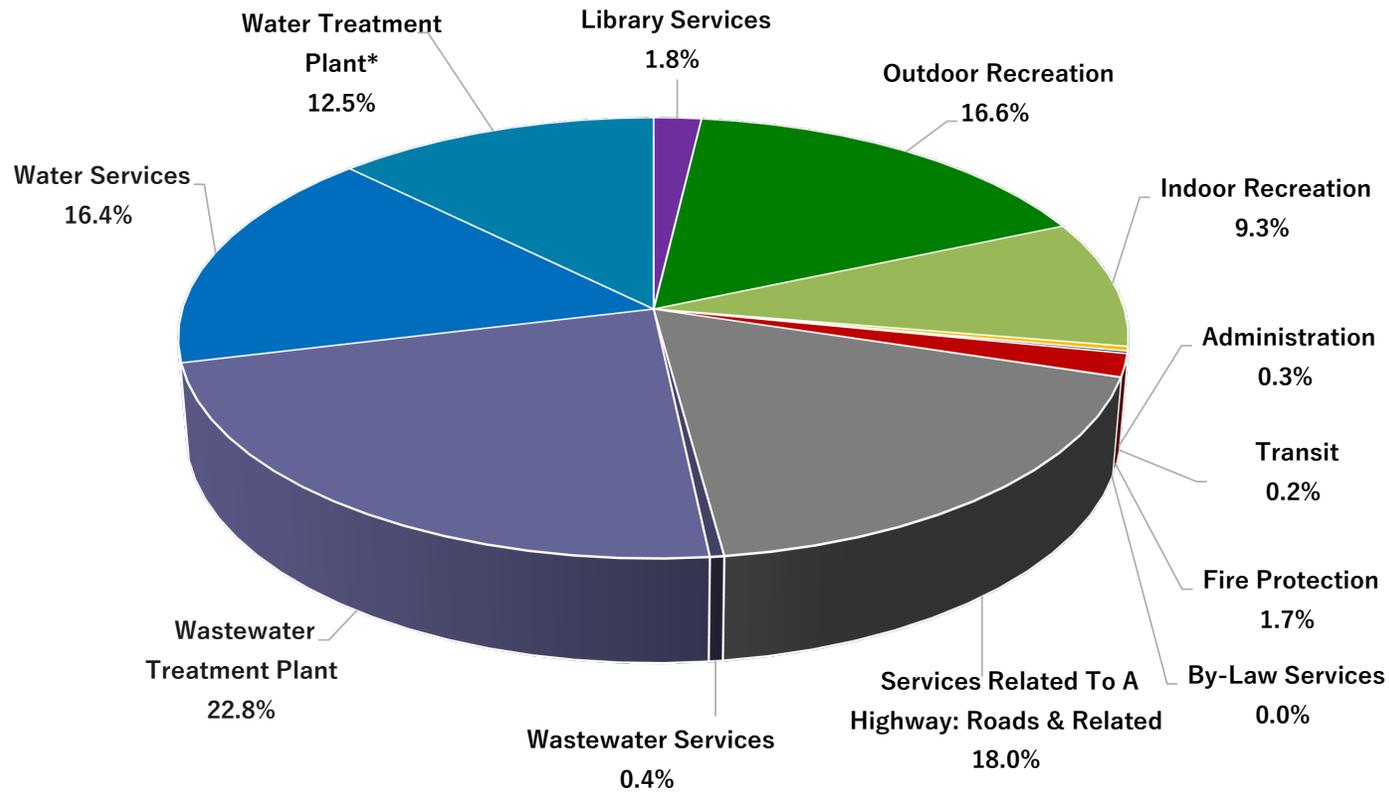
Summary of Capital Program (\$ millions)

General Services	Net Cost	Ineligible Shares	DC Reserves	Post-2033	2024-2033
Library	\$8.9	\$0.8	\$0.0	\$4.6	\$3.4
Fire Protection	\$18.6	\$0.9	\$0.1	\$13.8	\$3.8
By-law Services	\$0.1	\$0.0	\$0.0	\$0.1	\$0.1
Outdoor Recreation	\$71.1	\$10.8	\$0.0	\$28.9	\$31.4
Indoor Recreation	\$100.4	\$0.3	\$3.9	\$77.9	\$18.3
Administration	\$1.6	\$0.4	\$0.3	\$0.0	\$0.9
Transit	\$0.8	\$0.0	\$0.4	\$0.0	\$0.4
Engineering Services	Net Cost	Ineligible Shares	DC Reserves	Post-2041	2024-2041
Roads and Related	\$123.0	\$22.7	\$13.2	\$7.4	\$79.7
Wastewater	\$9.8	\$0.3	\$5.6	\$1.1	\$2.7
Water	\$100.8	\$13.8	\$2.8	\$15.9	\$68.2
Wastewater Treatment Plant	\$234.6	\$13.8	\$13.2	\$106.7	\$100.9
Water Treatment Plant*	\$99.7	\$7.8	\$0.7	\$41.6	\$49.5
TOTAL	\$769.2 100%	\$71.6 9%	\$40.2 5%	\$298.1 39%	\$359.4 47%

*Under separate DC Background Study



Fully Calculated Residential Development Charges



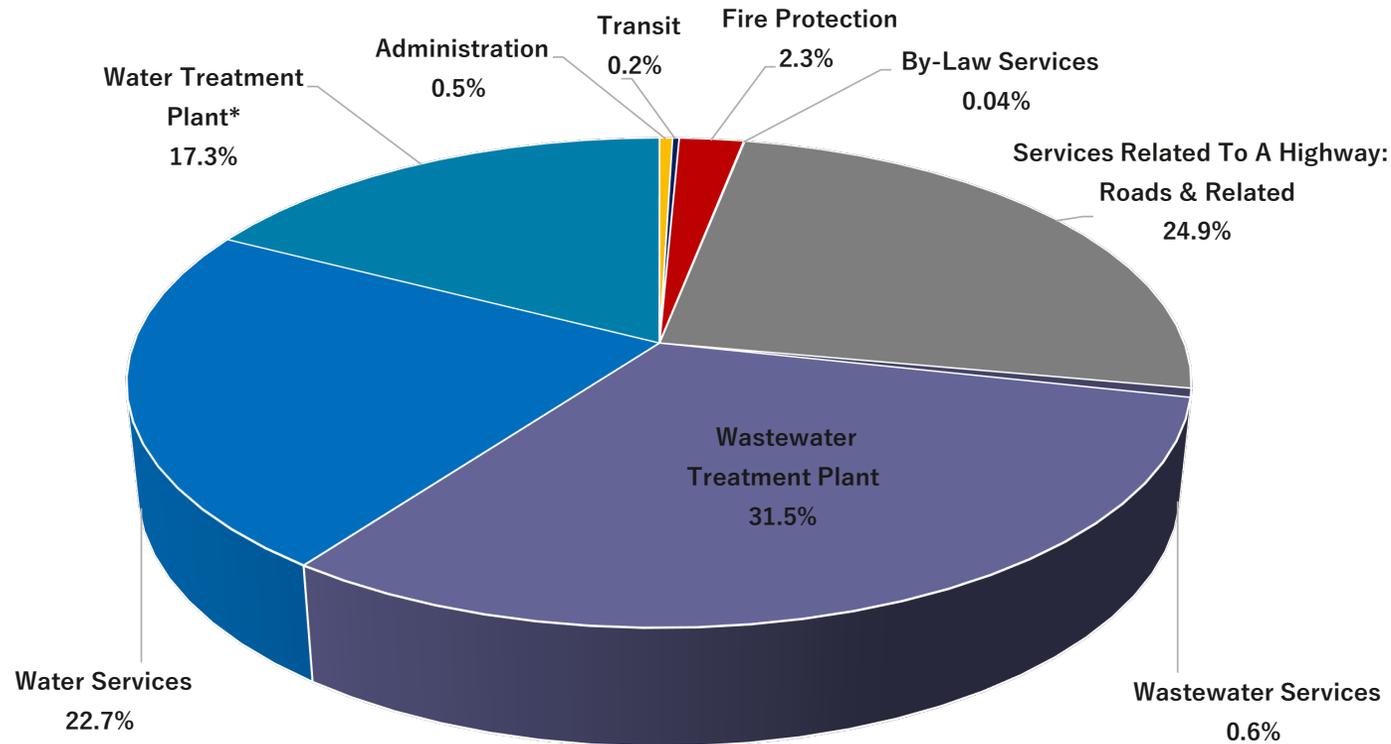
DC Per Unit (Urban)	DC Per Unit (Rural)
Singles & Semis \$76,793	Singles & Semis \$36,800
Other Multiples \$57,129	Other Multiples \$27,377
Apartments 2 Bedrooms + \$45,703	Apartments 2 Bedrooms + \$21,902
Apartment Bachelor & 1 Bedroom \$28,563	Apartment Bachelor & 1 Bedroom \$13,687

Rural excludes water and wastewater DC rates

8 *Water Treatment Plant is captured under a separate background study & by-law



Fully Calculated Non-Residential Development Charges



DC Per m ² of GFA
Rural: \$84.20/m²
Urban: \$301.32/m²

Rural excludes water and wastewater DC rates

9 *Water Treatment Plant is captured under a separate background study & by-law



Calculated vs Current Rates Over 5-Year Phase-In

Residential \$/Single-Detached Unit	Calculated	Change (%)
Current	\$42,855	
Year 1 – 2024 (80%)	\$61,434	43%
Year 2 – 2025 (85%)	\$65,274	6%
Year 3 – 2026 (90%)	\$69,114	6%
Year 4 – 2027 (95%)	\$72,953	6%
Year 5 – 2028 (100%)	\$76,793	5%

Non-Residential \$/Square Metre	Calculated	Change (%)
Current	\$196.39	
Year 1 – 2024 (80%)	\$241.05	23%
Year 2 – 2025 (85%)	\$256.12	6%
Year 3 – 2026 (90%)	\$271.19	6%
Year 4 – 2027 (95%)	\$286.25	6%
Year 5 – 2028 (100%)	\$301.32	5%

- Reasons for rate changes:
 - Updated capital program costs
 - 15-year historical service level
 - Changes to development forecast to align with recent growth management work
 - Removal/additional of services

- DCs are “frozen” at site plan or rezoning and payable at building permit (subject to interest)

Comparison of Current vs. Calculated Residential Rates (Single-Detached Units) – No Phase-In

Service	Current	Calculated	Difference in Charge	
	Residential Charge / SDU	Residential Charge / SDU		
Library Services	\$1,208	\$1,405	\$197	16%
Outdoor Recreation	\$7,671	\$12,715	\$5,044	66%
Indoor Recreation	\$4,187	\$7,151	\$2,964	71%
Administration	\$209	\$261	\$52	25%
Transit	\$466	\$132	(\$334)	(72%)
Fire Protection	\$1,407	\$1,282	(\$125)	(9%)
Police (1)	\$424	\$0	(\$424)	(100%)
By-Law Services	\$0	\$20	\$20	0%
Town-Wide General Services	\$15,572	\$22,966	\$7,394	47%
Services Related To A Highway: Roads & Related	\$9,959	\$13,834	\$3,875	39%
Wastewater Services	\$0	\$328	\$328	0%
Wastewater Treatment Plant	\$9,558	\$17,493	\$7,935	83%
Water Services	\$5,824	\$12,609	\$6,785	117%
Water Treatment Plant (2)	\$1,942	\$9,563	\$7,621	392%
Town-Wide Engineered Services	\$27,283	\$53,827	\$26,544	97%
TOTAL RESIDENTIAL CHARGE	\$42,855	\$76,793	\$33,938	79%

(1) Police Services has been removed as part of the 2024 DC Study Update

(2) Rate calculated under a separate DC Background Study



Comparison of Current vs. Calculated Non-Residential Rates (\$/Square Metre) – No Phase-In

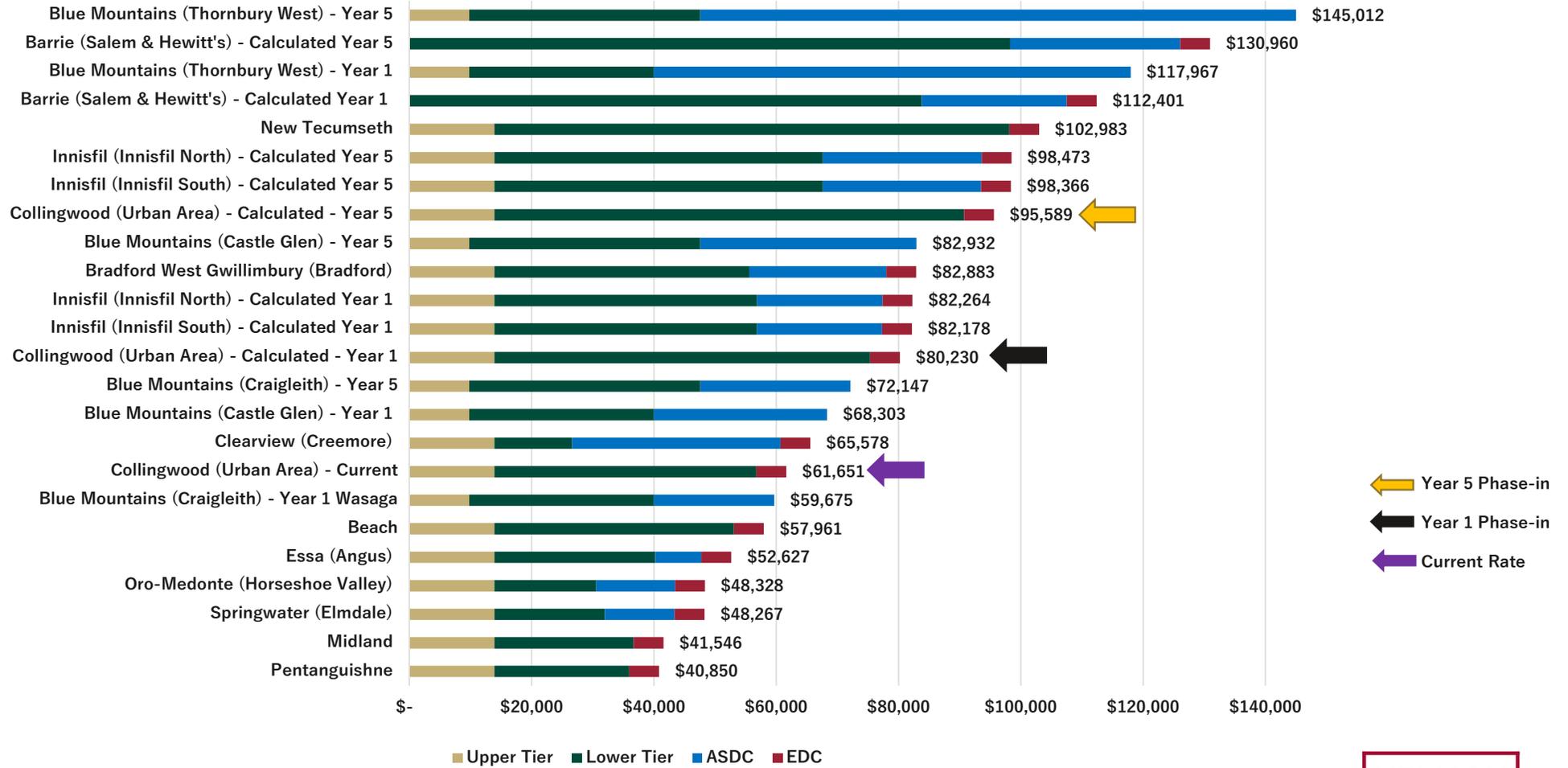
Service	Current	Calculated	Difference in Charge	
	Non-Residential Charge / m2	Non-Residential Charge / m2		
Library Services	\$0.00	\$0.00	\$0.00	N/A
Outdoor Recreation	\$0.00	\$0.00	\$0.00	N/A
Indoor Recreation	\$0.00	\$0.00	\$0.00	N/A
Administration	\$1.27	\$1.39	\$0.12	9%
Transit	\$2.82	\$0.71	(\$2.11)	(75%)
Fire Protection	\$7.76	\$6.87	(\$0.89)	(11%)
Police (1)	\$2.59	\$0.00	(\$2.59)	(100%)
By-Law Services	\$0.00	\$0.11	\$0.11	0%
Town-Wide General Services	\$14.44	\$9.08	(\$5.36)	(37%)
Services Related To A Highway: Roads & Related	\$66.21	\$75.12	\$8.91	13%
Wastewater Services	\$0.00	\$1.76	\$1.76	0%
Wastewater Treatment Plant	\$64.39	\$94.80	\$30.41	47%
Water Services	\$38.51	\$68.54	\$30.03	78%
Water Treatment Plant (2)	\$12.84	\$52.01	\$39.17	305%
Town-Wide Engineered Services	\$181.95	\$292.24	\$110.29	61%
TOTAL NON-RESIDENTIAL CHARGE	\$196.39	\$301.32	\$104.93	53%

(1) Police Services has been removed as part of the 2024 DC Study Update

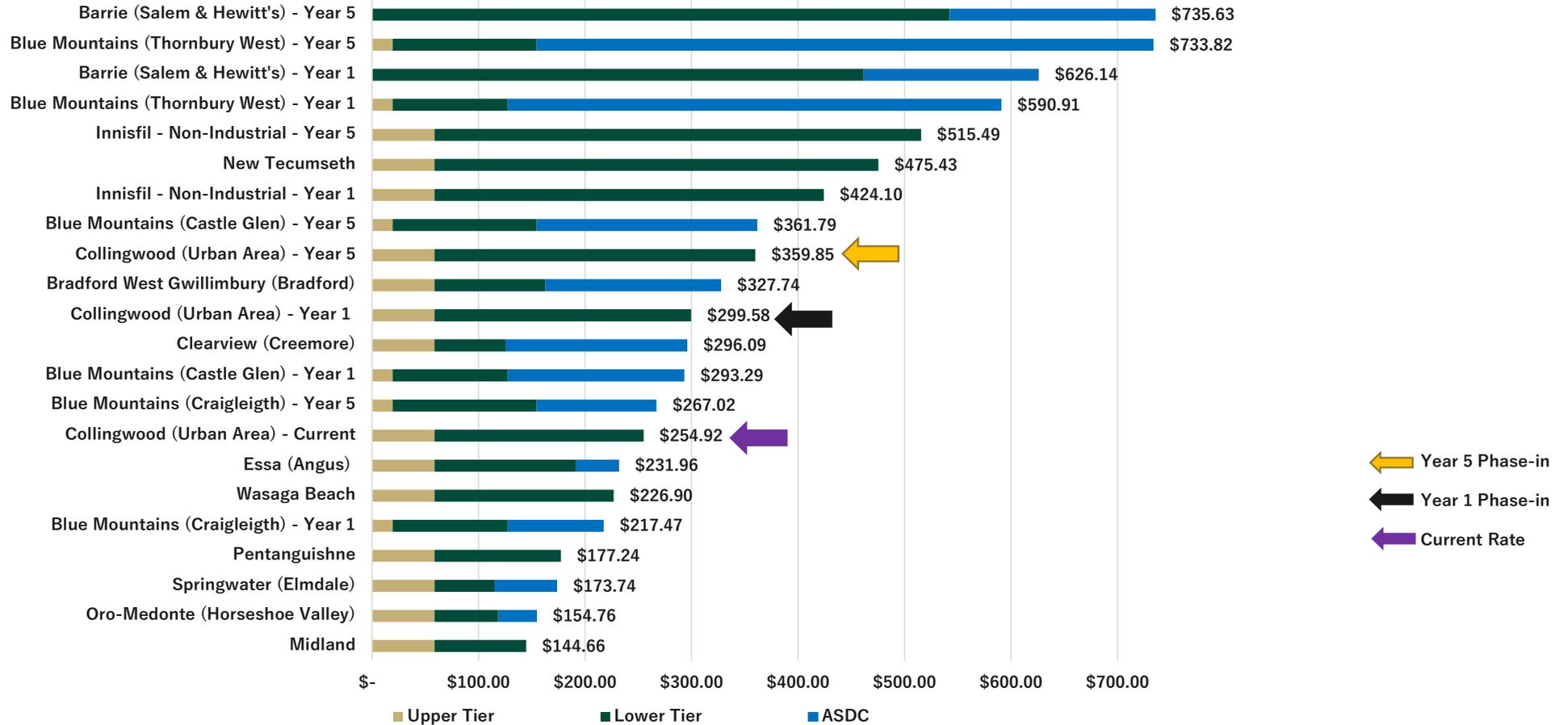
(2) Rate calculated under a separate DC Background Study



Residential Rate Comparison: Single/Semi-Detached



Non-Residential Rate Comparison: Retail



DC Policy Items

- Updated definitions and policies
- Statutory DC exemptions removed from DC By-law (will automatically apply based on current legislative requirements)
- Updated rules regarding timing for determining DCs in accordance with the legislation

Proposed DC Study Timelines

Item	Date /Comments	Legislative Requirements
Release DC Background Study to Public	April 15, 2024	<ul style="list-style-type: none"> 60 days before DC By-law
Notice of Public Meeting	April 9, 2024	<ul style="list-style-type: none"> 20 days notice
Release Draft DC By-law	April 22, 2024	<ul style="list-style-type: none"> 2 weeks before public meeting (or sooner)
Statutory Public Meeting	May 6, 2024	<ul style="list-style-type: none"> Receive submissions from the public and Council May result in changes to proposed by-law Determine if additional public meeting is required
DC By-law Passage	June 17th, 2024	<ul style="list-style-type: none"> Proposed changes through public process brought forward for adoption
Notice of By-law Passage	July 2024	<ul style="list-style-type: none"> 20 days after passage or sooner
Appeal Period	40 days after DC By-law passage	<ul style="list-style-type: none"> 40 days after DC By-law passage

Current By-law expires September 1, 2024

If a new DC by-law is not passed before that date the Town cannot collect DCs



Questions?





TOWN OF COLLINGWOOD
Council Minutes
Monday, April 22, 2024

“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-Committee of the Whole was held Monday, April 22, 2024, in the Council Chambers, 97 Hurontario St. and by Videoconference commencing at 2:00 PM for the specific reasons provided below.

Council Present: Mayor Hamlin
 Councillor Jeffery
 Councillor Doherty
 Councillor Houston
 Councillor Potts
 Councillor Ring
 Councillor Baines
 Councillor Perry

Council Absent: Deputy Mayor Fryer

 Sonya Skinner, CAO
 Sara Almas, Director, Legislative Services/Clerk
 Monica Quinlan, Treasurer
 Summer Valentine, Director of Planning, Building and Economic Development

Staff Present: Peggy Slama, Director, Public Works, Engineering & Environmental Services
 Ashley Kulchycki, CEO, Library
 Karen Cubitt, A. Director, Parks, Recreation and Culture
 Jenny Haines, Administrative Coordinator, Clerk Services

1. Call of Council to Order

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

2. Adoption of the Agenda

2.1. Motion to adopt agenda

RES-175-2024

Moved by Councillor Potts

Seconded by Councillor Perry

THAT the content of the Council-Committee of the Whole Agenda for April 22, 2024 be adopted as amended:

- 7.2.2. Addition of report and recommendation re: C2024-02 By-law Services Division Review (Animal Control & Wildlife Only)
- Item 11.1 2023 Traffic Calming Summary memo added
- Item 14.2.1 Addition of attachment Appendix C.1 to T2024-07

CARRIED.

3. Declarations of Pecuniary Interest

None.

4. Public Meetings

None.

5. Adoption of Minutes

5.1. Council Minutes

5.1.1.

RES-176-2024

Moved by Councillor Baines

Seconded by Councillor Jeffery

THAT the minutes of Council-Committee of the Whole meeting held April 8, 2024 (excluding Committee of the Whole recommendations), the special meeting of Council held April 10, 2024 and the Council meeting held April 15, 2024, be approved as presented.

CARRIED.

5.1.2. Business arising from the previous minutes

None.

- 5.2. Approval of Committee of the Whole Recommendations
- 5.2.1. Committee of the Whole: April 8, 2024

RES-177-2024

Moved by Councillor Potts
Seconded by Councillor Ring

THAT the Committee of the Whole recommendations from its meeting held April 8, 2024 contained within the April 8, 2024 Council minutes be hereby approved as presented.

- C2024-02 By-law Services Division Review (recommendation amended by Committee of the Whole)
- P2024-08 362 Heritage Designation of 362 Peel Street, Collingwood
- P2024-09 Development Process and Fees Review – Presentation of Final Reports (recommendation amended by Committee of the Whole)
- PRC2024-04 Adopting the International Holocaust Remembrance Alliance (IHRA) Working Definition of Antisemitism
- T2024-04 Employee Future Benefits Liability and Reserve (recommendation amended by Committee of the Whole)
- T2024-05 Heritage Reserve Fund Review and Amendments
- Various minutes of Other Committees and Boards were received and recommendations contained therein be approved

CARRIED.

6. Community Announcements

Council reported on various community announcements and events.

7. Deputations

- 7.1. Tri-County GDS Program, *Bryan Vermander, Director of Programs - Collingwood Climate Action Team*

Bryan Vermander, Director of Programs with the Collingwood Climate Action Team briefed Council on the Tri-County GDS program. Bryan Vermander provided clarification on how the Town could participate and requested that the Town of Collingwood formally accept the offer to adopt Collingwood as part of the Tri-County GDS Program. Staff answered questions from Council regarding current green energy standard practices, development standards and the role of the Town's Climate Change Specialist.

8. Approval of Committee of the Whole Recommendations (continued)

- 8.1. **C2024-02 By-law Services Division Review (Animal Control & Wildlife Only)**
**report added by addendum April 19, 2024*

Clerk Almas briefed Council on the additional information provided as recommended by the Committee on April 8th, 2024, including additional options for Council's

consideration related to Animal Control and Wildlife Services. Clerk Almas and A/Manager Harrod addressed questions from Council including investigating options available on the phone answering service to better direct animal related inquiries and confirmed that Staff will track resident calls and monitor any significant increases related to distempered raccoons or other wildlife.

Moved by Councillor Houston
Seconded by Councillor Perry

THAT Council approve Staff Report C2024-04 recommendations and next steps contained within the By-law Services Review related to Animal Control and Wildlife Services.

RES-178-2024

Moved by Councillor Jeffery
Seconded by Councillor Potts

Amendment: THAT the following be added to the recommendation: "Subject to the following alternative recommendations be approved:"

CARRIED.

RES-179-2024

Moved by Councillor Houston
Seconded by Councillor Perry

THAT Council approve Staff Report C2024-04 recommendations and next steps contained within the By-law Services Review related to Animal Control and Wildlife Services, subject to the following alternative recommendations as approved:

THAT Council limit after-hours Canine Control to 8:00 PM, 7 days a week, and request that Staff monitor the new service level and report back to Council after 12 months.

THAT Council support the continuance of the Coyote Management Plan, and direct staff to update the policy as necessary in accordance with wildlife industry standards and best practices.

THAT Council direct Staff to pilot a project to include entering into an agreement with an authorized contractor(s) for the removal and disposal of sick/distempered raccoons on public property, without the need of by-law services involvement.

CARRIED.

9. Staff Reports

9.1. PRC2024-05 2025 Ontario Small Urban Municipalities Conference 2025

Acting Director Cubitt confirmed that Staff have met with Staff at AMO to review the format of the conference, various venues and expenses, and confirmed that with pre-

budget approval, Staff are confident that the Town of Collingwood can host the event entirely, and should approval be obtained an announcement will be made at the 2024 OSUM conference to be held on May 1, 2024.

RES-180-2024

Moved by Councillor Doherty
Seconded by Councillor Ring

THAT Staff Report PRC2024-05, Ontario Small Urban Municipalities Conference 2025, be received;

AND THAT Council grant pre-budget approval of \$20,000 within the 2025 budget for the hosting of the Ontario Small Urban Municipalities Conference in Collingwood in 2025, and direct staff to assist in the fulfillment of hosting requirements as identified by the Association of Municipalities of Ontario.

CARRIED.

- 9.2. T2024-06 Development Charge Fees Update – Water Treatment Plant
**Additional information for Council consideration prior to considering the by-law*

Director Quinlan confirmed that a Statutory Public Meeting and Developer Consultation were held on April 8, 2024 and that Staff have addressed all questions and comments received. Director Quinlan confirmed that as per the *Development Charges Act*, the Development Charges Background Study was posted to the website on February 21, 2024 and the draft bylaw was released on March 25, 2024. Director Quinlan briefed Council on proposed Bill 185 and its impact on Bill 23.

RES-181-2024

Moved by Councillor Jeffery
Seconded by Councillor Potts

THAT Staff Report T2024-06, Development Charge Fees Update – Water Treatment Plant, be received;

AND THAT Council approve the Development Charges Background Study dated February 21st, 2024 (attached as Appendix 'A') inclusive of the amendments attached hereto as Appendix 'B' and determine that no further public meeting is required following no formal submissions being received;

AND THAT Council move forward with no phase-in of the Development Charge Fees for the Water Treatment Plant should the anticipated Bill 185 be passed;

AND THAT approval of the capital program, included in the DC Background Study, as amended, indicates Council's intention that an increase in the need for service will be met as required under paragraph 3 of Section 5(1) of the Development Charges Act, 1997 and Section 3 of Ontario Regulation 82/98. This approval shall be subject to further annual review during the capital budget process;

AND THAT in accordance with s.5(1)5 of the Development Charges Act, 1997 and Section 5 of Ontario Regulation 82/98, it is Council's clear intention that any excess capacity identified in the DC Background Study, as amended, shall be paid for by development charges contemplated in the said DC Background Study, or other similar changes;

AND THAT By-law No. 2024-036, being a By-law to establish Water Treatment Plant Development Charges for the Corporation of the Town of Collingwood, be enacted and passed this 22nd day of April, 2024.

CARRIED.

10. By-Laws

10.1. Municipal Law Enforcement By-law Appointment

Clerk Almas left the meeting at this time and delegated Clerking authority including procedural support to this item to Administrative Coordinator Jenny Haines. Coordinator Haines assumed the role of Acting Clerk.

RES-182-2024

Moved by Councillor Baines

Seconded by Councillor Houston

THAT By-law No. 2024-037, being a By-law to appointment Municipal Law Enforcement Officers to the Corporation of the Town of Collingwood, be enacted and passed this 22nd day of April, 2024. (C. Almas)

CARRIED.

Clerks Almas returned to the meeting and reassumed the role of Clerk.

11. Departmental Updates

11.1. Poplar Health & Wellness Village MZO Update, *CAO Skinner*

Director Valentine provided an update on the Poplar Health & Wellness Village MZO confirming that the Minister of Municipal Affairs and Housing has reached out to the Town with request for an update regarding the progression of work on MZO lands, noting that Staff have provided this update to the Minister as requested. Director Valentine reviewed the various community benefits of the proposed development and briefed Council on the public release of the companion development agreement executed between Di Poce Management Limited (DPML) and the Town of Collingwood in December 2023.

11.2. Library 2023 Annual Report, *CAO Kulchycki*

CAO Kulchycki briefed Council on the Collingwood Public Library's 2023 Annual Report outlining the highlights of 2023 and upcoming projects for 2024. CAO Kulchycki took questions and received comments from Council regarding the efforts

the Library has taken regarding expanded services of the Library facility; Library's preparedness to respond to on-line hacking situations; and, availability of grants to assist in securing the Library's on-line resources.

11.3. Ontario Building Code and related updates, *CBO Hogg*

Manager of Building Services/Chief Building Official (CBO) Tammy Hogg provided Council with an operational update noting departmental highlights and statistics from 2023 and a review of what is planned for 2024 including the upcoming changes to the Ontario Building Code. CBO Hogg addressed questions from Council regarding the upcoming changes to the Ontario Building Code, it's implementation and the challenges municipalities are facing.

11.4. Accessible Transit Update, *Director Slama*

Director Slama and Supervisor of Public Works Kristofer Wiszniak provided an overview of the transit services the Town of Collingwood offers reviewing ridership, fleet compliment and hours of operations. Supervisor Wiszniak reviewed the current customer service standards recognizing it's shortcomings and confirming the current recruitment of a Transit Coordinator and improvements planned.

Supervisor Wiszniak addressed the resolution passed on February 15, 2024, confirming that rider safety is the most important concern and that all safety concerns have been reviewed and taken into consideration. Supervisor Wiszniak confirmed that Staff continue to engage with the Accessibility Advisory Committee and briefed Council with next steps moving into 2025.

Staff answered questions from Council regarding the current five minute wait time and consideration to update the policy increasing the wait time; adding additional payment options for riders; ensuring door to door assistance is provided and drivers are properly trained; consideration to launch a 'satisfaction survey' regarding the services the Town provides; consideration to phase out the 'on-demand' service; that Staff consider sharing transit information with the Collingwood Hospital; and the importance of Staff updating Council on the work being done regarding accessible transit.

11.5. Corporate Accessibility Update, *Executive Director Pegg*

Jennifer Parker, Acting Manager of Culture and Events and Shelby Verkindt, Executive Assistant, CAO and Corporate and Customer Service provided Council with a Corporate Accessibility Update on behalf of the Internal Staff AODA Task Force reviewing the Town's commitment to accessibility and the purpose of the Accessibility Advisory Committee. Staff reviewed the 2023 achievements pertaining to the AODA compliance standards and 2024 priorities, confirmed the Town's budget commitments and upcoming budget requests.

Mayor Hamlin called a recess at 4:30 p.m. Council resumed the meeting at 5:02 p.m.

12. Consent Agenda
General Consent Items

Items 12.1, 12.2 and 12.3 were pulled for discussion.

RES-183-2024

Moved by Councillor Potts
Seconded by Councillor Baines

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.

- 12.1 Director Slama re: 2023 Traffic Calming Summary
- 12.2 NVCA Media Release - Apply for NVCA's 2025 tree planting grants
- 12.3 J. Edwards re: In Kind Grant Request in support of Special Olympics

CARRIED.

- 12.1. Director Slama re: 2023 Traffic Calming Summary

Some concerns were expressed with respect to the data and the growing volume of traffic on roadways. Council discussed the current process and potential need for further review.

- 12.3. J. Edwards re: In Kind Grant Request in support of Special Olympics

Councillor Potts briefed Council on the event that John Edwards has organized in Town for over 10 years and requested clarification from Staff regarding the process for grant funding requests through the Parks, Recreation and Culture Department. Director Quinlan and A/Director Cubitt provided clarification of the two funding streams and noted concerns with opening up an appeal process. Councillor Potts noted that he will be bringing forward a notice of motion regarding this particular request.

13. County Report

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

None.

14. Motions

- 14.1. Confirmation of Re-Appointment Under the Community Safety and Policing Act, 2019

RES-184-2024

Moved by Councillor Potts
Seconded by Councillor Houston

WHEREAS, in accordance with the Police Services Act, at the December 5, 2022 Special Council Meeting, Mayor Yvonne Hamlin and Councillor Jeffery were appointed as Council Appointees to the Collingwood Police Services Board for the 2022 to 2026 term of Council;

AND WHEREAS, in accordance with the Police Services Act, at the January 23, 2023 Council Meeting, Claire Tucker-Reid was appointed as a Municipal Public Appointee by By-law No. 2023-003 to the Collingwood Police Services Board for the 2022 to 2026 term of Council, or until such time as their successors are appointed following the expiration of the term of council;

AND WHEREAS, in preparation of the Community Safety and Policing Act, 2019 coming into effect on April 1, 2024, and the reconfiguration of the Board to include an additional Municipal Public Appointee, Council at its March 18, 2024 Meeting, appointed Anthony Griffiths as a Municipal Public Appointee by By-law No. 2024-024 to the Collingwood Police Services Board for the 2022 to 2026 term of Council, or until such time as their successors are appointed following the expiration of the term of council;

AND WHEREAS, effective April 1, 2024, the Police Services Act was repealed and replaced with the Community Safety and Policing Act, 2019, and that a requirement of the Community Safety and Policing Act is that Council confirms and reappoints the members formerly appointed under the former Police Services Act under the new Community Safety and Policing Act, 2019 to the newly established Collingwood OPP Detachment Board;

NOW THEREFORE BE IT RESOLVED THAT, in accordance with the provisions of the Community Safety and Policing Act, 2019 enacted on April 1, 2024, Council of the Town of Collingwood hereby confirms and reappoints Mayor Yvonne Hamlin, Councillor Kathy Jeffery, Claire Tucker-Reid and Anthony Griffiths to the Collingwood OPP Detachment Board for the balance of the 2022 to 2026 term of Council.

CARRIED.

- 14.2. Benefits of Urban Agriculture (Councillor Potts)

RES-185-2024

Moved by Councillor Potts

Seconded by Councillor Perry

THAT in recognition of the benefits of urban agriculture, staff be directed to explore a permissive framework for backyard hen coops or other small-scale livestock rearing (e.g. bees, goats, rabbits, etc.) in the Town of Collingwood through the Zoning By-law Update project and pending the nature of the public input and consultant advice received, staff be further directed to report back to Council on the options, necessary by-law amendments, requirements to establish a licensing program(s), and/or enforcement resources needed.

CARRIED.

- 14.3. Province to pause the advancement of Highway 413 (Councillor Doherty)

Councillor Doherty withdrew her motion noting that she will bring it forward at the next meeting of Council.

- 14.4. Development of a Municipal Equipment Operator Course (Councillor Doherty)

RES-186-2024

Moved by Councillor Doherty
Seconded by Councillor Perry

THAT Council support the Township of Puslinch and Municipality of Powassan in their resolutions to support the work of the Association of Ontario Road Supervisors to develop a Municipal Equipment Operator Course to address the issue of a lack of a provincial-wide course that properly trains potential municipal public works employees, specifically relating to municipal heavy equipment and their call to the Province of Ontario's Ministry of Labour, Training, Immigration and Skilled Trades to fully fund the Municipal Equipment Operator Course in 2024 through the Skills Development Fund;

AND THAT a copy of this resolution be sent to the Minister of Labour, Training, Immigration and Skilled Trades, the Association of Ontario Road Supervisors and MPP Brian Saunderson.

CARRIED.

- 14.5. Official roles of the Mayor and Deputy Mayor and community engagement opportunities (Mayor Hamlin)

Councillor Jeffery assumed the role of Chair and passed it to Councillor Doherty. Councillor Doherty assumed the role of Chair.

Councillor Jeffery debated the motion and asked about workplan impacts if the recommendation was approved.

Councillor Jeffery resumed the role of the Chair.

Mayor Hamlin noted her intention to include Council members in community events and not to take away from the important role of the Deputy Mayor.

RES-187-2024

Moved by Mayor Hamlin
Seconded by Councillor Perry

THAT Council request Staff to research and report back to Council on opportunities that would provide all members of Council with involvement in community engagements when the Mayor is absent or needs assistance, including identifying any conflicts with existing policies.

CARRIED.

15. Move into Committee of the Whole

15.1. Move into Committee of the Whole

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

RES-188-2024

Moved by Councillor Houston
Seconded by Councillor Perry

THAT Council herein move into Committee the Whole Session.

CARRIED.

Committee recessed at 5:44 p.m. and resumed at 5:51 p.m.

15.2. Staff Reports

15.2.1. T2024-07 2023 Year End Draft Financial Report

Director Quinlan briefed Committee on the 2023 Year End Draft Financial Report and answered questions from Committee regarding how uncompleted capital projects impact the Town's financial situation.

RES-189-2024

Moved by Councillor Potts
Seconded by Councillor Baines

THAT Staff Report T2024-07, 2023 Year End Draft Financial Report, be received for information.

CARRIED.

15.2.2. T2024-08 2023 Debt Report

Director Quinlan briefed Committee on the 2023 Debt Report noting that the report is provided annually providing Council with an overview of outstanding departures and loans.

RES-190-2024

Moved by Councillor Jeffery
Seconded by Councillor Houston

THAT Staff Report T2024-08, 2023 Debt Report, be received for information.

CARRIED.

15.2.3. T2024-10 2023 Statement of Development Charge and Cash-in-Lieu of Parkland Reserve Funds

Director Quinlan noted that the 2023 Statement of Development Charge and Cash-in-Lieu of Parkland Reserve Funds report is a statutory requirement and annual reporting on the balance of Development Charges is required noting how funds have been spent throughout the year. Director Quinlan reviewed the

reserve fund balance for 2023 and noted the 2024 commitments.

RES-191-2024

Moved by Councillor Ring

Seconded by Councillor Perry

THAT Staff Report T2024-10, 2023 Statement of Development Charge and Cash-in-Lieu of Parkland Reserve Funds, be received for information.

CARRIED.

15.3. Deputations (unregistered)
None.

15.4. Reports/Minutes of Other Committees/Boards

15.4.1.

RES-192-2024

Moved by Councillor Perry

Seconded by Councillor Baines

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

- Trails and Active Transportation Advisory Committee, March 14, 2024
- Collingwood Heritage Committee, April 4, 2024
- Special Collingwood Downtown BIA Board of Management, April 4, 2024
- Collingwood Downtown BIA Board of Management, April 11, 2024

CARRIED.

15.5. Old or Deferred Business
None.

15.6. New Business

15.6.1.

Councillor Jeffery discussed Youth Engagement, noting that the Town of Innisfill has entered a partnership with Idea Lab, their Library and local YMCA to host Teen Nights at each location. Councillor Jeffery inquired if the Town would be interested in partnering with local establishments to consider hosting events for youth through the current youth initiatives that staff are working on.

15.6.2.

Councillor Jeffery provided an update from the FCM Board of Directors meeting which took place in Prince George on March 7, 2024, noting that with the capability of attending meetings virtually the cost and expenses of

attending these meetings has lowered significantly. Councillor Jeffery briefed Committee on a tour she participated in, noted that a number of resolutions were adopted by FCM and that she is continually advocating for municipal finance and social economic development.

15.6.3.

Councillor Doherty provided Committee with a presentation on the highlights of the 2024 Ontario Bike Summit noting that the Trails and Active Transportation Advisory Committee has a goal for the Town to achieve gold status as a Bicycle Friendly Community. Committee discussed two-way tracks on various streets in Collingwood and the parameters to have them considered in reconstruction work. Committee noted the importance of including pedestrians as users of trails and participants in active transportation.

15.7. Notice of Motions

- 15.7.1. Councillor Potts provided the following notice of motion, noting that due to the timing of the event he will be requesting that notice be waived when Council rises from Committee of the Whole.

THAT Council support the in-kind funding request for the Annual Wrestling Night in Collingwood event;

AND THAT the funding amount from (not confirmed at this time), for this one time instant as a result of the limited timeline prior to the event and resent changes to the Town's funding opportunities.

- 15.7.2. Mayor Hamlin provided the following notice of motion:

THAT Council request that the Province include Green Energy Standards in the new Ontario Building Code.

- 15.7.3. Councillor Jeffery provided the following notice of motion:

THAT Council direct Staff to revisit the Traffic Calming parameters including the lowering all local roads to 40 km/h with a view to improve the participation rate by neighborhoods in the traffic calming initiative and providing safer neighborhoods.

- 15.7.4. Councillor Doherty brought forward notice regarding the motion contained in Agenda Item 13.3 (pausing the advancement of Hwy 413), confirming the motion to come forward at the next meeting of Council.

15.8. Rise from Committee of the Whole

- 15.8.1. Motion to rise from Committee of the Whole (Councillor Doherty)

RES-193-2024

Moved by Councillor Houston

Seconded by Councillor Baines

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

CARRIED.

15.8.2. Waive Notice re: In Kind Grant Request in support of Special Olympics

RES-194-2024

Moved by Councillor Potts

Seconded by Councillor Doherty

THAT Council herein waive notice in accordance with the Procedural By-law to consider the proposed motion pertaining to the in-kind Grant Request for the Wrestling Night in Collingwood event in support of Special Olympics.

CARRIED.

RES-195-2024

Moved by Councillor Potts

Seconded by Councillor Perry

THAT Council support the in-kind funding request for the Annual Wrestling Night in Collingwood event;

AND THAT the funding come from an overage from the Council Grants for the 2024 budget year, for this one-time instance as a result of the limited timeline prior to the event and recent changes to the Town's funding opportunities.

CARRIED.

16. Confirmatory By-Law

RES-196-2024

Moved by Councillor Houston

Seconded by Councillor Potts

THAT By-law No. 2024-038, being a by-law to confirm the proceedings of the regular meeting of Council held April 22, 2024, be enacted and passed this 22nd day of April, 2024.

CARRIED.

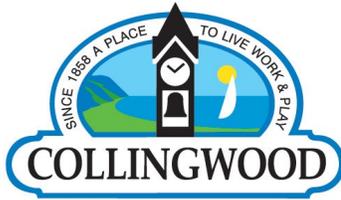
17. Adjournment

Moved by Councillor Jeffery

THAT the Council meeting be hereby adjourned at 6:54 p.m. **CARRIED.**

Mayor

Clerk



Staff Report T2024-07

Standing Committee 2024-04-22

Council 2024-05-06

Amendments

Submitted To: Strategic Initiatives Standing Committee | Council
Submitted By: Monica Quinlan, Treasurer
Prepared By: Monica Quinlan, Treasurer
 Jennifer Graham, Manager of Finance
 Stephanie Ottewell, Financial Analyst
Subject: 2023 Year End Draft Financial Report

Recommendation

THAT Staff Report T2024-07, 2023 Year End Draft Financial Report, be received for information.

Amendments

N/A

1. Executive Summary

The 2023 Year-end Audit is now in progress with our audit team from Baker Tilly. At this time the fieldwork has been completed and audited statements are in the process of being prepared with the expected reporting date to be June 2024.

The following information is based on internal financial statements and will remain “unaudited” until the receipt of the auditor prepared statements. The purpose of this report is to provide Council a review of the actual versus budget, financial results for the year ending December 31st, 2023 for the tax supported and non-tax supported budgets.

2. Analysis

Background

The total annual year-end surplus for the Town’s **tax-supported** divisions amounted to \$1,967K. It is noted that the 2023 YE Surplus was conservatively projected to be \$1,384K in November 2023, a positive variance has occurred due mainly to increased investment revenue and PRC rental revenue, partly offset by lower Contracted Services Expenses as well as lower Capital funding in comparison to the projection.

This year’s surplus amount was allocated as follows:

- A) \$1,372K – applied to the General Reserve for use towards the 2024 Budget as approved;
- B) \$31K – applied to the Capital Contingency Reserve as per the Surplus Management Policy;
- C) \$16k – applied to the Operating Contingence Reserve as per the Surplus Management Policy;
- D) \$228k – applied to the Working Capital Reserve as per the Surplus Management Policy; and
- E) \$319K - applied to the Lifecycle Management Reserve as per the Surplus Management Policy.

The allocations noted above in “B) – E)” are based on the current Surplus Allocation Policy (attached as Appendix ‘A’ – this policy is to be reviewed following the presentation and acceptance of the Non-Core Assets being included in the Asset Management Policy). The chart below provides an overview of the steps of the policy:

Reserve Policy:	Target	Balance Prior to YE Entry	YE Surplus Allocation
Capital Contingency	\$ 1,500,000	\$ 1,468,647	\$ 31,353
General Reserve	500,000	571,043	-
Operating Contingency Reserve	396,000	380,000	16,000
Working Capital Reserve *	3,033,478	1,663,262	228,477
Lifecycle Reserve **	8,500,000	3,667,863	319,083

* The Working Capital Reserve has an upper limit of 5% of Own Source Revenues (5% x \$60.7M) and a minimum balance of \$750K; the resulting balance brings the value of the Reserve Fund to the midpoint of these values.

** The Lifecycle Reserve should not fall below \$2,000,000 and should be sufficient to provide the proportion of funding for two (2) years of projected project needs included in the five (5) year capital forecast.

For the **Water and Environmental Services Departments which are non-tax-supported the annual surpluses are budgeted as the Asset Management Transfers** – both include these amounts in the user rates as mandated by the Safe Drinking Water Act, 2002 c.32, to ensure continued financial sustainability. The total annual year-end surplus/(deficit) (transfer to Asset Management) for the Town’s **non-tax-supported** divisions is as follows:

- A) Water Department - \$3.4 Million (budgeted at \$1.9 Million);
- B) Environmental Services Division (Wastewater) - \$3.3 Million (budgeted at \$1.9 Million);
- C) Parking Authority - \$473K (budgeted surplus of \$176K); and
- D) Building Department – (\$219k) (budgeted deficit of (\$311K)).

Operating Variance Analysis (Actual vs. Budget) – Appendix B:

The table below is a summary of the overall operating variance by division. Detailed explanations of each variance follow below.

Department	2023 Annual Budget (in '000's)	2023 YTD Actual (in '000's)	YTD Variance (\$)	YTD Variance (%)
Taxation Revenue	\$ 41,030	\$ 40,852	(\$ 178)	99.6%
General Government	(10,796)	(10,196)	600	94.4%
Protection Services	(11,423)	(11,829)	(405)	103.5%
Building Department *	(311)	(219)	92	70.6%
Transportation Services	(7,648)	(6,779)	870	88.6%
Parking Authority *	176	473	297	269.2%
Environmental / Water Services *	3,493	6,711	3,218	192.1%
Affordable/Social Housing	(354)	(521)	(167)	147.2%
PRC	(6,302)	(5,512)	790	87.5%
Library	(1,914)	(1,806)	108	94.4%
Planning and Development (incl BIA)	(2,593)	(2,243)	350	86.5%
Total **	\$ 3,358	\$ 8,931	\$ 5,573	
Non-Tax Supported Adjustments	(3,358)	(6,964)	(5,573)	
Grand Total	-	\$ 1,967	-	

- 1) **Taxation Division – (\$178K) unfavourable to budget**, due mainly to:
 - a. Supplementary Billing – (\$237K); partly offset by
 - b. Write-offs – \$145K – lower than anticipated reductions to taxation.
- 2) **General Government – \$600K favourable to budget**, due mainly to:
 - a. Salaries & Benefits (including contingency) - \$258K - see Appendix D;
 - b. Investment Income - \$230K – higher than expected investment returns;
 - c. Transfer to Capital - \$97K – timing of capital project completion;
 - d. Studies - \$91K – timing of study completion; partly offset by
 - e. WSIB Claims – (\$187K).
- 3) **Protection Services – (\$405K) unfavourable to budget**, due mainly to:
 - a. Salaries & Benefits – (\$147K) – see Appendix D;
 - b. Contracted Services – (\$96K) – due mainly to the repayment (\$113K) of prior years Court Security and Prisoner Transportation as part of the OPPs reconciliation process;
 - c. Repairs & maintenance – (\$47K) – due mainly to unplanned for repairs and maintenance at the fire hall including, epoxy floor repair and building painting; and
 - d. Transfer to Capital – (\$39K) – Fire Master Plan study budgeted to be fully recoverable through DCs but actual is only 50% recoverable.
- 4) **Building Department - \$92K favourable to budget**, due mainly to:
 - a. Salaries & Benefits – \$100K – see Appendix D;
- 5) **Transportation Services – \$870K favourable to budget** due mainly to:
 - a. Contracted Services - \$417K – due mainly to lower than expected snow removal, roadside maintenance and traffic operations support required;
 - b. Debenture Interest & Principle - \$342K – budget was included for possible debenture requirement for the Minnesota Storm Sewer Project, project was not completed; and
 - c. Transfer to Capital - \$254K – due mainly to the timing of Capital Projects.
- 6) **Parking Authority - \$297K favourable to budget** due mainly to:
 - a. Fine Revenue - \$215K –fine revenue returning to normal “pre-pandemic” levels and increased enforcement;

- b. Meters Revenue - \$178K – parking revenue returning to pre-pandemic levels while budget remained somewhat conservative; partly offset by;
 - c. Salaries & Benefits – (\$50K) – see Appendix D.
- 7) **Environmental Services (Sanitary Sewer) - \$1.4M favourable to budget** due mainly to:
- a. Contracted Services - \$257K– lower demand than anticipated;
 - b. Repairs & maintenance - \$177K – due mainly to repairs being categorized as Capital projects;
 - c. Salaries & Benefits - \$157K – see Appendix D;
 - d. Clearview Contract Fee - \$106K – increased amount as part of the contracted fee agreement, offset by increased expenditures;
 - e. Studies - \$100K – force main condition assessments not yet completed; and
 - f. Sewer Service Charge - \$91K – increased usage throughout 2023.
- 8) **Water Services - \$1.8 Million favourable to budget** due mainly to:
- a. Water Sales - \$1.1M – increased demand along with a conservative budget, noting that the 2024 Rates Study will assist in establishing more accurate budgeting;
 - b. Salaries & Benefits - \$157K – see Appendix D;
 - c. Repairs & maintenance - \$214K – due mainly to repairs being categorized as Capital projects;
 - d. Utilities - \$153K – lower than anticipated utility costs;
 - e. Contracted Services - \$146K – Elevated reservoir repairs not yet completed.
- 9) **Affordable/Social Housing – (\$167K) favourable to budget** due mainly to:
- a. Unanticipated repairs and maintenance at 145 High and Birch Street apartments.
- 10) **Parks Recreation and Culture - \$790K favourable to budget** due mainly to:
- a. Rental Revenues - \$351K – due mainly to a return to pre-pandemic levels for all activities (ice-rental; ball fields; soccer fields and public swimming);
 - b. Salaries & Benefits – \$247K – see Appendix D;

- c. Utilities - \$109K – lower than anticipated inflationary increase to utility costs; and
- d. Repairs & Maintenance - \$96K – lower than anticipated grounds work completed.

11) **Library - \$108K favourable to budget** due mainly to:

- a. Salaries & Benefits - \$114K – see Appendix D.

12) **Planning & Development – \$350K favourable to budget** due mainly to:

- a. Application Fee & Recovery Revenues - \$146K – greater than anticipated demand;
- b. Salaries & Benefits - \$111K – see Appendix D; and
- c. Heritage Committee Grants and Tax Relief - \$60K; partly offset by
- d. OLT Legal Expenses – (\$45k) – higher than anticipated costs for 3 outstanding appeals.

Capital Variance Analysis (Actual vs Budget) – Appendix C:

The total Capital Budget for 2023 is \$63.3 Million, as at the end of 2023 \$29.3 Million has been spent. The table below shows the details by department.

Department	2023 Annual Budget (in '000's)	2023 YTD Actual (in '000's)	YTD Variance (\$)	YTD Variance (%)
General Government	(\$ 1,884)	(\$ 1,112)	\$ 771	59.1%
Protection Services	(1,175)	(2,230)	(1,055)	189.8%
Transportation Services	(14,828)	(3,653)	11,176	24.6%
Environmental / Water Services	(37,067)	(18,786)	18,282	50.7%
PRC	(7,903)	(3,383)	4,520	42.8%
Library	(407)	(134)	273	33.0%
Planning and Development	-	-	-	N/A
Grand Total ***	(\$ 63,264)	(\$ 29,298)	\$ 33,967	

** A Positive number indicates a Surplus; and a Negative number 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.

Salaries Variance Analysis (Actual vs Budget) See Appendix D:

Total budgeted Salaries and Benefits for 2023 amount to \$26.7M, with actuals coming in at \$25.6M for a variance of \$1.1M or 4.05%.

There are several reasons for the variances, with the majority relating to vacant positions and some of the vacancies are related to promotion of internal staff. Development of staff internally continues to be an important component of our Employee Engagement, Business Continuity and Succession planning processes. Over the past year, internal staff movement in the form of promotions and lateral moves, has contributed in part to an increase in surplus dollars. However, the cost/benefit justification remains strong as retention of high performing staff is in the best interest of the Town overall. Additionally, recruitment in this post-pandemic world has proven to be extremely competitive and has resulted in many positions being posted on multiple occasions.

A. Overtime

Overtime (OT) has been budgeted as a separate line item for ease of transparency and has been budgeted based on historical 5 (five) year averages. Variances to budget are expected throughout the year due to the nature and timing of work requiring OT hours. The main variances are attributed to the following departments:

- Protection Services (\$102K Unfavourable to budget) – largely due to the Fire department OT (\$107k unfavourable to budget) which is difficult to predict as much is related to emergency calls.
- Water Services (\$87K unfavourable to budget) – several factors attribute to the excess OT including several watermain breaks, staff coverage (vacant positions) and change to the collective agreement in amount of OT allowed to bank and use as time in lieu.

B. Staff Vacancies

Staff vacancies as of December 31st 2023 exist for the following positions:

- Coordinator, Fleet and Facilities – position filled Q1 of 2024.
- Senior Building Inspector – position filled Q1 of 2024.
- Project Engineer, Engineering – position filled Q1 of 2024, resulting in Manager, Engineering vacancy.

- Engineering Technician – result of backfilling as prior staff in position promoted to Technologist, PWs. Position filled Q2 of 2024.
- FT Truck Driver/Labourer – vacant for three months and filled Q1 of 2024.
- Compliance Officer, Env Services
- Admin Assistant, Clerks Services – position filled Q1 of 2024.
- AV Coordinator – temporarily filled internally while job description developed.
- Wastewater Operator
- WD Distribution Operator – vacant and reposted.
- Community Planner – position filled Q2 of 2024.
- *Transit Coordinator – revised as Coordinator, Community Transportation.
- *Urban Forestry Arborist – revised as Coordinator, Forestry.
- *Urban Forestry Seasonal Position – Not posted and removed from 2024 budget per Council direction.
- Sailing School Instructors – Not filled – service not being offered in 2023 and removed from 2024 budget as program no longer being offered.

There were significant vacancies throughout the year that have now been filled for the following positions:

- *Project Manager, CCS (Contract)
- Clerks Coordinator Administrative
- Mechanic, PWs
- Engineering Technologist
- Technologist, PWs
- Supervisor, PWs
- Temporary Truck Driver/Labourer.
- Water Treatment Operator
- Water Distribution Operator
- Lifeguards
- Manager, Economic Development

*New positions approved in the 2023 Budget - With input on status update from Human Resources.

Grant Reporting Update

Staff are continually seeking opportunities to access funding sources to assist in funding of capital projects, normal operations and extraordinary circumstances which may arise.

Many of these funds are accessed through Federal and Provincial programs while occasionally there may be opportunity for funding through the private sector.

Funding opportunities are assessed based on whether the Town has any upcoming projects planned which meet the criteria, if the timing constraints can be met and if unplanned projects can be managed to fit the funding program.

A number of recurring allocation-based programs are also managed, this funding is absorbed within both the operating and capital budgets based on program guidelines to maximize their impacts within these budgets.

In summary for the fourth quarter:

- Funding approved for \$32,513;
- 4 applications submitted for funding for a total of \$65,468 – 2 rejected thus far and 1 approved;
- 14 application based funding agreements in process (additionally 4 ongoing allocated funds);
- 4 applications awaiting approval and 1 agreement in the final stages – submitted project completion reports and requests for funds.

3. Input from Other Sources

This report was reviewed at Department Heads on March 28th, 2023.

4. Applicable Policy or Legislation

Municipal Act

Community Based Strategic Plan - transparent and accountable.

5. Considerations

- Community Based Strategic Plan: Consistent with CBSP

- Services adjusted if any
- Climate Change / Sustainability: [Choose an item.](#)
- Communication / Engagement: [Choose an item.](#)
- Accessibility / Equity, Diversity, Inclusion: [Choose an item.](#)
- Registered Lobbyist(s) relating to content: [add content and meeting dates]

Next steps and future action required following endorsement:

The final financial statements for 2023 will be presented by the town auditors from Baker Tilly in June 2024.

6. Appendices and Other Resources

Appendix A: Surplus Allocation Policy

Appendix B: Operating Variance Analysis by Department

Appendix C: Capital Variance Analysis by Department

Appendix D: Salary Variance Analysis

7. Approval

Prepared By:

Monica Quinlan, CPA CMA, Treasurer

Reviewed By:

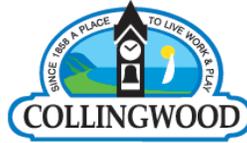
Sonya Skinner, CAO

CAO Comments:

Endorsed on April 17, 2024 to proceed to COW

Appendix A - T2024-07 - Surplus Management Policy

Surplus Management Policy



FINANCE

**Effective Date:
August 21, 2017**

**POLICY NUMBER:
FIN -004-01**

Purpose

The purposes of this policy are:

- to ensure that operating surpluses are returned to the taxpayers; and,
- to establish a priority framework for the allocation of any operating surpluses and eliminate any operating deficits through the use of the same priority framework.

This policy is limited to all reserves or discretionary reserve funds.

Application:

This policy applies to all Town departments, boards, committees, and other organizations falling within the financial reporting requirements of the Town of Collingwood. Exclusions from this policy are those services that are fully funded through user fees.

Definitions:

Year-end Operating Surplus:	The year-end operating surplus will be any excess funds generated during the year after all budgeted transfers to reserve or reserve funds have been accounted for.
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Guiding Principles:

- A deficit shall be funded as outlined in the “Priority Application for Operating Deficits” noted below.
- Surpluses not required to fund reserve balance thresholds shall be distributed as outlined in the “Priority Application for Operating Surpluses” noted below.
- Department staff will respect the nature of and manage a global budget by first offsetting higher than expected spending in one area through savings in another.

Priority Allocation for Operating Surpluses:

The Council of the Town of Collingwood is committed to demonstrating financial stability and sustainability. This framework assists in formalizing a defined and transparent process for ensuring stability and sustainability while maintaining the flexibility to react to changing circumstances.

Surplus Management Policy FIN-003-01

The Treasurer is authorized to allocate any year-end operating surplus in the following manner:

- a) Transfer to Capital Contingency Reserve, General Reserve, Operating Contingency Reserve and the Working Capital Reserve Fund sufficient funds to maintain their target balances.
- b) Transfer 10% of the remaining surplus to reduce the outstanding balance of internal loans.
- c) Transfer 60% of the remaining surplus to the Lifecycle Replacement Reserve Fund.
- d) Transfer 10% of the remaining surplus to the 10% Non DC Growth Reserve Fund.
- e) When a reserve fund reaches and maintains the target balance, remaining surplus funds shall be transferred in proportion to the remaining funds that are not at their targeted limit.

Priority Application for Operating Deficits:

In the event of an operating deficit, the Treasurer is authorized to:

- a) Transfer the necessary funds from the Working Capital Reserve Fund.

Reporting Requirements

In addition to any information requested by Council or that the CAO and/or Treasurer consider appropriate, Council shall receive a report detailing the distribution of the operating surplus or deficit funding.

Policy Review:

This policy will be reviewed annually after the year-end operating surplus or deficit figures have been verified.

Revision History:

Review Date	Description

Appendix B - Operating Variance

T2024-07 - 2023 Draft Financial Report

Department	2023 Actual YTD as at Dec-31-2023	2023 Annual Budget	YTD Variance \$\$	YTD Variance %	2022 Actual YTD as at Dec-31-2022	Variance \$\$ '23 vs '22	Variance % '23 vs '22
Taxation							
Revenue	(\$ 41,137,197)	(\$ 41,339,580)	\$ 202,383	99.5%	(\$ 39,451,384)	(\$ 1,685,813)	4.3%
Expenditure	285,280	309,380	(24,100)	92.2%	259,982	25,299	9.7%
Taxation Total	(\$ 40,851,916)	(\$ 41,030,200)	\$ 178,284	99.6%	(\$ 39,191,402)	(\$ 1,660,515)	99.6%
General Government							
Revenue	(\$ 2,773,816)	(\$ 2,795,266)	\$ 21,450	99.2%	(\$ 2,723,967)	(\$ 49,849)	99.2%
Expenditure	12,969,656	13,591,563	(621,907)	95.4%	13,079,610	(109,954)	95.4%
General Government Total	\$ 10,195,840	\$ 10,796,297	(\$ 600,457)	94.4%	\$ 10,355,642	(\$ 159,802)	94.4%
Protection Services							
Revenue	(\$ 1,172,362)	(\$ 1,348,391)	\$ 176,029	86.9%	(\$ 1,318,200)	\$ 145,839	86.9%
Expenditure	13,001,079	12,771,820	229,259	101.8%	13,244,900	(243,821)	101.8%
Protection Services Total	\$ 11,828,717	\$ 11,423,429	\$ 405,288	103.5%	\$ 11,926,699	(\$ 97,982)	103.5%
Transportation Services							
Revenue	(\$ 3,586,085)	(\$ 2,793,718)	(\$ 792,367)	128.4%	(\$ 3,614,846)	\$ 28,762	128.4%
Expenditure	10,364,744	10,442,040	(77,296)	99.3%	10,589,163	(224,419)	99.3%
Transportation Services Total	\$ 6,778,659	\$ 7,648,322	(\$ 869,663)	88.6%	\$ 6,974,316	(\$ 195,657)	88.6%
Affordable & Social Housing							
Revenue	(\$ 272,775)	(\$ 192,320)	(\$ 80,455)	141.8%	\$ 80,759	(\$ 353,535)	141.8%
Expenditure	793,338	546,014	247,324	145.3%	432,639	360,699	145.3%
Affordable Housing Total	\$ 520,563	\$ 353,694	\$ 166,869	147.2%	\$ 513,398	\$ 7,165	147.2%
Parks, Facilities, Recreation & Culture							
Revenue	(\$ 2,117,288)	(\$ 1,811,889)	(\$ 305,399)	116.9%	(\$ 1,405,973)	(\$ 711,315)	116.9%
Expenditure	7,629,170	8,113,526	(484,356)	94.0%	6,899,011	730,159	94.0%
Parks, Facilities, Recreation & Culture	\$ 5,511,882	\$ 6,301,637	(\$ 789,755)	87.5%	\$ 5,493,038	\$ 18,843	87.5%
Library							
Revenue	(\$ 170,999)	(\$ 167,912)	(\$ 3,087)	101.8%	(\$ 144,323)	(\$ 26,675)	101.8%
Expenditure	1,976,785	2,081,727	(104,942)	95.0%	1,733,963	242,822	95.0%
Library Total	\$ 1,805,786	\$ 1,913,815	(\$ 108,028)	94.4%	\$ 1,589,640	\$ 216,146	94.4%
Planning & Development							
Revenue	(\$ 1,573,478)	(\$ 1,444,243)	(\$ 129,235)	108.9%	(\$ 895,730)	(\$ 677,747)	108.9%
Expenditure	3,816,850	4,037,249	(220,399)	94.5%	3,234,398	582,451	94.5%
Planning & Development Total	\$ 2,243,372	\$ 2,593,006	(\$ 349,634)	86.5%	\$ 2,338,668	(\$ 95,296)	86.5%
Building Department							
Revenue	(\$ 760,406)	(\$ 759,135)	(\$ 1,271)	100.2%	(\$ 951,500)	\$ 191,093	100.2%
Expenditure	979,893	1,070,141	(90,248)	91.6%	991,262	(11,369)	91.6%

Appendix B - Operating Variance

T2024-07 - 2023 Draft Financial Report

Department	2023 Actual YTD as at Dec-31-2023	2023 Annual Budget	YTD Variance \$\$	YTD Variance %	2022 Actual YTD as at Dec-31-2022	Variance \$\$ '23 vs '22	Variance % '23 vs '22
Building Department Total	\$ 219,487	\$ 311,006	(\$ 91,519)	70.6%	\$ 39,763	\$ 179,724	70.6%
Parking Authority							
Revenue	(\$ 978,380)	(\$ 585,222)	(\$ 393,158)	167.2%	(\$ 744,300)	(\$ 234,081)	167.2%
Expenditure	505,707	409,619	96,088	123.5%	399,169	106,538	123.5%
Parking Authority Total	(\$ 472,674)	(\$ 175,603)	(\$ 297,071)	269.2%	(\$ 345,131)	(\$ 127,543)	269.2%
Wastewater Services							
Revenue	(\$ 8,761,267)	(\$ 8,611,019)	(\$ 150,247)	101.7%	(\$ 8,433,637)	(\$ 327,629)	101.7%
Expenditure	5,461,581	6,690,137	(1,228,556)	81.6%	6,170,161	(708,580)	81.6%
Wastewater Services Total	(\$ 3,299,686)	(\$ 1,920,883)	(\$ 1,378,803)	171.8%	(\$ 2,263,476)	(\$ 1,036,210)	171.8%
Water Services							
Revenue	(\$ 9,161,412)	(\$ 7,832,476)	(\$ 1,328,936)	117.0%	(\$ 14,881,292)	\$ 5,719,880	117.0%
Expenditure	5,750,342	6,260,350	(510,008)	91.9%	5,570,304	180,038	91.9%
Water Services Total	(\$ 3,411,070)	(\$ 1,572,126)	(\$ 1,838,944)	217.0%	(\$ 9,310,987)	\$ 5,899,918	217.0%
Total - Defecit/(Surplus)	(\$ 8,931,039)	(\$ 3,357,606)	(\$ 5,573,433)	266.0%	(\$ 11,879,831)	\$ 2,948,792	266.0%
Non-Tax Supported Adjustments *	\$ 6,963,942	\$ 3,357,606	\$ 3,606,336		\$ 11,879,831	(\$ 4,915,889)	
Grand Total - Defecit/(Surplus)	(\$ 1,967,097)	\$ 0	(\$ 1,967,097)		\$ 0	(\$ 1,967,097)	

Appendix C - Capital Variance

T2024-07 - 2023 Draft Financial Report

Department	2023 Actual YTD as at Sep-30-2023	2023 Annual Budget	Variance \$\$	Variance %	2022 Actual YTD as at Sep-30-2022	Variance \$\$ '23 vs '22	Variance % '23 vs '22
General Government							
Revenue	(\$ 1,112,263)	-\$ 1,883,500	\$ 771,237	59.1%	(\$ 1,854,028)	(\$ 741,766)	
Expenditure	1,112,263	1,883,500	(771,237)	59.1%	1,854,028	(741,766)	-40.0%
General Government Total	\$ -	\$ -	\$ -		\$ -	-\$ 1,483,531	
Parks, Facilities, Recreation & Culture							
Revenue	(\$ 3,383,077)	(\$ 7,903,043)	\$ 4,519,966	42.8%	(\$ 4,656,217)	\$ 1,273,140	-27.3%
Expenditure	3,383,077	7,903,043	(4,519,966)	42.8%	4,656,217	(1,273,140)	-27.3%
Parks, Facilities, Recreation & Culture Total	\$ -	\$ -	\$ -		\$ -	\$ -	
Planning & Economic Development							
Revenue	\$ -	\$ -	\$ -	0.0%	(\$ 14,811)	\$ -	
Expenditure	-	-	-	0.0%	14,811	(14,811)	-100.0%
Planning & Economic Development Total	\$ -	\$ -	\$ -	0.0%	\$ -	-\$ 14,811	
Protection Services							
Revenue	(\$ 2,229,646)	(1,175,000)	(\$ 1,054,646)	189.8%	(\$ 1,311,337)	(\$ 918,309)	N/A
Expenditure	2,229,646	1,175,000	1,054,646	189.8%	1,311,337	918,309	41.2%
Protection Services Total	\$ -	\$ -	\$ -		\$ -	\$ -	
Transportation Services							
Revenue	(\$ 3,652,743)	(14,828,470)	\$ 11,175,727	24.6%	(\$ 2,970,944)	(\$ 681,799)	18.7%
Expenditure	3,652,742	14,828,470	(11,175,728)	24.6%	2,970,944	681,798	18.7%
Transportation Services Total	(\$ 0)	\$ -	(\$ 0)		(\$ 0)	-\$ 0	
Wastewater Services							
Revenue	(7,692,433)	(14,818,000)	\$ 7,125,567	51.9%	(3,131,771)	(\$ 4,560,662)	N/A
Expenditure	7,692,433	14,818,000	(7,125,567)	51.9%	3,131,771	4,560,662	59.3%
Wastewater Services Total	\$ -	\$ -	\$ -		\$ -	\$ -	
Water Services							
Revenue	(11,093,242)	(22,249,460)	\$ 11,156,218	49.9%	(7,752,735)	(\$ 3,340,507)	N/A
Expenditure	11,093,242	22,249,460	(11,156,218)	49.9%	7,752,735	3,340,507	30.1%
Water Services Total	\$ -	\$ -	\$ -		\$ -	\$ -	
Library Services							
Revenue	(134,427)	(407,000)	\$ 272,573	33.0%	(75,052)	(\$ 59,374)	N/A
Expenditure	134,427	407,000	(272,573)	33.0%	75,052	59,374	44.2%
Library Services Total	\$ -	\$ -	\$ -		\$ -	\$ -	
Grand Total - Defecit/(Surplus)	-\$ 0	\$ -	-\$ 0		-\$ 0	-\$ 1,498,343	

Appendix D: Salary Variance Analysis - T2024-07 2023 Draft Financial Report

Description	Actual	Budget	%	Budget Remaining	%	NOTES
General Government Salaries	\$4,190,240	\$4,306,623	97.30%	\$116,383	2.70%	
General Government Overtime	\$23,768	\$31,000	76.67%	\$7,232	23.33%	
GENERAL GOVERNMENT	\$4,214,008	\$4,337,623	97.15%	\$123,615	2.85%	1
Protection Services Salaries	\$4,704,281	\$4,795,664	98.09%	\$91,383	1.91%	
Protection Services Overtime	\$288,489	\$184,000	156.79%	(\$101,809)	(55.33%)	
PROTECTION SERVICES	\$4,992,771	\$4,979,664	100.26%	(\$10,426)	-0.21%	2
Transportation Services Salaries	\$2,403,562	\$2,643,166	90.93%	\$239,603	9.07%	
Transportation Services Overtime	\$135,880	\$125,500	108.27%	(\$10,380)	(8.27%)	
TRANSPORTATION SERVICES	\$2,539,442	\$2,768,666	91.72%	\$229,223	8.28%	3
Environmental Services Salaries	\$673,929	\$770,711	87.44%	\$96,782	12.56%	
Environmental Services Overtime	\$48,229	\$62,000	77.79%	\$13,771	22.21%	
ENVIRONMENTAL SERVICES	\$722,158	\$832,711	86.72%	\$110,553	13.28%	4
Water Services Salaries	\$1,540,040	\$1,723,820	89.34%	\$183,780	10.66%	
Water Services Overtime	\$105,727	\$18,500	571.50%	(\$87,227)	(471.50%)	
WATER SERVICES	\$1,645,766	\$1,742,320	94.46%	\$96,553	5.54%	5
Affordable Housing Salaries	\$89,652	\$89,887	99.74%	\$235	0.26%	
Affordable Housing Overtime	\$519		0.00%	(\$519)	0.00%	
AFFORDABLE HOUSING SERVICES	\$90,171	\$89,887	100.32%	(\$284)	-0.32%	
PRC Salaries	\$3,582,714	\$3,860,355	92.81%	\$277,641	7.19%	
PRC Overtime	\$76,597	\$45,500	168.35%	(\$31,097)	(68.35%)	
PRC	\$3,659,312	\$3,905,855	93.69%	\$246,544	6.31%	6
Library Salaries	\$1,086,616	\$1,169,354	92.92%	\$82,737	7.08%	
Library Overtime						
LIBRARY	\$1,086,616	\$1,169,354	92.92%	\$82,737	7.08%	7
Planning and Development Salaries	\$1,144,613	\$1,221,040	93.74%	\$76,427	6.26%	
Planning and Development Overtime	\$6,997		0.00%	(\$6,997)		
PLANNING AND DEVELOPMENT	\$1,151,610	\$1,221,040	94.31%	\$69,429	5.69%	8
	Actual	Budget	%	Budget Remaining	%	
TOTAL SALARIES	\$19,415,648	\$20,580,620	94.34%	\$1,164,971	5.66%	
TOTAL OVERTIME	\$686,206	\$466,500	147.10%	(\$219,706)	(47.10%)	
TOTAL BENEFITS	\$5,524,607	\$5,654,170	97.71%	\$129,562	2.29%	
TOTAL	\$25,626,462	\$26,701,289	95.95%	\$1,090,093	4.05%	9
Non-Tax Supported	\$ 3,324,853	\$ 3,581,495	92.83%	\$ 256,642	7.17%	
Tax Supported	\$ 16,777,002	\$ 17,465,625	96.06%	\$ 688,623	3.94%	
TOTAL SALARIES & OVERTIME	\$ 20,101,855	\$ 21,047,120	95.51%	\$ 945,265	4.49%	

Appendix D: Salary Variance Analysis - T2024-07 2023 Draft Financial Report

NOTES

**Budget Impact
(Over)/Under**

- | | |
|----------|--|
| 1 | 61,000 Project Manager, CCS budgeted for full year and hired internally (Q3), backfilling of position in F&F filled Q1 of 2024
53,000 Parental leave, turnover and delay in hiring AV Coordinator (new position for 2023) in Clerks dept
20,000 Part time hours not fully utilized by Customer Service
(13,000) HR summer student removed from budget but hired using budget funds from delay in hiring Project Manager, CCS
<hr/> 121,000
<hr/> |
| 2 | (26,000) Firefighters under budget in salaries but over in OT, net impact of both is minimal.
15,000 Volunteer firefighters under budget, difficult to budget for these positions.
63,000 Senior Building Inspector moved to Fire Dept and position not backfilled in 2023. Has been filled in Q1 of 2024.
(49,000) Significant over budget in Parking staff hours, however, offset by increased revenues (see notes in Staff Report)
(19,000) Crossing guard hours over budget in 2023 due to underbudgeting in 2023. This was corrected in 2024 budget.
<hr/> (16,000)
<hr/> |
| 3 | 107,000 Project Engineer Vacant (backfilling position of Engineering Manager)
35,000 Transit Coordinator Vacant
59,000 Engineering Technologist hired mid Q3
26,000 Mechanic Vacant for 4 months
22,000 FT Truck Driver Vacant for 4 months
<hr/> 249,000
<hr/> |
| 4 | 50,000 Vacancies and refilling of positions.
62,000 PWs staff time allocated actuals to ES less than budget.
<hr/> 112,000
<hr/> |

Appendix D: Salary Variance Analysis - T2024-07 2023 Draft Financial Report

- 5** (87,000) Overtime over budget to compensate for vacancies, staff working extra to cover.
 31,000 Compliance Officer turnover. Position remains vacant.
 35,000 Env Tech/Project Coordinator started in May
 17,000 Admin Assistant, started at lower step than previous staff
 10,000 Water Distributor Operator approved in 2023 budget, hired mid-year
 59,000 Water Treatment Operator retired and replaced in Q4
 30,000 Turnover and movement across staffing positions.

 95,000

- 6** 67,000 Arborist position not filled
 41,000 Sailing School did not operate
 39,000 Parks operator hours less than budgeted
 36,000 Difficulty hiring and filling lifeguard positions
 17,000 Outdoor rink and rink attendant hours less than budgeted
 20,000 Museum part time hours less than budgeted

 220,000

- 7**

 82,000 Turnover and movement across staffing positions.

- 8**

 76,000 Turnover, short term vacancies and parental leave.

- 9** Excludes BIA

2023 Capital Progress - as at December 31, 2023

Project Name	Funding Source	2023 Actual	2023 Budget	Progress
9121 - Town Hall Refurbishment Program	Taxes	\$ -	\$ 70,000	On-going as required
9125 - Server Asset Management	Lifecycle	181,036	185,000	Complete
9129 - Strategic Land Acquisition	Land Acquisition Fund	82,959	20,000	As required
9131 - Water Billing in House ITSC-19-008	Wastewater/Water Reserve Funds	-	140,000	Complete with no further action required
9132 - HRIS	Modernization	-	80,000	On hold for Master Plan completion
9134 - CRM Customer Service Software ITSC-19-002	Modernization	54,319	10,000	Complete
9136 - New Accommodation Townhall - Retrofit	Taxes	23,159	125,000	On Hold
9104 - Facility LED Lighting Retrofit	Federal Gas Tax	503,392	600,000	Works in Progress
9105 - Roof Replacements	Building/Wastewater Reserve Funds	20,594	125,000	Data Analysis / Development
9106 - BDC HVAC Replacement	Lifecycle Building	3,867	10,000	Data Analysis / Development
9107 - Fleet EV Charging Stations	Lifecycle Fleet	-	25,000	Data Analysis / Development
9103 - Audio/Video Equipment Council Chambers	Lifecycle Equipment	152,108	150,000	Complete
9141 - Computer Hardware	Taxes	10,252	5,000	Complete
9143 - Computer Software	Taxes	-	2,500	On-going as required
9144 - Networking - WAN & LAN Infrastructure	Taxes	-	3,000	Complete
9145 - Doorlock Replacement / Installation - Corporate Wide (incl Library)	Lifecycle Equipment	-	75,000	With Procurement
9148 - Desktop/Laptop Replacements	Lifecycle Equipment	57,838	58,000	Complete
9150 - IT Master Plan	Modernization	22,738	-	Complete
9364 - New Accommodation - P/W Building and Shop renovations - tied to Accommodation Plan	DC	-	200,000	Data Analysis / Development
9486 - Carryforward of the EV Charging Station EPCOR Project	Grant/Taxes	29,315	-	Complete
Total General Government		\$ 1,141,578	\$ 1,883,500	
9202 - Fire Master Plan - Fire Master Plan	DC	\$ 56,566	\$ 60,000	Complete
9203 - Fire - Vehicle Replacements	Lifecycle Fleet	1,999,837	900,000	Awaiting Delivery (2025)
9206 - Fire Hose Replacement	Lifecycle Equipment	63,577	60,000	Complete
Total Fire		\$ 2,119,979	\$ 1,020,000	
9210 - Collingwood Police Building	Lifecycle Building	\$ 15,487	\$ 65,000	Works in Progress
Total Collingwood Police Building		\$ 15,487	\$ 65,000	
9230 - Building Fleet	Building	-	\$ 60,000	Carryforward to 2024
Total Building		-	\$ 60,000	
9483/9484 - Parking Replacement Meters	Parking RF	112,350	\$ 30,000	Complete
Total Parking		112,350	\$ 30,000	
9781 - PRC Master Plan Refresh	Taxes	\$ -	\$ 17,500	On Hold
9703 - Shade Shelters	DC	18,000	50,000	Complete
9704 - Trail Development	DC	12,431	150,000	Carryforward to 2024
9708 - Neighbourhood Park Replacement/Enhancements	DC	9,764	100,000	On-going as required
9709 - Sunset Point Park Redesign	DC/FGT	5,812	-	Complete
9787 - Old Village Park Washroom	Lifecycle Land Improvements	-	15,000	Not Started

2023 Capital Progress - as at December 31, 2023

Project Name	Funding Source	2023 Actual	2023 Budget	Progress
9786 - Harbourview Park Floating Docks	DC	-	45,063	On Hold
9710 - Trail Bridges - (Hen and Chickens)	DC	27,311	450,000	Carryforward to 2024
9719 - Shoreline Restoration - Sunset Point	Lifecycle Land Improvements	44,567	50,000	Works in Progress
9720 - Heritage Park Improvements	DC	329,418	350,000	Works in Progress
9723 - Harbour East Wall Docking phases	DC	-	250,000	Not Started
9724 - Wilson Sheffield Park	DC	59,327	200,000	Carryforward to 2024
9727 - Harbourview Splash Pad - Awen Splash Pad	DC	932,717	1,505,395	Complete
9728 - PRC Summit View Park	DC	108,558	1,500,000	Carryforward to 2024
9761 - Ridgeline Electrical Servicing to Overlookpark	DC	6,731	50,000	On Hold
9762 - Ridgeline Amphitheatre Seating Upgrade	DC	29,524	50,000	Works in Progress
9731 - Parkway Medians	Lifecycle Land Improvements	269,505	240,000	Complete
9733 - Asphalt Walkways	Lifecycle Land Improvements	-	15,000	On-going as required
9741 - Truck Replacements	Lifecycle Fleet	64,081	51,000	Complete
9742 - Shoreline Restoration - Millennium Park	Lifecycle Land Improvements	-	750,000	Grant dependent
9744 - Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc)	DC	-	66,000	Tender Closed
9745 - Parks Equipment	DC	43,056	59,000	On-going as required
9747 - St. Marie St North Block 9 Park - Public Realm Plan	DC	69,487	75,000	Complete
9748 - Harbourview Park Lighting - Awen Splash Pad	DC	305,280	300,000	Complete
9749 - Harbourview Park Landscaping - Awen Splash Pad	DC	227,942	224,000	Complete
9770 - Harbourview Park Servicing - Awen Splash Pad	DC	187,249	184,010	Complete
9771 - Harbourview Park Asphalt Trail - Awen Splash Pad	DC	55,968	52,118	Complete
9772 - Harbourview Park Signage - Awen Splash Pad	DC	71,382	70,000	Complete
9773 - Heritage Drive Reconstruction and Parking	Waterfront Master Plan	11,720	100,000	Carryforward to 2024
9776 - Healing Forest	Taxes	9,669	30,000	Carryforward to 2024
9782 - Active Transportation	Taxes	67,423	60,000	On-going as required
9784 - Urban Forestry equipment	DC	-	50,000	Cancelled
9705 - PRC Facility Equipment	DC	-	102,000	Carryforward to 2024
9785 - Facilities Vehicles	DC	-	70,000	Carryforward to 2024
9711 - Central Park Arena - Facility Maintenance / Improvements	Lifecycle Building	35,464	19,500	On-going as required
9712 - EBMA - Facility Maintenance / Improvements	Lifecycle Building	155,257	175,000	On-going as required
9714 - Central Park Outdoor Rink - Facility Maintenance / Improvements	Lifecycle Building	28,159	40,000	On-going as required
9716 - Curling Facility - Facility Maintenance / Improvements	Lifecycle Equipment	41,402	57,500	On-going as required
9718 - Museum Building - Facility Maintenance / Improvements	Lifecycle Building	31,481	40,000	On-going as required
9735 - Centennial Aquatic Centre - Facility Maintenance / Improvements	Land Building Other	99,609	100,000	Complete
9763 - Multi-Purpose Facility Feasibility Study	DC	-	125,000	Carryforward to 2024
9778 - Town Hall / EBMA Backup Generator	Capital Contingency Reserve	-	10,000	On Hold
9779 - Sailing School Equipment	Lifecycle Equipment	-	15,457	Project Cancelled
9739 - Heading Dockside Mural Replacement	Public Art Reserve	-	26,500	On Hold
9760 - Museum Gallery Retrofit	Lifecycle Equipment	8,304	13,000	Works in Progress

2023 Capital Progress - as at December 31, 2023

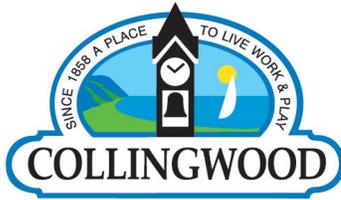
Project Name	Funding Source	2023 Actual	2023 Budget	Progress
Total PRC		\$ 3,366,599	\$ 7,903,043	
9305 - Traffic Signal at Hurontario and Findlay	DC	\$ -	\$ 25,000	Works in Progress
9306 - Hurontario St - Hume to Findlay Widening	DC	20,136	150,000	Carryforward to 2024
9301 - Cameron St - Walnut to Hurontario	Active Transportation Fund	28,798	40,000	Works in Progress
9307 - Provision for new storage	DC	-	15,000	Not Started
9308 - Third St Bridge Rehabilitation	Lifecycle Roads	90,655	88,000	Data Analysis / Development
9309 - Highway 26 - Longpoint (Osler Bluff) to Cranberry Trail W	Connecting Link Funding	17,607	150,000	Data Analysis / Development
9304 - Sixth Street Trunk Watermain - High to Hurontario	DC	111,592	300,000	Works in Progress
9310 - Saint Lawrence St Drainage Improvements	Capital Contingency Reserve	2,038	65,000	Data Analysis / Development
9324 - Provision for Development-Related Vehicles	DC	191,442	580,000	Not Started
9329 - Crosswalks	Federal Gas Tax	24,700	224,400	Works in Progress
9330 - Traffic Calming - Findlay Drive	Lifecycle Roads	40,681	137,700	Works in Progress
9331 - Peel Street - Hume to Bush	DC	104,115	125,000	Works in Progress
9332 - Large Tools & Office Equipment Replacement PW 04	Public Works Reserve	10,181	10,000	Works in Progress
9333 - Catch Basin Grate Replacements	Lifecycle Building	-	35,000	Works in Progress
9334 - Traffic Signal Controller Upgrades	Lifecycle Roads	17,907	60,000	Works in Progress
9336 - Replace Salt Storage Facility	DC	407,198	405,000	Complete
9352 - Sidewalk Repairs	Lifecycle Roads	143,012	155,000	Complete
9366 - 545 10th Line Lifecycle - Shop Improvements tied to Lifecycle and Operations	DC	50,454	135,000	Data Analysis / Development
9371 - High St - 10th St to Poplar Sideroad	DC	74,743	225,000	Works in Progress
9377 - Guide Rail Repairs	OCIF	28,027	235,000	Works in Progress
9378 - Connaught Storm Sewer	Building	475	80,000	Data Analysis / Development
9379 - Pretty River Channelization	Expense Recovery	61,169	110,000	Works in Progress
9380 - Asphalt Resurfacing PW 09	OCIF	270,067	340,000	Complete
9382 - Vehicle Replacement PW 02	Public Works Reserve	952,041	805,870	Complete
9384 - Cranberry Trail West Drainage Improvements	Federal Gas Tax	-	80,000	Data Analysis / Development
9387 - Bridge Rehabilitation	OCIF	74,165	570,000	Data Analysis / Development
9388 - Mountain Road Widening	DC	344,796	4,285,000	Works in Progress
9389 - Minnesota Storm Sewer Repair	Federal Gas Tax	454,904	5,080,000	Data Analysis / Development
9311 - Stanley Street Drainage Improvements	Lifecycle Land Improvements	16,583	160,000	Works in Progress
9312 - First Street/Pretty River Parkway Street Side Enhancements	Lifecycle Land Improvements	-	140,000	Not Started
9423 - Bus Shelters	DC	-	7,500	On-going as required
9424 - Bus Replacements	Grant	80,227	-	Carryforward from 2022
9433 - Streetlight Installation	Taxes	5,715	10,000	On-going as required
Total Transportation		\$ 3,623,428	\$ 14,828,470	

2023 Capital Progress - as at December 31, 2023

Project Name	Funding Source	2023 Actual	2023 Budget	Progress
9751 - Accessible Entrance Doors	Lifecycle Building	\$ 48,737	\$ 150,000	Works in Progress
9752 - I.T. Replacement - Training Room & Public Computers	Library Internet Reserve	5,707	7,000	On-going as required
9756 - Library Heat Pump Access	Lifecycle Building	-	30,000	Not Started
9757 - Library Heat Pump Replacement	Lifecycle Building	79,982	200,000	On-going as required
9758 - Library Lighting Retrofits	Federal Gas Tax	-	20,000	Not Started
Total Library		\$ 134,427	\$ 407,000	
9505 - Sanitary Renewal Program - 5th Street Oak to Spruce Street & Maple/9th	Lifecycle Roads/Water/Wastewater	\$ 5,901,079	\$ 5,722,000	Complete
9506 - Sanitary Sewer Grouting and Manhole Repairs	Wastewater	-	50,000	Data Analysis / Development
950H - WWTP Access Road	Wastewater	-	245,000	Not Started
9514 - Wastewater IT Upgrades/Replacements	Wastewater	68,733	75,000	Complete
9511 - WW Vehicles	Vehicle Purchases	62,726	51,000	Complete
9532 - Sewage Pumping Station Refurbishments	Wastewater	28,279	30,000	On-going as required
9550 - Wastewater Treatment Plant Refurbishment	Wastewater	127,969	420,000	Works in Progress
9553 - Inflow & Infiltration	Wastewater	-	250,000	Data Analysis / Development
9554 - Paterson SPS Pump Replacements	Wastewater	782,774	1,190,000	Works Complete
9558 - Osler Bluff Lagoon	Wastewater	7,978	50,000	On-Hold
9581 - WWTP Sludge Transfer Pump Replacements	Wastewater	-	5,000	Complete
9583 - WWTP Screw Pump Rehabilitation	Wastewater	393,464	2,230,000	Carryforward to 2024
9509 - Digester #2 Repairs	Wastewater	286,229	4,500,000	Carryforward to 2024
Total Wastewater		\$ 7,659,231	\$ 14,818,000	

2023 Capital Progress - as at December 31, 2023

Project Name	Funding Source	2023 Actual	2023 Budget	Progress
9600 - Water Efficiency Measures	DC	\$ -	\$ 20,000	On-going as required
960C - Water & Wastewater Master Plan Update	DC	-	125,000	Not Started
960D - Distribution Pressure Reducing Valves	DC	-	5,000	Not Started
9624 - Water Tower Refurbishments	Water	10,765	300,000	With Procurement
9610 - Vehicles & Equipment	DC	260,018	325,000	Complete
9611 - Large Tools	Water	19,334	56,000	On-going as required
9613 - Booster Pumping Station Refurbishments	Water	38,511	80,000	On-going as required
9620 - Carmichael Reservoir Upgrades	DC	1,035,931	3,719,500	Works in Progress
9621 - In Ground Reservoirs	Water	42,835	169,000	On-going as required
9625 - Water Meter Data Analytics Software	Water	-	50,000	Data Analysis / Development
9640 - Water Treatment Plant Refurbishment	Water	39,685	312,000	On-going as required
9641 - Water Treatment Plant Expansion	DC	6,125,903	15,652,000	Tender Closed
9642 - Stewart Road Reservoir and Booster Pumping Station	DC	31,458	150,000	On Hold
9643 - Water Treatment Plant Membrane Filter Replacements	Water	1,522,602	318,960	Complete
9644 - Water SCADA Improvements	Water	252,053	400,000	Works in Progress
9645 - New Residential and General Water Services	Expense Recovery	-	90,000	On-going as required
9646 - Water Services Replacement	Water	-	120,000	On-going as required
9648 - New Watermains	DC	-	90,000	On-going as required
9649 - Watermain Replacement	Water	1,622,774	202,000	Data Analysis / Development
9650 - Hydrants	Water	-	20,000	On-going as required
9652 - Valve Additions and Replacements	Water	122,884	45,000	On-going as required
9627 - Water Meters	Water - Operation	-	-	Budgeted in Ops
Total Water		\$ 11,124,752	\$ 22,249,460	
Grand Total		\$ 29,297,830	\$ 63,264,473	



Staff Report T2024-08

Committee 2024-04-22

Council 2024-05-06

Amendments

Submitted To: Committee of the Whole | Council
Submitted By: Monica Quinlan, Treasurer
Prepared By: Jennifer Graham, Manager of Finance/Deputy Treasurer
Subject: 2023 Debt Report

Recommendation

THAT Staff Report T2024-08, 2023 Debt Report, be received for information.

Amendments

None.

1. Executive Summary

The debt report is a document that provides the public and members of Council with an overview of the outstanding debentures and loans. The balance of debentures as at December 31, 2023 was \$15M.

2. Analysis

Background

At the August 21, 2017 Council meeting, Council adopted the Debt Management Policy (attached as Appendix 'A') which identified the following goals on debt:

- Total tax supported debt servicing costs as a percentage of Town Own Source Revenues shall not exceed 7%;
- Total water rate supported debt servicing costs as a percentage of Water Utility Own Source Revenues shall not exceed 7%; and

- Total wastewater rate supported debt servicing costs as a percentage of Wastewater Utility Own Source Revenues shall not exceed 7%.

Update on Debt Position

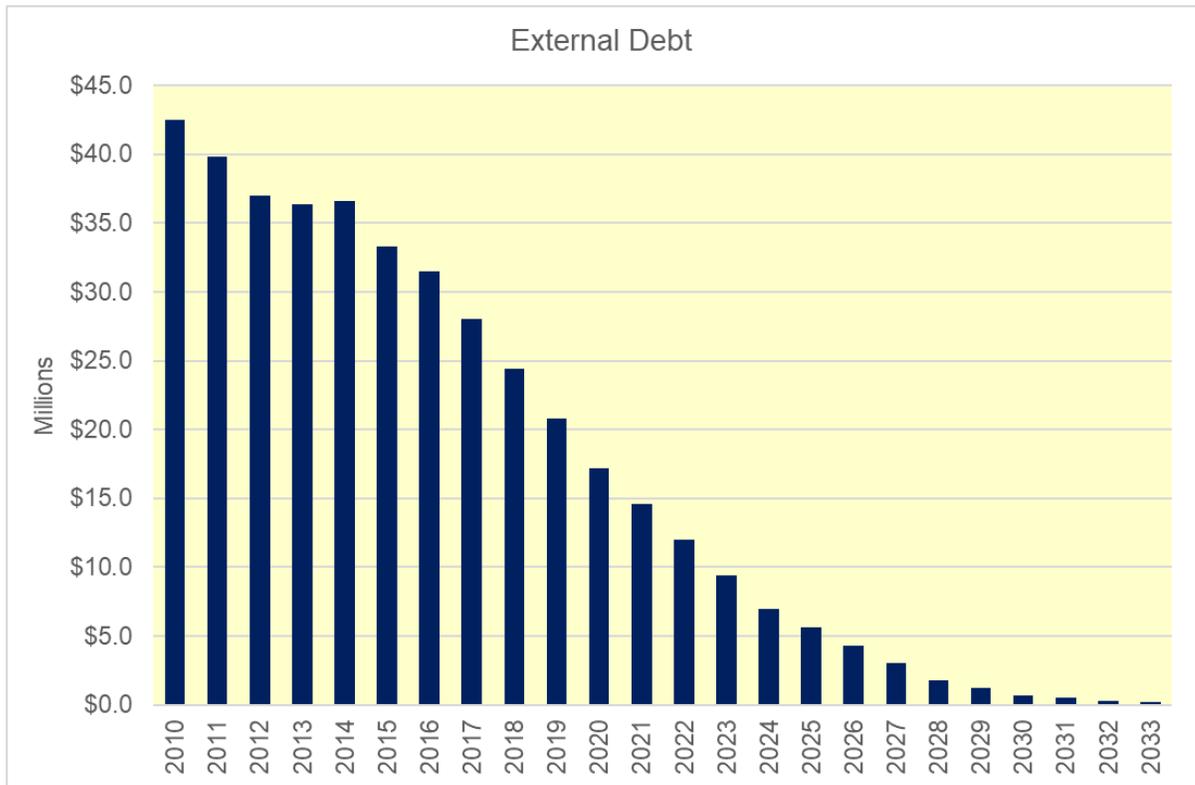
An important indicator of a municipality's financial health is debt servicing cost as a percentage of total revenues. Debt is an appropriate way of financing longer life infrastructure, and infrastructure related to growth, that is not fully recovered through DCs. However, when debt levels get too high, it compromises the Town's sustainability and flexibility to fund programs and services.

The analysis below will outline details regarding three categories of debt. It will specify the balance in each category as at December 31, 2023. More importantly it will provide the debt servicing costs as a percentage of **own source revenues**¹ (debt servicing indicator) which measures the percentage of revenues devoted to servicing debt. The Town uses own source revenues as opposed to total revenues to eliminate "one-time revenue sources". This indicator shows the extent to which a municipality must use revenue raised through property taxes and user fees to pay interest and principal costs rather than pay for programs and services.

1. External Debt

The Town defines debt as external, contractual debt, typically in the form of bank loans, debentures and mortgages. The following chart shows our consolidated historic levels of external debt from 2010 to 2023 and the continual decrease that will occur over the next ten (10) years, should no other debt be issued (net of EPCOR reimbursement agreement).

¹ Own source revenues are revenues a government raises by levying taxes, user fees or by generating business or other income. It is all amounts of money received by a government from external sources, net of refunds and other correcting transactions. It does not include money from the issuance of debt, government grants, development charges, gain or loss on sale of capital assets or the sale of investments.



You will note that total external debt has decreased from 2022 to 2023 as a result of regular principal repayments and no new debt being issued.

Debt servicing costs as a percentage of own source revenue has also decreased, this is due to both the total debt repayment decreasing as well as the Town’s own source revenues increasing. The change in own source revenue is a result of increased taxation, increased water/wastewater rates, increased Parks & Recreation Revenues (mainly Ice Rentals) and increased Parking Fines (due partly to Waterfront Parking being introduced);

The table below details this information:

	2023	2022	2021
P & I Payments	\$ 3,851,204	\$ 3,982,863	\$ 4,063,541
Own Source Revenues *	\$ 64,342,179	\$ 60,669,557	\$ 56,418,388
Debt Servicing %	5.99%	6.56%	7.20%

* Note that the 2023 Own Source Revenues (OSR) has been estimated until the 2023 Financial Information Return has been finalized. 2022/2021 amounts have been updated to match the submitted FIRs for each respective year, noting that the 2021 amount from the previous years' Debt report followed the ARL amounts however the amounts used to calculate the ARL are from 2 fiscal years previous and staff feel for our own calculations that it makes sense to use the actual current Own Source Revenue amounts.

During 2018, and as part of the sale of Collus PowerStream, the Town assumed debt in the amount of \$8.2M. **This debt is repaid on a monthly basis by EPCOR through a reimbursement agreement and is not serviced by the taxpayers or ratepayers of the Town.** The balance on this debt at the end of 2023 is \$5.6M (2022 - \$6.1M) and will be fully repaid in 2043 and is not included in the chart above.

2. Internal Loans and Notes

The Town's internal loans and notes represent transfers from reserves to the capital fund and have been used as a source of alternative financing and is a healthy part of any financing program where excess cash is available. They reflect borrowing, from existing reserves for approved projects, to finance unfunded projects where a decision has been made to proceed with. At this time **there are no outstanding internal loans** as repayment in full was made as part of the Asset Sale Proceeds (see staff report [T2021-03](#)).

There is one promissory note that was issued to the CPUSB in 2014 in the amount of \$6.0M at a rate of 1.5%. The balance of this at the end of 2023 is \$3.2M (2022 - \$3.5M) and will expire at the end of 2033, note however although this repayment is serviced through Water rates it does not impact the total debt servicing percentage amount given that it is an intercompany transaction (i.e. it moves from the Water Division to General Taxation Division).

3. Committed External Debt

Committed external debt refers to capital projects that are completed or underway and were approved based on debenture financing which has not yet been placed. It is estimated this debt will be placed sometime in the foreseeable future. At the end of 2023 there are no capital projects where funding has been committed through debt issuance. For 2024 however, as part of the approved capital budget, the Minnesota Storm Sewer Project has been slotted for debenture financing in the amount of \$3.6M. Once the final tendered costs are received and a review of the Town's cash flow is considered a decision will be made as to whether to proceed with the issuance of this debt or borrow internally. Additionally, consideration will be given to borrowing for the Water Treatment Expansion project that was just recently approved, at this time it is expected that only internal borrowing will be required but the project and cash flows will be monitored closely. A report will be provided to Council prior to any new debt being issued as required.

4. Annual Repayment Limit

The Annual Repayment Limit (ARL) notice has been included from MMAH as Appendix 'B'. The ARL may be generally summarized as the maximum amount that a municipality in Ontario can pay each year (without first going to the Local Planning Appeal Tribunal) in principal and interest payments for its long-term debt and other long-term financial commitments. For most municipalities (not including Toronto) the ARL is set at 25 percent of their annual own-source revenues (such as property taxes, user fees and investment income), less their annual existing long-term debt service costs and payments for other long-term financial obligations. Municipalities may only exceed their ARL with the prior approval of the Local Planning Appeal Tribunal (LPAT).

For 2024 the Town's ARL is \$11,199,340 which is the total the Town could increase its annual debt repayment requirement by **according to the Provincial regulation**. In terms of the amount of total debt that this may equate to is dependent on the amortization and interest rate of any new debt issued. For example, if the Town borrowed at a rate of 7% over a 15-year period the total debt it could accumulate would be up to \$91.6 Million,

today as noted in the report the total debt is \$15 Million (inclusive of the debt held through the Epcor reimbursement agreement).

Options

Not applicable.

Financial Impacts

Not applicable.

Conclusion

As noted, the 2017 Debt Management Policy (attached as Appendix A) required that all areas of the Town (i.e. Tax-Supported, Water & Wastewater Divisions) shall maintain a 7.0% debt servicing cost with respect to own Source Revenues. The table below provides the Debt Servicing amount per division and in total, you will note that in total the Town overall is slightly under the 7.0% limit set by the Policy. Much improvement has been seen over the last several years (2019 Debt Servicing %: Total 9.17%; Water 7.16%; and Wastewater 17.90%).

	Water	Wastewater	Tax Supported	Total
Estimated Own Source Revenue	\$ 9,161,411.83	\$ 8,761,267	\$ 46,419,500	\$ 64,342,179
P & I Payments	\$ 106,424	\$ 1,012,549	\$ 2,732,231	\$ 3,851,204
Debt Servicing %	1.16%	11.56%	5.89%	5.99%

As staff make their way through the Non-Core AMP and continue to build out the Long-Term Strategic plan a review of the debt management policy will be included, to ensure that the policy remains relevant and realistic to actual capital needs. Staff notes that the 7% policy is strict in comparison to the Province’s ARL that provides a limit of 25% of own source revenue. While the Provincial Average is in fact much lower (5.3% actual Provincial Average for Debt Servicing Costs as per the 2022 Financial Indicator Review) and staff feel that the ARL limit of 25% is an extremely high amount, it is important to strike a healthy balance of debt financing. In the coming months additional information

will come forward to review this and make recommendations for what is the most effective plan for the Town of Collingwood.

3. Input from Other Sources

Reviewed with Department Heads on April 16th, 2024.

4. Applicable Policy or Legislation

Municipal Act S.401 - a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt.

Community Based Strategic Plan - transparent and accountable.

5. Considerations

- Community Based Strategic Plan: Consistent with CBSP
- Services adjusted if any
- Climate Change / Sustainability: [Choose an item.](#)
- Communication / Engagement: [Choose an item.](#)
- Accessibility / Equity, Diversity, Inclusion: [Choose an item.](#)
- Registered Lobbyist(s) relating to content: [\[add content and meeting dates\]](#)

Next steps and future action required following endorsement:

Continued monitoring of Cash Flow while the Water Treatment Plant and Minnesota Storm Sewer projects progress to determine the need for external financing.

6. Appendices and Other Resources

Appendix A: Debt Management Policy

Appendix B: Annual Repayment Limit (ARL)

7. Approval

Prepared By:

Jennifer Graham, CPA CA, Manager of Finance/Deputy Treasurer

Reviewed By:

Monica Quinlan, CPA CMA, Treasurer

2023 Debt Report
T2024-08

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CAO Comments:

Endorsed on April 17, 2024 to proceed to COW

Appendix A - T2024-08 - Debt Management Policy

**Debt Management
Policy**

FINANCE

**Effective Date:
August 21, 2017**

**POLICY NUMBER:
FIN –002-01**

POLICY STATEMENT:

This policy ensures compliance with all statutory requirements for incurring debt for operating and capital purposes and the issuance of debentures and prescribed financial instruments for or in relation to debt. This policy governs the use and administration of capital financing and debt

APPLICATION:

The Debt Management Policy covers all debt or financial obligations including related agreements and lease financing agreements for capital that are entered into by the Corporation, its boards and subsidiaries as well as those employees responsible for control, administration or management of capital financing and debt issuance activities.

1. PURPOSE

This policy establishes objectives, standards of care, authorized financing instruments, reporting requirements and responsibilities for the prudent financing of the Corporation’s operating and infrastructure needs.

2. DEFINITIONS

The following definitions do not include all of the possible debt instruments that a municipality could use for long-term financing purposes. The Town of Collingwood generally limits its long-term financing to either amortizing or serial type debentures but has made use of sinking fund debentures in the past. The definitions include only those more “common” methods of financing.

Amortizing Debentures:	A debenture that has a blended principal and interest payment that is equal in each repayment period.
Banker’s Acceptance:	A short-term credit obligation created by a non-financial firm such as the Corporation and guaranteed by a bank as to payment.
Capital Financing:	A generic term for the financing of capital assets. Although this can be achieved through the use of a variety of funding sources,

Debt Management Policy FIN- 002 - 01

	for the purposes of this policy it is assumed to mean the use of debt.
Construction Financing:	A form of debt financing in which the issuer does not pay any principal and/or interest for a period up to five (5) years during the construction or rehabilitation of the facility.
Corporation:	Refers to the Corporation of the Town of Collingwood.
Debenture:	A formal written obligation to repay specific sums on certain dates. In the case of a municipality, debentures are typically unsecured.
Debt and Financial Obligation Limit:	A calculation provided annually to a municipality by the Ministry of Municipal Affairs and Housing that determines the maximum amount of new annual debt servicing costs that a municipality can undertake or guarantee without seeking the approval of the Ontario Municipal Board.
Debt:	Any obligation for the payment of money. The Town considers debt to consist of debentures, notes or cash loans from financial institutions, loans from reserves and discretionary reserve funds, financing leases, loan guarantees, mortgages, demand loans or internal loans.
Debt Servicing Costs:	Refers to the cash that is required to cover the repayment of interest and principal on a debt for a particular period.
Financial Guarantee:	An agreement whereby the Corporation will take responsibility for the payment of debt in the event that the primary debtor fails to perform.
Hedging:	A strategy used to offset or mitigate financial risk such as currency and/or interest rate risk.
Infrastructure Ontario (IO) or its successor organization:	Any entity established by the Province of Ontario to provide Ontario municipalities, universities and hospitals access to alternative financing and procurement service and to longer-term fixed rate loans for the building and renewal of public infrastructure.
Installment (Serial) Debentures:	Debentures of which a portion of the principal matures each year throughout the life of the debenture issue.
Lease Financing Agreements:	A lease for the purpose of obtaining long-term financing of a capital undertaking which requires payment by the Corporation beyond the current term of Council.

Debt Management Policy FIN- 002 - 01

Long-Term Bank Loan:	Long-term debt provided by a bank or a syndicate (group) of banks.
Long-Term Debt:	Any debt for which the repayment of any portion of the principal is due beyond one year.
Municipal Capital Facilities:	Includes land, as defined in the Assessment Act, works, equipment, machinery and related systems and infrastructures.
Project Financing:	Financing in which principal and interest payments are structured so as to more closely match the revenues or cost savings of a specific project. Also includes financing for which the lender, in the case of default, would have no or limited recourse to the issuer beyond the assets purchased with the proceeds of the financing.
Refunding:	As applied to debentures, describes the process of retiring existing debt by issuing new securities to either reduce the interest rate or extend the maturity date or both.
Rolling Stock:	Equipment that moves on wheels used for transportation and/or transit purposes. Examples include subway cars, trucks, buses and tractor trailers.
Short-term Debt:	Any debt for which the repayment of the entire principal is due within one year.
Sinking Fund Debentures:	Debentures for which money is accumulated on a regular basis in a separate custodial account that when combined with interest earned is used to redeem the debentures.
Term Debentures:	Debentures that are comprised of a combination of installment and sinking fund debentures.
Town:	Refers to the Corporation of the Town of Collingwood
Variable Interest Rate Debentures:	Debentures that provide for one or more variations in the rate of interest payable on the principal during the term of the debenture.

3. DESCRIPTION

3.1 Philosophy for Capital Financing and Debt Issuance

Council may, where it is deemed to be in the best interest of its taxpayers, approve the issuance of debt for its own purposes, or those of its municipal business corporations.

“Best interest” will be consistent with the following key financial principle with respect to capital financing and debt practices:

“Capital financing and debenture practices will be responsive and fair to the needs of both current and future taxpayers and will be reflective of the underlying life cycle and the nature of the expenditure.”

This philosophy will be met through the objectives outlined below.

3.2 Objectives of the Capital Financing and Debt Program

The primary objectives for the Corporation’s capital financing and debt program, in priority order shall be:

- a. Adherence to statutory requirements
- b. Ensure long term financial sustainability, stability and flexibility
- c. Limit financial risk exposure
- d. Minimize long-term cost of financing
- e. Match the term of the capital financing to the useful life of the related asset.

a. Adherence to Statutory Requirements

Capital financing may only be undertaken when in compliance with the relevant sections of the *Municipal Act, 2001* (the “Act”) and related regulations.

Requirements include but are not limited to the following:

- i. The term of temporary or short-term debt for operating purposes will not exceed the current fiscal year.
- ii. The term of the capital financing shall not exceed the lesser of 40 years or the useful life of the underlying asset.
- iii. Long-term debt will only be issued for new capital projects.
- iv. The total financing charges after issuance of the proposed debt will not exceed the Debt and Financial Obligation Limit for the municipality responsible for incurring the debt unless otherwise approved by the Ontario Municipal Board.
- v. Prior to authorizing a lease financing agreement, a report will be prepared for Council assessing the costs as well as the financial and other risks associated with the proposed lease in relation to other methods of financing.

Debt Management Policy FIN- 002 - 01

- vi. Prior to passing a debenture by-law which provides that installments of principal or interest, or both, are not payable during the period of construction of an undertaking, Council shall consider all financial and other risks related to the proposed construction financing.

Furthermore, the awarding of any contract under this Policy, unless otherwise authorized by Council, will follow the procedures and authorities set out in the Corporation's Procurement By-law.

b. Ensure Long-term Financial Sustainability, Stability and Flexibility

The capital financing program will be managed in a manner consistent with other long-term planning, financial and management objectives.

Prior to the issuance of any new capital financing, consideration will be given to its impact on future taxpayers and/or ratepayers in order to achieve an appropriate balance between capital financing and other forms of funding.

Regular and/or ongoing capital expenditures and the current portion of future rehabilitation and replacement costs will be recovered on a "pay as you go" basis through rates, tax levy, user fees and/or reserve fund monies. Adequate reserve funds must be developed and maintained for all capital assets owned by the Corporation to ensure long-term financial sustainability and flexibility. However, where long-term financing is required, due consideration will be paid to all forms of financing including debentures, construction financing, long-term bank loans and lease financing agreements.

Financial sustainability depends on debt levels and debt servicing costs being consistent with the Corporation's level of affordability, both current and future. Debt issuance decisions must comply with ensuring long-term financial flexibility and sustainability for the Corporation.

Goals and limits on debt, and financial measures to assess financial flexibility and sustainability are as follows:

Goals

- Total tax supported debt servicing costs as a percentage of Town Own-Source Revenues shall not exceed 7%.
- Total water rate supported debt servicing costs as a percentage of Water Utility Own-Source Revenues shall not exceed 7%.
- Total wastewater rate supported debt servicing costs as a percentage of Wastewater Utility Own-Source Revenues shall not exceed 7%.

Financial Measures

Debt Management Policy FIN- 002 - 01

Debt ratios are the key analytical measures used by credit rating agencies to evaluate the credit worthiness of a municipality. Three key debt ratios will be used to monitor the debt position:

- Debt servicing costs as a percentage of own source revenues
- Debt per capita
- Debt outstanding per \$100,000 of assessment

In addition, annually a third party assessment of the Corporation's financial health will be conducted to provide Council and tax/rate payers with an independent opinion on the Corporation's financial position and shall include but not be limited to all matters noted in the Goals and Financial Measures of the previous paragraph.

c. Limit Financial Risk Exposure

The capital financing program will be managed in a manner to limit financial risk exposure. As a result, it will be the Corporation's normal practice to issue debt that is only denominated in Canadian dollars with an interest rate that will be fixed over the term.

In compliance with the Goals and Financial Measures, if a situation arises where there is a material financial advantage and/or it is deemed prudent for the Corporation to issue debt that is subject to fluctuations, in foreign currency and/or interest rates, a hedging strategy will be considered to either reduce or eliminate the risk.

The hedging strategy would include the following:

- i. For debentures that are not denominated in Canadian currency, the rate of exchange will be fixed for the term of the obligation (both principal and interest payments) on or before the date of issuance.
- ii. For variable interest rate debentures with a term exceeding one year, the interest rate will be fixed within six (6) months of the issuance date.

However, long-term bank loans for which the interest rate may vary will not be fixed if prevailing market conditions are such that in the opinion of the Treasurer it is in the Corporation's best interests to allow the rate to float where such debt, in addition to any other outstanding variable rate loans or debentures, does not exceed fifteen percent (15%) of the total outstanding debt of the Corporation.

Lease financing agreements have different financial and other risks than traditional debt that must be considered and, where practicable, mitigated prior to use, including contingent payment obligations for items such as lease termination provisions, equipment loss, equipment replacement options, guarantees and indemnities. These risks will be identified prior to entering into any material lease financing agreement.

d. Minimize Long-Term Cost of Financing

The timing, type and term of financing for each capital asset will be determined with a view to minimize its overall long-term cost of financing. Factors to be considered will include:

- current versus future interest rates;
- the availability of related reserve fund monies;
- the pattern of anticipated revenues or cost savings attributable to the project; and,
- all costs related to the financing of the project whether by debenture, construction financing or lease financing.

e. Match the Term of the Capital Financing to the Useful Life of the Related Asset

The maximum term over which a capital asset may be financed is 20 years unless otherwise specifically approved by Council. In no case may the term of financing exceed the anticipated useful life of the related asset.

4. STANDARD OF CARE

An appropriate standard of care shall be achieved in the following manner:

4.1 Ethics and Conflicts of Interest

Officers and employees involved in the capital financing and debt management processes shall:

- a. Refrain from personal business activity that could conflict with the proper execution and management of the capital financing program, or that could impair their ability to make impartial decisions.
- b. Disclose any material interests in financial institutions with which they conduct business.
- c. Disclose any personal financial/investment positions that could be related to the performance of their capital financing duties.
- d. Not undertake personal financial transactions with the same individual with whom business is conducted on behalf of the Corporation.

4.2 Delegation of Authority

The Treasurer has overall responsibility for capital financing by the Corporation and is responsible for the implementation of the capital financing program and the establishment of procedures consistent with this Policy. Such procedures shall include explicit delegation of authority to persons responsible for capital financing activities. No

person shall engage in a capital financing activity except as provided under the terms of this Policy.

4.3 Requirement for Outside Advice

The Corporation's staff is expected to have sufficient knowledge to prudently evaluate standard financing transactions. However, when in their opinion the appropriate level of knowledge does not exist for instances such as capital financing transactions that are unusually complicated or non-standard, or as otherwise directed, outside financial and/or legal advice will be obtained.

5. SUITABLE and AUTHORIZED FINANCING INSTRUMENTS

The form of financing that meets the objectives listed above will be dependent in part upon its term and the type of asset to be financed.

5.1 Short-Term – Under One (1) Year

Financing of operational needs for a period of less than one (1) year pending the receipt of taxes and other revenues, or interim financing for capital assets pending long-term capital financing may be from one or more of the following sources:

- a. Reserves and specified discretionary reserve funds
- b. Bank line of credit
- c. Short-term promissory notes issued to aforementioned institutions
- d. Bankers' Acceptances
- e. Infrastructure Ontario short-term advances pending issuance of long-term debentures

5.2 Long-Term – Greater than One (1) Year

Financing of assets for a period greater than one (1) year may be from any of the following sources:

- a. Debentures (including those issued to Infrastructure Ontario), which may be in the following form or a combination thereof:
 - i. Installment (including those with a refunding provision)
 - ii. Sinking Fund
 - iii. Term
 - iv. Amortizing
 - v. Variable Interest Rate

Fixed rate debentures will be the standard form of long-term financing used by the Corporation.

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- b. Reserves and Specified Discretionary Reserve Funds
These may be used for both short and medium-term (up to three (3) years) financing if deemed cost effective or otherwise necessary. It is recognized however, that reserves and reserve funds are for a defined purpose and must be available when that purpose occurs or requires them.

Notwithstanding this policy, intra-fund borrowing between development charge reserve accounts for a longer period of time is permitted under the *Development Charges Act*.

- c. Long-Term Bank Loans
These may be used if deemed cost effective or otherwise necessary. These loans may be fixed or variable interest loans as determined by the Treasurer.
- d. Construction Financing
May be used for a period up to five (5) years during construction or rehabilitation of certain facilities from which a revenue stream will be generated (i.e. water treatment plant, wastewater treatment plant) upon completion.
- e. Lease Financing Agreements
May be used when it provides material and measurable benefits compared with other forms of financing.
- f. Mortgages
Mortgages may be used for a period up to ten (10) years if deemed cost effective or otherwise necessary.

Infrastructure Ontario or its successor organizations will be the prescribed primary lender for debenture requirements.

5.3 Debt Structures

Debt issues are structured to achieve the lowest possible all-in net cost of funds, subject to the constraints prevailing capital market conditions, debt maturity, the capital asset being financed and the objectives of the Debt Policy.

To the extent possible, debt will be structured to require repayment as soon as feasible so as to recapture borrowing capacity for future use and minimize costs where possible.

6. FINANCING RISK IDENTIFICATION AND MITIGATION STRATEGIES

Financial risks associated with certain types of financing shall be identified and considered in relation to other forms of financing that would be available. The mitigation strategies discussed below will be used to reduce the additional risk when deemed practicable.

6.1 Availability of Debt Capacity for Future Priority Projects

The Corporation could face the risk in any fiscal year of having insufficient debt capacity to fully execute its capital plan based on the goals for financial sustainability and flexibility or the Debt and Financial Obligation Limit established by the province. To manage this risk, the capital plan will show the amount of debt financing that will be required for each project and each year of the plan. Project prioritization will permit the most critical elements of the capital plan to proceed in an expeditious manner.

6.2 Refunding Risk

The Corporation may issue debentures for which the amortization to retirement period is longer than the contractual term of the debenture, similar to a home mortgage where the term to retirement is 25 years and the renewal term is every five (5) years. For debentures of this type, the balance of debt remaining at the end of the contractual term will need to be refinanced.

A risk to the Corporation would be that interest rates may be higher during the second financing period, resulting in higher than anticipated debt payments. For this reason the use of refunding debentures will not be the preferred method of financing by the Corporation.

6.3 Construction Financing

Construction financing is unique in that the debt and interest may be accrued in advance of the project's completion and no payments are made during the building period. The following risks compared to other forms of financing will be considered prior to the use of construction financing:

- a. The financial risks include the following:
 - i. Interest rates may fall from the time the rate for the construction loan is established and completion of construction. If there is a possibility of this occurring, the risk can be mitigated through the use of variable rate debt.
 - ii. The final cost of construction could be materially less than initially forecasted and financed. Mitigation can be achieved by issuing debt that does not exceed 75% of the projected costs.
- b. Other risks include the construction project may not be able to proceed or is not completed for technical or other reasons. The mitigation strategy will be not to issue long-term debt until all critical construction contracts have been awarded.

6.4 Lease Financing Agreements

Leases may be used to finance equipment, buildings, land or other assets that the Corporation does not have a long-term interest in or may not be able to acquire through

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other means. The following risks compared to other forms of financing will be considered prior to the use of lease financing agreements:

- a. The financial risks include the following:
 - i. The ability for lease payment amounts to vary if based on changes in an underlying debt instrument (generally expressed as a particular Government of Canada Bond). This risk usually only applies to new assets being added to a leasing schedule and would be the same as new debt being issued from time to time.
 - ii. The ability for lease payment amounts to vary based on changes in the assumed residual values of the asset being leased. Again, this risk usually only applies to new assets being added to a leasing schedule and would not be riskier than other forms of financing.
 - iii. Uncertainty over leasing costs if the contract needs to be extended or renewed. The normal practice of the Corporation will be to negotiate these costs prior to the agreement being executed.
- b. Other risks include the potential for the seizure and removal of leased equipment if the leasing company goes into default of its obligations to creditors, and its creditors have the legal right to seize assets of the leasing company. The normal practice of the Corporation will be to assess the financial strength of the leasing company prior to the agreement being executed.

7. REPORTING REQUIREMENTS

In addition to any information requested by Council or that the CAO and Treasurer considers appropriate the following reports will be provided:

- a. Annually, the Treasurer shall submit to Council a report or reports that:
 - i. Requests authority for temporary borrowing up to a stipulated amount to meet day-to-day expenditures, pending receipt of tax levies, user fees and revenues anticipated during the year.
 - ii. Consistent with the Goals and Financial Measures adopted by Council, requests authority to finance certain capital items detailing for each item the type, amount and the maximum term of financing.
 - iii. States the sum, if any, that must be raised for sinking fund purposes in that year.
 - iv. Updates of the Debt Position of the Corporation.
 - v. An independent third party assessment of the financial health of the municipality.
 - vi. Lists and details of any outstanding construction financing debentures in accordance with the provisions of O. Reg. 278/02.
- b. Before entering into a lease financing agreement, the Treasurer shall submit to Council a report with a recommendation assessing the costs and financial and

other risks associated with the proposed agreement. The report shall be prepared in accordance with the provisions of O. Reg. 266/02.

- c. Before passing a by-law providing for construction financing, the Treasurer shall submit to Council a report prepared in accordance with the provisions of O. Reg. 278/02.

8. RESPONSIBILITIES

Council

Council has the exclusive authority for authorizing debt issuance.

Mayor

The Mayor or, in the absence of the Mayor, Deputy-Mayor shall execute and sign the appropriate documents on behalf of the Corporation with respect to the issuance of debt instruments.

Treasurer

- a. Reviews and recommends the type and term of financing for capital projects and operating requirements.
- b. Calculates the financial debt obligation limit for the Corporation as prescribed by the Act.
- c. Coordinates the preparation of debt instrument by-laws for Council.
- d. Executes and signs appropriate documents on behalf of the Corporation and performs all other related acts with respect to the issuance of debt securities including the payment of principal, interest or other related fees.
- e. Reviews and recommends to Council the financial and business aspects of any lease financing agreements and transactions.
- f. Ensures all reporting requirements identified within this Policy are met.

Clerk

The Clerk shall certify and sign documents on behalf of the Corporation with respect to the issuance of debt securities.

9. POLICY REVIEW

This policy shall be reviewed when changes to the *Municipal Act* or Ontario Regulations affect the provisions contained herein. At a minimum this policy shall be reviewed every five (5) years.

REFERENCES:

- Municipal Act, 2001*, S.O. 2001 c.25 Sections 401 to 424.
- Ontario Regulation 247/01 – Variable Interest Rate Debentures and Foreign Currency Borrowing
- Ontario Regulation 266/02 – Financing Leases for Municipal Capital Facilities
- Ontario Regulation 276/02 – Bank Loans
- Ontario Regulation 278/02 – Construction Financing
- Ontario Regulation 403/02 – Debt and Financial Obligation Limits
- Ontario Regulation 586/06 – Local Improvement Charges – Priority Lien Status
- Ontario Regulation 653/05 – Debt-Related Financial Instruments and Financial Agreements

Revision History:

Review Date	Description

Appendix B - T2024-08 - 2024 Annual Repayment Limit

Ministry of Municipal Affairs and Housing
 777 Bay Street,
 Toronto, Ontario M5G 2E5



Ministère des affaires municipales et du logement
 777 rue Bay,
 Toronto (Ontario) M5G 2E5

2024 ANNUAL REPAYMENT LIMIT
 (UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	70403		
MUNID:	43031		
MUNICIPALITY:	Collingwood T		
UPPER TIER:	Simcoe Co		
REPAYMENT LIMIT:		\$	11,199,340

FOR ILLUSTRATION PURPOSES ONLY,

The additional long-term borrowing which a municipality could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is shown.

If the municipalities could borrow at 5% or 7% annually, the annual repayment limits shown above would allow it to undertake additional long-term borrowing as follows:

5% Interest Rate			
(a)	20 years @ 5% p.a.	\$	139,568,534
(a)	15 years @ 5% p.a.	\$	116,245,322
(a)	10 years @ 5% p.a.	\$	86,478,337
(a)	05 years @ 5% p.a.	\$	48,487,282
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	118,645,970
(a)	15 years @ 7% p.a.	\$	102,002,628
(a)	10 years @ 7% p.a.	\$	78,659,479
(a)	05 years @ 7% p.a.	\$	45,919,506

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT (UNDER ONTARIO REGULATION 403/02)

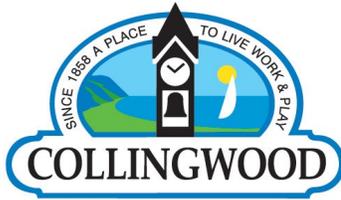
MUNICIPALITY: **Collingwood T** MMAH CODE: **70403**

Debt Charges for the Current Year		1 \$
0210	Principal (SLC 74 3099 01)	3,079,052
0220	Interest (SLC 74 3099 02)	888,997
0299		
Subtotal		3,968,049
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	3,968,049

Amounts Recovered from Unconsolidated Entities		1 \$
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099		
Subtotal		0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02)	0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02)	0
1420		
Total Debt Charges to be Excluded		0
9920	Net Debt Charges	3,968,049

Revenue		1 \$
1610	Total Revenue (SLC 10 9910 01)	80,214,742
Excluded Revenue Amounts		
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC10 0815 01)	1,776,041
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	1,284,479
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	0
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	0
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)	652,591
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	289,252
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	5,185,567
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	0
2256	Deferred revenue earned (Community Benefits) (SLC 10 1815 01)	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	0
2253	Other Deferred revenue earned (SLC 10 1814 01)	0
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	0
2255	Other Revenue (SLC 10 1890 01 + SLC 10 1891 01 + SLC 10 1892 01 + SLC 10 1893 01 + SLC 10 1894 01 + SLC 10 1895 01 + SLC 10 1896 01 + SLC 10 1897 01 + SLC 10 1898 01)	10,357,255
2299		
Subtotal		19,545,185
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610		
Net Revenues		60,669,557
2620		
25% of Net Revenues		15,167,389
9930	ESTIMATED ANNUAL REPAYMENT LIMIT (25% of Net Revenues less Net Debt Charges)	11,199,340

* SLC denotes Schedule, Line Column.



Staff Report T2024-10

Committee 2024-04-22

Council 2024-05-06

Amendments

Submitted To: Committee of the Whole | Council
Submitted By: Monica Quinlan, Treasurer
Prepared By: Lara Janzen, Finance Operations Analyst
Subject: 2023 Statement of Development Charge and Cash-in-Lieu of Parkland Reserve Funds

Recommendation

THAT Staff Report T2024-10, 2023 Statement of Development Charge and Cash-in-Lieu of Parkland Reserve Funds, be received for information.

Amendments

None.

1. Executive Summary

This report provides a year end summary of development charge activity and reserve balances, as required under the Development Charges Act, 1997 c.27, Section 43 and a summary of the Cash-in-Lieu of Parkland activity and reserve balance as required under the Planning Act 1990, Chapter P.13, section 42.

2. Analysis

Background

This report is being submitted as a requirement of the Development Charges Act, 1997, (DCA) and the Planning Act, 1990 (PA). Section 43 of the DCA requires the Treasurer of a municipality to provide a financial statement to Council relating to development charge by-laws and reserve funds established under section 33 of the DCA. Similarly, section 37 and section 42 of the PA requires the Treasurer to provide a financial statement relating to the special accounts for density bonus and cash-in-lieu of parkland

monies. These statements must be made available to the public and on request, to the Minister of Municipal Affairs and Housing.

Pursuant to the DCA, the Town has adopted the following development charge by-laws that govern the current development charge collections in the Town:

By-law 2019-054 being a by-law to establish development charges for the Corporation of the Town of Collingwood effective September 19, 2019. The Town has adopted By-law 04-63 in regard to cash-in-lieu of parkland and, as yet, has not established a density bonus by-law.

Development Charge by-laws have a 5-year life span and, if not updated prior to the fifth anniversary of enactment, will expire. Note that the Town is currently embarking on the update of the 2019 Development Charge Background Study, with the expectation that the new by-law will be in place prior to the September 2024 expiry date.

Development charge (DC) revenues collected in accordance with the Town's DC By-laws are deposited in the DC reserve funds and subsequently applied to eligible growth-related costs once those costs have been incurred.

Cash-in-lieu of parkland revenues are collected in accordance with the PA and are deposited into a special "Parkland Levy" reserve fund until such time as they are used for the acquisition of land to be used for park or other public recreational purposes, including the erection, improvement or repair of buildings and the acquisition of machinery for park or other public recreational purposes. As part of the overall DC Background study project the Cash-in-lieu of Parkland bylaw is also being reviewed.

This report provides both summary level transaction information by reserve and detailed funding information by project as required under the DCA and PA.

As at December 31st, 2023 the development charge reserve fund balances total \$ 40,568,763.

The following table summarizes current year activity and provides 2021 figures for comparison:

Development Charge Reserve Funds	2023	2022
Balance, beginning of year	\$ 44,274,394	\$ 42,796,400
Add:		
Development charges collected	\$ 3,725,143	\$ 6,104,503
Interest income	\$ 1,110,770	\$ 559,059
Subtotal	\$ 49,110,307	\$ 49,459,962
Deduct:		
Purchase of Developer Credits	\$ 0	\$ 0
Net transfer to Operating Funds	(\$ 217,623)	(\$ 218,486)
Net transfer to Capital Funds	(\$ 8,323,921)	(\$ 4,967,082)
Balance, end of year	\$ 40,568,763	\$ 44,274,394

The 2024 budget committed \$23.7 Million of this balance.

As at December 31st, 2023 the Cash-in-lieu of Parkland (Parkland Levy) reserve fund balance was \$ 1,371,277.

The following table summarizes the 2023 activity and provides 2022 figures for comparison:

Parkland Levy Reserve Fund	2023	2022
Balance, beginning of year	\$ 642,329	\$ 420,463
Add:		
Cash-in-lieu of parkland collected	\$ 701,015	\$ 216,374
Interest income	\$ 27,933	\$ 5,493
Subtotal	\$ 728,948	\$ 221,867
Deduct:		
Net transfer to Capital Funds	\$0	\$0
Balance, end of year	\$ 1,371,277	\$ 642,329

In accordance with section 42 subsection 16.1 of the Planning Act an amount of \$823k has been allocated in the 2024 budget.

Appendix A is a description of each of the DC reserve funds established by the Town.

Appendix B provides the breakdown of the reserve fund activity for Development Charges and Cash-in-lieu of Parkland for the fiscal year ending on December 31st, 2023.

Appendix C identifies the capital projects to which the \$ 8,323,921 of DC funds were allocated to in 2023. DC's are transferred to capital projects at the end of each year. The schedule also discloses the non-DC funding associated with these capital projects,

as required under the DCA and PA. Appendix C also illustrates the operating costs to which \$ 217,623 of funding was transferred in 2023. The operating costs largely represent repayment of principal and interest on debt issued to fund capital projects or for Growth-related studies.

Appendix D provides details on the activity and balance of credits issued to developers.

Appendix E provides details on the transfer to capital from the Parkland Levy reserve fund. The schedule also discloses the Parkland Levy funding associated with these capital projects, as required under the DCA and PA.

Financial Impacts

The Annual Treasurer’s Statement is required by the Development Charges Act, 1997 and the Planning Act. This report and its accompanying appendices have been prepared for Council’s information and to fulfill the legislative and regulatory reporting requirements of the Annual Treasurer’s Statement. This statement will be made available to the public on the Town’s website following Council’s approval of the recommendation. There is no financial impact to this report.

3. Input from Other Sources

This report was reviewed by Department Heads on April 16th, 2024.

4. Applicable Policy or Legislation

Development Charges Act, 1997 c.27
Planning Act, 1990 c. P.13

5. Considerations

- Community Based Strategic Plan: Consistent with CBSP
- Services adjusted if any
- Climate Change / Sustainability: [Choose an item.](#)
- Communication / Engagement: [Choose an item.](#)

- Accessibility / Equity, Diversity, Inclusion: [Choose an item.](#)
- Registered Lobbyist(s) relating to content: [\[add content and meeting dates\]](#)

Next steps and future action required following endorsement:

Completion of the 2024 Background study and passage of the updated DC Bylaw prior to September 2024.

6. Appendices and Other Resources

Appendix A: DC Reserve Funds Description

Appendix B: Annual Treasurer's Statement of Development Charges and Cash-in-Lieu of Parkland Reserve Funds

Appendix C: Capital and Operating Transactions

Appendix D: DC Credit Continuity Schedule

Appendix E: Parkland Levy Transactions

7. Approval

Prepared By:

Lara Janzen, Finance Operations Analyst

Reviewed By:

Monica Quinlan, Treasurer

CAO Comments:

Endorsed on April 17, 2024 to proceed to COW

T2024-10 - 2023 Statement of Development Charges Reserve Funds

Appendix A

Development Charge Reserve Funds

Pursuant to the Development Charges Act, 1997 S.O. 1997 c.27, as amended, monies collected under the act shall be placed into a separate reserve account for the purpose of funding growth-related net capital costs for which the development charge was imposed under the Development Charges By-laws 2019-054 and 2017-080.

Reserve funds were established for the following purpose:

Roads & Related	Funds are collected for construction of the transportation infrastructure as it relate to growth as well as capital costs related to building and fleet components of Public Works.
Water	Funds are collected for the construction of water distribution and treatment infrastructure as it relates to growth.
Wastewater	Funds are collected for the construction of water distribution and treatment infrastructure as it relates to growth.
Storm Water Management (BAC)	Funds collected for this service are area specific and relate to Black Ash Creek channelization debt reduction.
Fire Protection	This fund is used for growth-related projects supporting the fire service including fire facilities, vehicles and equipment.
Police Protection	This fund is used for growth-related projects supporting the police service including fire facilities, vehicles and equipment.
Growth-related Studies	Funds collected are used for growth-related studies such as DC Background Studies, PRC Master Plans etc.
Transit	Funds collected for this service are used to finance the cost of growth-related transit services including facilities, vehicles and bus stops.
Municipal Parking	Funds collected for this service are to be used for the design and construction of additional parking spaces.
Indoor Recreation	The fund is used to finance the cost of growth-related investment in recreation facility infrastructure.

T2024-10 - 2023 Statement of Development Charges Reserve Funds

Outdoor Recreation	Funds collected for this service are to be used for growth-related investment in parkland and park development projects.
Library	Funds collected for this service are to be used for growth-related investment in Library facilities and collection materials.

T2024-10 - 2023 Statement of Development Charges Reserve Funds

**Appendix B
Municipality of The Town of Collingwood**

Annual Treasurer's Statement of Reserve Funds for By-Law 2019-054 and By-Law 2017-080 for the Year Ended December 31, 2023

Description	Services to which the Development Charge Relates												DC Reserve Fund Total	Parkland Levy
	Non-Discounted Services						Discounted Services							
	Roads and Related	Water	Wastewater	Storm Water	Fire Protection	Police Protection	Transit	Municipal Parking	Indoor Recreation Services	Outdoor Recreation Services	Administration	Library		
Opening Balance, January 1, 2023	\$ 12,740,640	\$ 7,034,207	\$ 17,469,659	\$ -	\$ 323,723	\$ 394,242	\$ 300,737	\$ 887,617	\$ 3,538,700	\$ 1,252,562	\$ 283,763	\$ 48,543	\$ 44,274,394	\$ 642,329
Plus:														
Collections	959,778	746,879	898,477	-	127,806	39,723	43,460	68,440	263,176	482,132	19,360	75,911	3,725,143	701,015
Accrued Interest	338,613	138,878	475,414	-	2,327	10,987	8,555	24,458	97,378	7,379	7,374	592	1,110,770	27,933
Balance Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Monies Borrowed from Fund and Associated Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Credits Allowed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total	\$ 1,298,391	\$ 885,757	\$ 1,373,891	\$ -	\$ 130,133	\$ 50,710	\$ 52,016	\$ 92,897	\$ 360,554	\$ 489,511	\$ 26,734	\$ 75,319	\$ 4,835,913	\$ 728,948
Less:														
Amount Transferred to Capital (or Other) Funds ²	- 915,685	- 4,346,362	-	-	- 571,527	-	-	-	-	- 2,431,045	- 59,301	- 217,623	- 8,541,544	-
Balance Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Amounts Refunded	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest on inter-fund borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Amounts Loaned to Other D.C. Service Category for Interim Financing	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Credits ³	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total	-\$ 915,685	-\$ 4,346,362	\$ -	\$ -	-\$ 571,527	\$ -	\$ -	\$ -	\$ -	-\$ 2,431,045	-\$ 59,301	-\$ 217,623	-\$ 8,541,544	\$ -
Closing Balance, December 31, 2023	\$ 13,123,346	\$ 3,573,602	\$ 18,843,550	\$ -	-\$ 117,671	\$ 444,952	\$ 352,753	\$ 980,514	\$ 3,899,254	-\$ 688,972	\$ 251,196	-\$ 93,761	\$ 40,568,763	\$ 1,371,277

¹ By-Law 2019-054 relates to the Town-wide development charges and By-Law 2017-080 is the Black Ash Creek Watershed and Special Policy Area (BAC). The relevant amounts for the BAC Reserve Fund are shown under Storm Water Management.

² See Appendix C for details

³ See Appendix C for details

The Municipality is compliant with s.s. 59.1 (1) of the *Development Charges Act*, whereby charges are not directly or indirectly imposed on development nor has a requirement to construct a service related to development been imposed, except as permitted by the *Development Charges Act* or another Act.

T2024-10 - 2023 Statement of Development Charges Reserve Funds

Appendix C1

Municipality of The Town of Collingwood
 Amount Transferred to Capital (or Other) Funds - Capital Fund Transactions
 For the Period January 1, 2023 to December 31, 2023

Capital Fund Transactions	Gross Capital Cost	D.C. Funded		Non-D.C. Recoverable Cost Share			
		D.C. Reserve Fund Draw	Other Reserve/Reserve Fund Draws	Tax Supported Operating Fund Contributions	Rate Supported Operating Fund Contributions	Debt Financing	Grants, Subsidies, Other Contributions
General Government Corporate Management - Facilities							
DC Background Study	\$ 31,018	\$ 31,018					
Sub-Total - General Government Corp. Mgmt. - Facilities	\$ 31,018	\$ 31,018	\$ -	\$ -	\$ -	\$ -	\$ -
Parks Recreation and Culture Parks							
Shade Sails Harbourview Leasable Space - 9703	\$ 18,000	\$ 18,000					
New Trails - 9704	12,431	12,431					
Sunset Point Park EnviroPark - 9709 - Close OUT costs	5,812	5,812					
Heritage Park Fencing - 9720	329,418	329,418					
Wilson Sheffield Park - 9724	59,327	59,327					
Splash Pad - 9727	934,971	934,971					
Summit View Park Development - 9728	108,558	108,558					
Parks Equipment - 9745	43,056	28,417	14,639				
Shipyards Public Realm Design Guidelines - 9747	69,487	69,487					
Pave Trails - 9774	14,224	14,224					
Heritage Drive Reconstruction - 9773	11,720	2,578	9,142				
Harbourview Park Lighting - 9748 (Splash Pad)	305,280	305,280					
Harbourview Park Landscaping - 9749 (Splash Pad)	227,942	227,942					
Harbourview Park Trails - 9771 (Splash Pad)	55,968	55,968					
Harbourview Park Signage - 9772 (Splash Pad)	71,382	71,382					
Harbourview Park Servicing - 9770 (Splash Pad)	187,249	187,249					
Sub-Total - Parks Recreation and Culture Parks	\$ 2,454,826	\$ 2,431,045	\$ 23,780	\$ -	\$ -	\$ -	\$ -
Protective Services Fire							
Fire Aerial Truck - 9203	\$ 1,970,784	\$ 571,527	\$ 1,399,257				
Fire Master Plan - 9202	56,566	28,283		28,283			
Sub-Total - Protective Services Fire	\$ 2,027,350	\$ 599,810	\$ 1,399,257	\$ 28,283	\$ -	\$ -	\$ -
Roads & Related							
Hurontario St - Hume to Findlay - 9306	\$ 20,136	\$ 17,317	2,819				
Salt Dome Replacement - 9336 - Old was 40x30 new is 62*72	407,198	297,736	109,462				
New Sidewalk Machine - Growth - 9324	191,442	191,442					
Design for Peel to Bush - 9331	104,115	66,634	37,481				
545 10th Line Lifecycle - Shop Improvements - 9366	50,454	5,840	35,872				8,742
High St. Widening - C.1.7 - 9371	74,743	47,088		27,655			
Mountain Road Upgrade 9388	344,796	289,628					55,167
Sub-Total - Roads & Related	\$ 1,192,884	\$ 915,685	\$ 185,635	\$ 27,655	\$ -	\$ -	\$ 63,909
Non-Tax Supported Water							
Sixth Street Trunk Watermain - 9304	\$ 111,592	\$ 46,497	65,095				
WTP Expansion - 9641	6,125,903	3,263,987	445,089				2,416,827
Stewart Rd Reservoir - 9642	31,458	31,458					
Carmichael Reservoir - 9620	1,004,421	1,004,421					
Sub-Total - Non-Tax Supported Water	\$ 7,273,374	\$ 4,346,362	\$ 510,184	\$ -	\$ -	\$ -	\$ 2,416,827
Total Capital Fund Transactions	\$ 12,979,452	\$ 8,323,922	\$ 2,118,856	\$ 55,938	\$ -	\$ -	\$ 2,480,736

**Municipality of The Town of Collingwood
 Amount Transferred to Capital (or Other) Funds - Operating Fund Transactions & Operating Debt Related Fund Transactions
 For the Period January 1, 2022 to December 31, 2022**

Operating Fund Transactions	Gross Capital Cost	DC Recoverable Cost Share	Non-D.C. Recoverable Cost Share				
		D.C. By-Law Period	Other Reserve/Reserve Fund Draws	Tax Supported Operating Fund Contributions	Rate Supported Operating Fund Contributions	Debt Financing	Grants, Subsidies Other Contributions
		D.C. Reserve Fund Draw					
Municipal Service Board Library							
Materials - Collections DC	\$ 77,532	\$ 77,532	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total - Municipal Service Board Library	77,532	77,532	-	-	-	-	-
Total Operating Fund Transactions	\$ 77,532	\$ 77,532	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Debt Related Fund Transactions	Repayment Amount	D.C. Reserve Fund Draw	Non-D.C. Recoverable Cost Share		
		Principal	Principal	Interest	Source
Library					
1.2.1 New Facility - Debt Principal	\$ 364,308	\$ 140,091	\$ 224,217	\$ -	Tax Supported
Sub-Total - Library	364,308	140,091	224,217	-	-
Total Operating Debt Related Fund Transactions	\$ 364,308	\$ 140,091	\$ 224,217	\$ -	\$ -

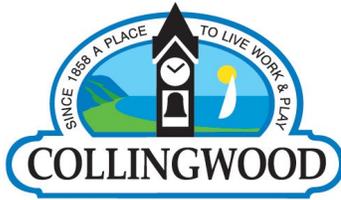
Total Operating Fund and Operating Debt Related Fund Transactions	\$ 217,623
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Appendix D
Municipality of The Town of Collingwood
Statement of Credit Holder Transactions
As at December 31, 2023

Credit Holder	Applicable D.C. Reserve Fund	Credit Balance Outstanding Beginning of Year 2023	Additional Credits Granted During Year	Credits Purchased from Developer During Year	Credits Used by Holder During Year	Credit Balance Outstanding End of Year 2023
Lotco II Limited	Roads	\$ 17,318				\$ 17,318
Lotco II Limited	Sewer	15,055				15,055
Lotco II Limited	Water	17,860				17,860
Total		\$ 50,233				\$ 50,233

Appendix E
Municipality of The Town of Collingwood
Parkland Levy Amounts Transferred to Capital (or Other) Funds - Capital Fund Transactions
For the Period January 1, 2023 to December 31, 2023

Capital Fund Transactions	Gross Capital Cost	Tax Supported Operating Fund Contributions	Rate Supported Operating Fund Contributions	Parkland Levy	Other Reserve/Reserve Fund Draws	Debt Financing	Grants, Subsidies, Other Contributions
Total 2023 Expenditures	Nil	Nil	Nil	Nil	Nil	Nil	Nil



Staff Report P2024-11

Council 2024-05-06

Amendments

Submitted To: Council

Submitted By: Nathan Wukasch, Senior Planner and Monica Quinlan, Treasurer

Prepared By: Summer Valentine, Director of Planning, Building and Economic Development

Subject: Proposed Provincial Legislative and Regulatory Changes – *Bill 185 – Cutting Red Tape to Build More Homes Act*
Environmental Registry of Ontario (ERO) 019-8366, 019-8369, 019-8370, and 019-8371

Recommendation

THAT Staff Report P2024-11, “Proposed Provincial Legislative and Regulatory Changes – *Bill 185 – Cutting Red Tape to Build More Homes Act*”, dated May 6, 2024, be received;

AND THAT Council direct staff to submit Staff Report P2024-11 as the Town of Collingwood’s formal comment to the Government of Ontario by May 10, 2024, in response to the ERO postings noted in this report, which describe, in part, proposed legislative and regulatory amendments under *Bill 185 – Cutting Red Tape to Build More Homes Act*.

Amendments

None.

1. Executive Summary

The Ontario Government has introduced a suite of policy, legislative and regulatory changes with the stated goals of:

- Improving how people and businesses access government services
- Streamlining municipal approvals and reducing costs to build more homes

- Prioritizing infrastructure for housing projects that are shovel ready
- Enhancing consultation tools while providing certainty once a land use planning decision is made
- Building homes faster for more people

Some of the proposed amendments are posted for feedback on the Environmental Registry of Ontario (ERO) with compressed response timelines. The purpose of this Report is to provide commentary for Council’s consideration of endorsement and submission to the Province regarding legislative and regulatory changes impacting the last four bullets noted above. The proposed policy updates will be addressed under separate cover in Report P2024-12. While staff are suggesting that the Town of Collingwood would be supportive of many of the revisions or would require further information to fully understand the impacts, the key areas requiring elevated attention from the Province are highlighted below:

Amendment	Applicable Act/ Regulation	Short Description	Town of Collingwood Comment
Eliminate the Community Housing and Infrastructure Accelerator (CHIA)	<i>Planning Act</i>	Remove CHIA to avoid duplication with the Ministers Zoning Order (MZO) process and introduce an MZO framework	Many of the benefits of CHIA have been incorporated in the MZO framework with some revisions, except the ability to impose conditions, including requiring agreements with the municipality beyond site plan agreements. However, the framework is not proposed to be underpinned by legislative provisions and therefore would be subject to change at any time by the Province with limited, if any process. Including key elements around municipal consent, public consultation, agreements, conditions, and applicability guidelines in legislation would provide more certainty around how the MZO tool is intended to be used in the future. In general, MZOs should only be used in circumstances of extraordinary

			urgency, in collaboration with municipalities, and supported by local growth management objectives
Reduce third Party Appeals	<i>Planning Act</i>	Limit third-party appeals for official plans, official plan amendments (OPAs), zoning by-laws, and zoning by-law amendments (ZBAs) to help communities get quicker planning approvals	While these amendments would speed up approvals and reduce costs for new housing, limiting the ability of the public to appeal the principle of development does not foster an open and transparent approach to land use planning. Staff would be in a position to support limited third party appeals for new official plans or comprehensive zoning by-laws, as these products are a result of years of effort and extensive community consultation. However, in the case of site-specific OPAs and ZBAs, the preference would be to provide the Ontario Land Tribunal (OLT) with more powers and resources to dismiss appeals without land use planning merit based on the municipal record, rather than to limit the public's ability to appeal. There are also concerns that upper tiers without land use planning authority but with significant infrastructure investments would not have the ability to appeal decisions that may impact their assets
Voluntary Pre-Consultation	<i>Planning Act</i>	Make pre-application consultation voluntary at the discretion of the applicant and allow an applicant to challenge complete application	With <i>Planning Act</i> approval timeframes ranging from 60 to 120 days, a thorough technical review of applications by internal and external stakeholders and especially by Indigenous communities and peer reviewers is challenging without the pre-vetting process to scope studies, outline submission requirements,

		requirements to the OLT at any time, rather than only having a time-limited window once a municipality rejects an application as being incomplete	and provide initial feedback to support a quality submission that can be processed quickly. A move away from the pre-consultation tool and enhancing applicant appeal rights is likely to have the opposite of the desired effect by slowing down processes, with appeals of complete application requirements and/or lack of municipal decision becoming more common. If these amendments are enacted, the Town may consider the additional circulation fee and/or the “one-and-done” approach to applications as recommended in the Development Process and Fees Review Phase One Final Report
Exemptions for Affordable Housing Developments	<i>Development Charges Act</i>	Bring into force municipal development-related charge exemptions and discounts for affordable residential units to provide incentives for the development of affordable housing on June 1, 2024	The definition of affordable housing under the DC Act has returned to an income-based approach, which aligns well with the Town’s focus on affordability for moderate income households and staff would generally welcome incentives to increase the supply of affordable units. However, exemptions could result in fewer DC funds being collected and unless the Province intends to “make municipalities whole” financially, any funding gaps for infrastructure projects will fall to the taxbase
Remove Barriers for Additional Residential Units (ARUs)	Regulation to be released in the future	The proposed enhanced regulation-making authority could help create additional residential units	Many communities are attempting to balance neighbourhood character with accommodating needed additional housing stock through gentle density such as ARUs. However, maintaining barriers to ARUs designed to

		<p>by removing barriers, with the Province requesting to understand specific zoning by-law requirements and/or standards that pose a challenge to the development of ARUs</p>	<p>stifle positive change in existing neighbourhoods has fundamental economic and social cohesion impacts for municipalities, particularly in the ability to meet labour force needs and to ensure diversity of communities by ensuring individuals and households of all backgrounds and not just the most privileged are welcomed. The Town is currently reviewing ARU-related zoning provisions to facilitate gentle density. Potential barriers could include height, setback, lot coverage, landscaping buffer requirements, gross floor area, and parking restrictions. Change may need to be incremental, with demonstration projects to show how ARUs can be successfully integrated into existing neighbourhoods. NIMBY opposition will be the greatest challenge to moving the bar on this issue, which can also influence political positions and decisions in certain cases. To allow flexibility to recognize different municipal circumstances, Provincial guidelines rather than regulations would be an alternative approach. Such guidelines could also include design standards for ARUs, which may assist to assuage concerns about perceived negative impacts on neighbourhood character and demonstrate how ARUs and other forms of gentle density can complement existing built form while achieving the goals of increased and more affordable housing supply</p>
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Further, staff would strongly recommend that the related 30-day commenting periods be extended to allow for a more comprehensive review of the proposed amendments.

2. Analysis

Background

The Ontario Government continues to take action intended to address the province's housing crisis. They have already introduced a range of measures to increase housing supply through *Bill 109: More Homes for Everyone Act*, *Bill 23: More Homes Built Faster Act*, *Bill 3: Strong Mayors, Building Homes Act*, and *Bill 97: Helping Homebuyers, Protecting Tenants Act*, among others. While municipalities grapple with the previous changes, the Province recognizes that it will take time for the impacts to be fully felt and has demonstrated that housing supply progress is already being made. Within this context, the Government of Ontario persists in moving forward with additional significant policy, legislative, and regulatory reforms aimed at reaching their goal of 1.5 million new homes constructed by 2031.

As part of this ongoing effort, on April 10, 2024 the Province [launched](#) another round of [actions](#) including the following, each with a 30-day commenting period closing on May 10, 2024:

- Releasing the second draft policy document to combine the Provincial Policy Statement and A Place to Grow: Growth Plan for the Greater Golden Horseshoe into a proposed single, province-wide policy framework called the Provincial Planning Statement (PPS) [[ERO 019-8462](#)]
- Introducing new legislation entitled [Bill 185 – Cutting Red Tape to Build More Homes Act](#) [[ERO Bulletin 019-8365](#), [ERO 019-8369](#), and [ERO 019-8371](#)], which would amend fifteen existing Acts
- Proposing regulatory changes to modernize notice requirements, address limits on third party appeals, and to seek comments on future regulations to remove

barriers to establishing additional residential units (ARUs) [[ERO 019-8366](#) and [ERO 019-8370](#)]

The Ontario Government is welcoming feedback on the above-listed matters within the commenting period noted. The balance of this Report is focused on the proposed housing supply and land use planning oriented amendments to the *Planning Act*, *Municipal Act*, and *Development Charges Act* amendments through *Bill 185* and the associated list of regulatory changes. The proposed policy changes, including the new draft PPS, are addressed under separate cover in Report P2024-12. Given the condensed commenting timeframe imposed by the Province, these Reports are being advanced directly to Council on May 6, 2024.

Not explored further in this Report are the components of *Bill 185* and related actions to reduce red tape that is perceived as a significant barrier to productivity, economic development, as well as domestic and international growth. Through the economic development lens, proposed *Bill 185* has the following goals:

- Attracting investment and creating new jobs by making it faster and easier for municipalities to provide incentives to draw global investment
- Providing predictability and certainty to businesses by implementing service standards for Provincial permits and applications, as part of the Province's work to establish a single window for business

More specifically, the draft legislation would facilitate certain municipal incentives for economic growth under the *Municipal Act*. Currently, the municipalities are prohibited from providing direct or indirect assistance to any manufacturing, industrial or commercial businesses (i.e. "bonusing"). The proposed amendments would streamline the Province's process for granting exemptions to municipalities from this prohibition by enabling the Lieutenant Governor in Council (LGIC) to authorize the provision of assistance to a particular recipient, if the LGIC was of the opinion that it is necessary or in the provincial interest to attract investment in Ontario.

While staff generally support the proposed legislative amendments because they would allow the Town to be more nimble in competing for investment, the [Regulatory Notice](#)

outlines the following municipal considerations, noting that the use of the new tool would be voluntary:

- The municipality may forgo some revenue that it would otherwise have collected from the business, which may need to be raised from other sources
- Businesses that receive the assistance and the local municipality would benefit by lowering the costs for establishing the business in the specified municipality, which could translate into more investments and job creation for the community
- There may be increased administrative costs for municipalities to track the assistance that is provided

On the construction side, the Province is releasing the next edition of Ontario's Building Code, with a focus on increasing housing supply, supporting public safety, and innovation. This includes increasing harmonization with the National Building Code to allow for greater consistency and streamlined product manufacturing. The next Code edition would reduce red tape by over 1,730 provisions and increase harmonization with the National Construction Codes to 77 per cent, up from 71 per cent. Once the new code has launched, the Province intends to increase the use of [advanced wood construction like mass timber](#). Along with the new Code, the Ontario Government will develop a new guide, identifying pathways for innovative product approvals. The Building Materials Evaluation Commission handbook will also be updated to include a pre-submission protocol for applicants. The qualification and registration system for building practitioners has been modernized, moving to a more user-friendly and efficient platform.

The overall announcement of *Bill 185* is complemented by recent financial investments at the Provincial level to support housing-enabling infrastructure including through the \$1 billion Municipal Housing Infrastructure Program, the \$825 million Housing-Enabling Water Systems Fund, and the \$1.2 billion Building Faster Fund.

Analysis

With the breadth of housing supply and land use planning related legislative and regulatory changes being proposed through *Bill 185* and in consideration of limited

feedback window, this Report takes a tabular approach to explaining the key amendments and outlining the recommended municipal commentary. Feedback requiring elevated attention by the Province is highlighted in bold.

Proposed Planning Act Amendments

Amendment	Short Description	Town of Collingwood Comment
Reduce Parking Minimums	Remove the requirement to have a minimum amount of parking spaces for developments in certain areas near most Protected Major Transit Station Areas (PMTSA) or other planned or existing higher order transit stations/stops	Limited impact as Town does not contain any PMTSA/higher order transit, but the change signals municipalities should consider reduced parking as a lever to increase housing supply and affordability, which Collingwood is already pursuing as recommended by the Affordable Housing Master Plan (AHMP)
Enhance Framework for ARUs	Increase the Minister’s regulation-making authority to remove zoning barriers to building small multi-unit residential developments	ARUs are identified in the AHMP has key drivers of additional housing supply with minimal impacts on existing neighbourhoods, however the effect of this amendment is difficult to gage until regulations are released. Flexibility to recognize different municipal circumstances would be beneficial
Eliminate the Community Housing and Infrastructure Accelerator (CHIA)	Remove CHIA to avoid duplication with the Ministers Zoning Order (MZO) process and introduce an MZO framework	Many of the benefits of CHIA have been incorporated in the MZO framework with some revisions, except the ability to impose conditions, including requiring agreements with the municipality beyond site plan agreements. However, the framework is not proposed to be underpinned by legislative provisions and therefore would be subject to change at any time by the Province with limited, if any process. Including key elements around municipal consent, public consultation, agreements, conditions, and applicability guidelines in legislation would provide more certainty around how

		the MZO tool is intended to be used in the future. In general, MZOs should only be used in circumstances of extraordinary urgency, in collaboration with municipalities, and supported by local growth management objectives
Lapsing of Pre-1995 Draft Plan of Subdivision Approvals	Establish a 3-year window where conditions must be met or the approval would expire	The Town has no pre-1995 draft plan of subdivision approvals but would support this amendment in principle to ensure efforts are focused on active development applications
Require Lapsing Provisions for New Draft Plan of Subdivision Approvals	Require a lapsing condition on all new draft subdivision and condominium approvals and create Minister’s regulation-making authority to set timelines for lapsing provisions and establish exemptions from lapsing provisions	The Town already has policies and practices in place to assign a 3-year lapsing date to new draft plan approvals, with clear guidelines on when extensions can be considered, and therefore would support this legislative change as being aligned with and providing further defence for the Town’s approach
Enable Lapsing Provisions for Site Plan Approvals	Enable municipalities to apply a lapsing condition to new or existing site plan approvals and create Minister’s regulation-making authority to set timelines for lapsing provisions and establish exemptions from lapsing provisions	This change aligns with the recommendations of the Development Process and Fees Review Phase One Final Report and would assist to drive approved developments through to construction as well as provide another tool to ensure municipal servicing capacity is not held without performance. The timeline for lapsing would be subject to regulations and the Town would suggest a maximum 18-month period be imposed by the Province to align with the DC freeze timeline, particularly for residential projects, noting that for developments that fall outside of future regulations, the lapsing date would be no less than 3 years
Reduce Third Party Appeals	Limit third-party appeals for official	While these amendments would speed up approvals and reduce

	<p>plans, official plan amendments (OPAs), zoning by-laws, and zoning by-law amendments (ZBAs) to help communities get quicker planning approvals</p>	<p>costs for new housing, limiting the ability of the public/most agencies to appeal the principle of development does not foster an open and transparent approach to land use planning. Staff would be in a position to support limited third party appeals for new official plans or comprehensive zoning by-laws, as these products are a result of years of effort and extensive community consultation. However, in the case of site-specific OPAs and ZBAs, the preference would be to provide the Ontario Land Tribunal (OLT) with more powers and resources to dismiss appeals without land use planning merit based on the municipal record, rather than to limit the public/agency’s ability to appeal. There are also concerns that upper tiers without land use planning authority but with significant infrastructure investments would not have the ability to appeal decisions that may impact their assets</p>
<p>Eliminate Fee Refunds</p>	<p>Remove the fee refund provisions established under <i>Bill 109</i></p>	<p>The Province should be commended for responding to municipal feedback that fee refunds lead to resourcing challenges that have the opposite effect of speeding up approvals</p>
<p>Voluntary Pre-consultation</p>	<p>Make pre-application consultation voluntary at the discretion of the applicant and allow an applicant to challenge complete application requirements to the OLT at any time, rather than only having a time-limited window once a municipality rejects an</p>	<p>With <i>Planning Act</i> approval timeframes ranging from 60 to 120 days, a thorough technical review of applications by internal and external stakeholders and especially by Indigenous communities and peer reviewers is challenging without the pre-vetting process to scope studies, outline submission requirements, and provide initial feedback to support a quality submission that can be processed</p>

	<p>application as being incomplete</p>	<p>quickly. A move away from the pre-consultation tool and enhancing applicant appeal rights is likely to have the opposite of the desired effect by slowing down processes, with appeals of complete application requirements and/or lack of municipal decision becoming more common. If these amendments are enacted, the Town may consider the additional circulation fee and/or the “one-and-done” approach to applications as recommended in the Development Process and Fees Review Phase One Final Report</p>
<p>Reinstate Appeals to Settlement Area Boundary Expansions</p>	<p>Allow applicants to appeal a municipality’s refusal or failure to make a decision on a privately requested OPA or ZBA that would change the boundary of an “area of settlement”, outside of the Greenbelt Area</p>	<p>Limited impact as Town municipal boundaries are coincident with the settlement area boundary and expansion thereto would require annexation or amalgamation, outside of the authority of the <i>Planning Act</i>. In a general sense, the proposed amendment is challenging to support because of the increased risk of urban sprawl, whereas efforts should be focused on efficient use of existing settlement area lands and context specific intensification and infill. Reinstating settlement boundary appeal rights also has the potential to undermine local growth management objectives and decisions</p>
<p>Facilitate Standard Housing Designs</p>	<p>Create regulation-making authority that would facilitate approvals for standard designs, with minimum lot sizes and municipal servicing considered, and remove any barriers from legislation</p>	<p>The Town has already initiated a pre-approved design program, however the impact of this amendment is difficult to gauge until regulations are released. Flexibility to recognize different municipal circumstances would be beneficial</p>

Remove Upper Tier Planning Responsibilities	Remove planning responsibilities from the County of Simcoe by the end of 2024	Comments on the removal of upper-tier planning authority have been previously submitted to the Province through Report P2023-17 , which outlines the potential challenges and negative impacts for cross-jurisdictional and watershed planning
Exempt Post-Secondary Institutions from the Act	Exempt publicly-assisted universities or colleges affiliated with such universities from the <i>Planning Act</i> for university-led student housing projects on- and off-campus	Though the description of these amendments indicates that they are intended to focus on student housing projects, the draft legislation appears to be less specific, exempting all “undertakings” of qualifying post-secondary institutions from the Act. In contacting Georgian College, which has facilities in Collingwood, they indicated that colleges are already exempted from the <i>Planning Act</i> as “Crown Agencies”, therefore the proposed change would not impact their operations. However, the representatives also noted that they do not feel the Bill 185 changes will result in additional student housing and have provided alternative options to the Province through their own advocacy efforts

Proposed Development Charges (DCs) Act Amendments

Amendment	Short Description	Town of Collingwood Comment
Eliminate Phase-in of DCs	Eliminate the five-year phase-in of DC rates, applicable to DC by-laws passed on and after January 1, 2022	The Town would support the removal of the mandatory DC phase-in to enable municipalities to recover more of the costs to build critical infrastructure that is needed to service residential and employment uses for a complete community through DCs, recognizing that phase-in could be pursued voluntarily
Exemptions for Affordable	Bring into force municipal development-related charge	The definition of affordable housing under the DC Act has returned to an income-based approach, which

<p>Housing Developments</p>	<p>exemptions and discounts for affordable residential units to provide incentives for the development of affordable housing on June 1, 2024</p>	<p>aligns well with the Town’s focus on affordability for moderate income households and staff would generally welcome incentives to increase the supply of affordable units. However, exemptions could result in fewer DC funds being collected and unless the Province intends to “make municipalities whole” financially, any funding gaps for infrastructure projects will fall to the taxbase</p>
<p>Reduce DC Freeze Timelines</p>	<p>Reduce the time that the development charge rate would be frozen from two years to 18 months after approval of the relevant planning application</p>	<p>The Town would agree with the reduction in DC freeze timelines in order to encourage developers and landowners to move more quickly to obtain a building permit and get shovels in the ground to increase housing supply</p>
<p>Reinstate Eligibility of Studies</p>	<p>Reinstate studies as an eligible capital cost for DCs</p>	<p>The Town would support the reinstatement to enable municipalities to fund these costs to plan for growth appropriately (e.g. infrastructure/ planning requirements and financial plans)</p>
<p>Introduce a Streamlined Process for Extending DC By-Laws</p>	<p>Proposed streamlined process that would cut red tape by enabling a municipality to extend their existing DC by-law without having to prepare a new background study and undertake most of the procedural requirements associated with passing a new or amended DC by-law, but not change the DC rates</p>	<p>These amendments appear to apply solely to DC By-laws passed after November 28, 2022 but before <i>Bill 185</i> takes effect and therefore would not impact the Town</p>

Proposed Municipal Act Amendments

Amendment	Short Description	Town of Collingwood Comment
“Use it or Lose it” Approach to Municipal Servicing Capacity Allocation	Enable municipalities to adopt policies setting out how water and wastewater servicing may be allocated and reallocated so that developments ready to proceed encounter fewer barriers and delays prior to construction and capacity is not held without performance. Where a by-law is passed to give effect to an allocation policy, the administration must be delegated to staff/officer and is not subject to appeal	The Town has already adopted the Servicing Capacity Allocation Policy (SCAP) under the <i>Municipal Act</i> , which represents a merit-based, transparent, and fair system of capacity allocation. The proposed legislative updates provide additional certainty that the municipality explicitly has the authority under the Act to enact and implement such a policy, leading to reduced potential for challenge. With the SCAP already in effect, the requirement for staff-delegated decision authority would not apply to the Town, but could be considered in the future if it is the desire of Council for an expedited allocation approval process

Proposed Regulatory Amendments

Amendment	Short Description	Town of Collingwood Comment
Enhance Consultation Tools	Enable municipalities to give notice of new planning applications, community benefits charge by-laws, and DC matters on a municipal website if there is no local newspaper	The Town would be supportive of this modernization change that reflects the general lack of local print media and the ways that the modern public consume media and information, and recognizes the reduced cost of using municipal websites rather than newspaper ads
Provide Certainty for Planning Decisions	Update notice requirements and statements to reflect proposed changes to appeal rights to planning applications	If changes to appeal rights are altered under <i>Bill 185</i> , aligning the regulatory instruments would reduce confusion and enhance public understanding
Remove Barriers for ARUs	The proposed enhanced regulation-making authority could	Many communities are attempting to balance neighbourhood character with accommodating needed

	<p>help create additional residential units by removing barriers, with the Province requesting to understand specific zoning by-law requirements and/or standards that pose a challenge to the development of ARUs</p>	<p>additional housing stock through gentle density such as ARUs. However, maintaining barriers to ARUs designed to stifle positive change in existing neighbourhoods has fundamental economic and social cohesion impacts for municipalities, particularly in the ability to meet labour force needs and to ensure diversity of communities by ensuring individuals and households of all backgrounds and not just the most privileged are welcomed. The Town is currently reviewing ARU-related zoning provisions to facilitate gentle density. Potential barriers could include height, setback, lot coverage, landscaping buffer requirements, gross floor area, and parking restrictions. Change may need to be incremental, with demonstration projects to show how ARUs can be successfully integrated into existing neighbourhoods. NIMBY opposition will be the greatest challenge to moving the bar on this issue, which can also influence political positions and decisions in certain cases. To allow flexibility to recognize different municipal circumstances, Provincial guidelines rather than regulations would be an alternative approach. Such guidelines could also include design standards for ARUs, which may assist to assuage concerns about perceived negative impacts on neighbourhood character and demonstrate how ARUs and other forms of gentle density can complement existing built form while achieving the goals of increased and more affordable housing supply</p>
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Staff would note that proposed regulatory changes respecting municipal planning data reporting ([ERO 019-8368](#)) do not apply to the Town of Collingwood, as it is proposed to encompass the 50 municipalities with provincially assigned housing targets.

Other Implications

The legislative and regulatory amendments proposed in *Bill 185*, along with the release of a second draft of the proposed PPS, which would also see a repeal of the Growth Plan for the Greater Golden Horseshoe, collectively represent another substantial shift in the land use planning context in Ontario. There has been near constant change over the past few years, with no less than 10 bills brought forward by the Ontario Government since 2021 addressing matters of land use planning, development and municipal regulatory powers. This continuous evolution and lack of stability within the system results in staff constantly catching up on changing processes, forms, applications, by-laws and other instruments to maintain consistency and conformity with Provincial direction. This pulls significant resources away from the review and approval of the development applications needed to increase housing supply. A period of stability is warranted to refocus efforts on building complete, sustainable, healthy and affordable communities and to allow outcome-oriented and evidence-based evaluation of the changes that have been enacted. The law firm Aird and Berlis aptly observes: “In a context where land use law and policy can move both forwards and backwards, it is difficult to actually “plan” for anything.”

For this particular round of amendments, there will be a delay in the kick-off of the Zoning By-law Update project as a number of modifications will be required to the adopted Official Plan to align with the changes. However, a clearer timing commitment from the Province to removing the upper-tier land use planning authority from Simcoe County may accelerate the review of the Official Plan to ensure a decision can be rendered before the end of 2024. Further, several of the recently endorsed (in principle) recommendations from the Development Process and Fees Review Final Reports and Process Maps would be invalidated by the legislative and regulatory shifts or would require significant revisions, postponing implementation of streamlining efforts. Lastly,

development related by-laws would require updating, using resources that would otherwise be dedicated to application review and approval functions.

Additional Provincial Consultation

As part of the announcement of *Bill 185*, the Province is also committing to further consultation with municipalities and other stakeholders, including:

- **Provincial Planning Statement:** Seeking feedback on other land use planning proposals through further consultation on an updated proposed Provincial Planning Statement (PPS)
- **Updating the Building Code:** Consulting with fire-safety stakeholders on single-exit stairs in small residential buildings as well as improved safety measures for building residents and firefighters, such as sprinklers
- **Financial Tools to Use in Planning Approvals:** Consulting on a potential regulation that would enable landowners to specify the instruments to be used to secure municipal land-use planning approvals, including pay on demand surety bonds
- **Exploring Further Opportunities to Cut Red Tape to Build Housing:** Engaging with sector experts like municipal planners, building officials, engineers, industry associations and architects in a commitment to cut red tape and explore streamlining planning processes further in some of Ontario's fastest-growing regions to enable more housing
- **Getting Shovels in the Ground Faster for Priority Projects:** Exploring options for priority government projects by consulting on a new expedited approval process for community service facilities starting with K-12 public schools and potentially extending in phases to long-term care facilities and hospitals
- **Enhancing Consultation Tools:** Proposing to enhance public engagement for new planning applications by developing municipal best practices for public notice in partnership with municipalities, including multilingual notices to support culturally diverse communities

For these matters, staff would underscore that early consultation with municipalities prior to ERO postings would be appreciated, especially considering municipalities have

a unique perspective as the governing bodies closest to the point of delivery of on-the-ground housing results. For any resulting policy, legislative, or regulatory changes, it is similarly recommended that the ERO postings be open for a commenting period of at least 60 days, allowing time for stakeholders to review the materials and for municipalities to take reports through Committee and Council cycles. Staff would further note that a number of the proposed amendments in *Bill 185* represent reversals, course corrections, or adjustments from previously enacted legislation, which could have been avoided with more robust upfront consultation with municipalities, Indigenous communities, and other stakeholders, saving time and money.

Financial Impacts

The primary financial impacts associated with the proposed legislative and regulatory amendments outlined in this Report are related to the removal of planning application fee refunds and changes to the DC regime. With respect to the *Bill 109* reversal of planning application fee refunds where *Planning Act* decision timelines are not met, this would represent a net positive financial impact for the Town and an overall reduction in financial risk. Staff would note that no fee refunds have been requested to date during the time that this option has been available to applicants under the current legislative framework. An understanding of transition provisions in this regard would clarify if existing applications in-flight would remain eligible for fee refunds. Depending on the details, this may result in a flurry of requests from developers for refunds prior to legislative changes.

From a DC perspective the notable financial impacts include:

- **Removal of the Mandatory Phase-in of DCs:** Eliminating the phased implementation requirement has a beneficial effect on the DCs. It allows the Town to levy the fully calculated charge from the initiation of the DC By-law. For the recently enacted Water Treatment Plant (WTP) DC By-law, this translates to a variance of \$1,913 per single detached unit. For the proposed Town-Wide charges, the difference would amount to \$15,359 per single detached.

- **Exemptions for Affordable Housing Developments:** These exemptions could adversely affect the Town's DCs and may require the tax base to make up for any funding gaps for infrastructure projects. Quantifying this impact accurately remains challenging until planning proposals for such developments are received.
- **Reinstating “Studies” as DC Eligible Capital Costs:** This brings a positive outcome for the Town's DCs. In the ongoing Town-Wide DC background study, these costs sum to \$1.5 million, with DC eligibility reaching \$1.2 million.

Conclusion

One the whole, the proposed legislative and regulatory changes covered in this Report appear to generally have positive impact on municipal land use planning operations, housing supply delivery and DC related finances, subject to the recommendations within the commentary herein being adopted by the Province. However, the staff review was undertaken within the challengingly short timeframes allotted through the ERO (i.e. 30 days) and with the limited information made available by the Province. Staff would strongly recommend that the related commenting periods be extended to allow for a more comprehensive review of the proposed amendments.

3. Input from Other Sources

As the proposed suite of policy, legislative, and regulatory changes are intended to address Ontario's housing crisis, the Affordable Housing Task Force (AHTF) would have interest. With only 30 days to provide commentary on the amendments, staff were unable to fully engage and collect feedback from the AHTF. However, the AHTF was made aware of the proposed Bill 185 and this Report, with a request for any comments to be provided to staff by email. Responses received are as follows, noting that these points may not represent the AHTF perspective as a collective:

- **Use It or Lose it Approach:** Good collection of initiatives that could free up municipal servicing capacity for new developments, especially in the case of water (currently limited capacity available in Collingwood)

- **Eliminating Parking Minimums:** This approach should be extended to smaller urban centres with less robust public transportation systems but where active transportation also provides options to access services and amenities
- **Reducing Barriers to Building ARUs:** Collingwood is ahead of the curve on this component, but caution is needed to retain proper setbacks and lot coverage to protect neighbouring properties. We can learn from Barrie who did not have these limitations in place and thus neighbours had an ARU built right up to the property line
- **Encourage More Standardized Designs:** Collingwood already has pre-approved designs in place for detached ARUs and we should encourage more
- **Getting Shovels in the Ground Faster:** Why is proposed consultation only for government projects, and not for all projects that provide economic and social benefit to a community regardless of who is building them?

AHTF members may also choose to provide feedback to the Province as individuals through ERO submissions. Staff will continue to keep the AHTF informed on the matters addressed within this Report.

Staff attended a meeting hosted by Simcoe County on April 19, 2024, which included planning staff from across the region, to discuss *Bill 185* and the draft 2024 PPS. The opinions expressed by the participants were in line with those included in this Report and a staff-level consolidated letter may be spear-headed by the County. Staff have also reviewed memoranda and similar documentation from professional associations, law firms, and well-known consultants to inform our perspectives on the proposed amendments.

This Report was provided to Department Heads on April 30, 2024 and the content responds to the comments and advice received.

4. Applicable Policy or Legislation

Key policy or legislative documents referenced in or related to this Report include:

[Proposed Bill 185: Cutting Red Tape to Build More Homes Act, 2024](#)

[Bill 97: Helping Homebuyers, Protecting Tenants Act, 2023](#)

[Bill 109: More Homes for Everyone Act, 2022](#)

[Bill 23: More Homes Built Faster Act, 2022](#)

[Bill 3: Strong Mayors, Building Homes Act, 2022](#)

[Planning Act, RSO 1990](#)

[Municipal Act, SO 2001](#)

[Development Charges Act, SO 1997](#)

[Provincial Policy Statement, 2020](#)

[Proposed Provincial Planning Statement, 2024](#)

[A Place to Grow: Growth plan for the Greater Golden Horseshoe, 2020](#)

[Greenbelt Plan, 2017](#)

Community Based Strategic Plan (CBSP)

This Report represents progress toward the following CBSP goals, objectives and actions:

Goal: Transparent and Accountable Local Government

Objective(s): Enhance Public Trust Strategic

Action(s): Continue public communication and engagement on Town activities

Goal: Support and Manage Growth and Prosperity

Objective(s): Update our Land Use and Regulatory Framework Strategic

Action(s): Develop community vision, integrating growth and development as well as landscapes and viewsapes into the Collingwood development context; Enact and pass bylaws or other direction that will provide more certainty to development industry, including the community’s development vision

5. Considerations

- Community Based Strategic Plan: Progresses towards achieving CBSP Goal
- Services adjusted if any: Not applicable
- Climate Change / Sustainability: No net effect on climate change/sustainability
- Communication / Engagement: Advertisement/Notice will be provided

- Accessibility / Equity, Diversity, Inclusion: Not Applicable
- Registered Lobbyist(s) relating to content: Not Applicable

Next steps and future action required following endorsement:

Prepare a covering email and submit report to the Government of Ontario through the ERO in response to postings 019-8366, 019-8369, 019-8370, and 019-8371.

6. Appendices and Other Resources

None.

7. Approval

Prepared By:

Summer Valentine, Director of Planning, Building and Economic Development

Reviewed By:

Nathan Wukasch, Senior Planner

Monica Quinlan, Treasurer

CAO Comments:

Endorsed on May 1, 2024 to proceed directly to Council



Proposed Bill 185: Cutting Red Tape to Build More Homes Act

Presentation to Council
May 6, 2024

Background

- Amends 15 Acts and impacts associated regulations
- Stated objectives:
 - Improve access to government services
 - Streamline municipal approvals to reduce home building costs
 - Prioritize infrastructure for shovel-ready housing
 - Enhance consultation tools
 - Build more homes faster
- First reading - April 10, 2024
- Second reading – April 16, 2024
- Commenting deadline – May 10, 2024





Presentation Focus

Housing Supply and Land Use Planning Related Amendments

Other Amendments

- Economic Development - exemptions to “bonusing” prohibitions, and new service standards for Provincial permits and applications
- New 2024 Ontario Building Code



Proposed Amendment – Planning Act

Reduce parking minimums around major transit	Lapsing of new draft plan approvals
Enhance framework for additional residential units	Lapsing provisions for site plan approvals
Eliminate CHIA tool	Eliminate third party appeals
Lapsing of pre-1995 draft plans	



Proposed Amendments – Planning Act

Eliminate fee refunds	Facilitate standard housing designs
Voluntary pre-consultation	Remove upper tier planning responsibilities
Reinstate appeals to settlement area boundary expansions	Exempt post-secondary institutions from the Act





Proposed Amendments – Development Charges (DC) Act

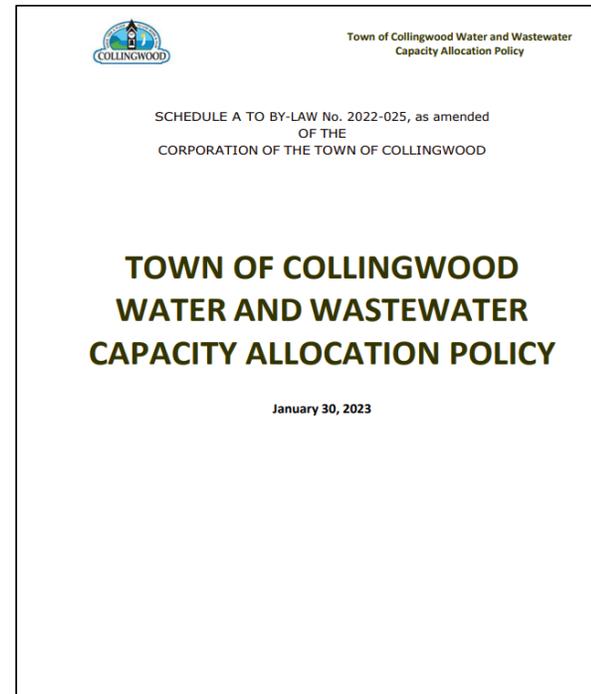
Eliminate DC phase-in	Reinstate eligibility of studies
Enact exemptions for affordable housing developments	Introduce a streamlined process for extending DC by-laws
Reduce timeline for DC freezes	

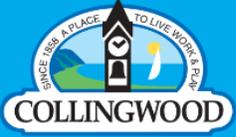




Proposed Amendments – Municipal Act

“Use it or lose it” approach
to municipal servicing
capacity allocation





Proposed Regulations

Enhanced modern consultation tools	Update notice requirements to reflect proposed changes to appeal rights
Remove zoning barriers to additional residential units	



Other Implications

- Call for stability - No less than 10 bills since 2021

“In a context where land use law and policy can move both forwards and backwards, it is difficult to actually “plan” for anything.”

Aird and Berlis

- Impacted projects or activities:
 - Adopted Official Plan – REVIEW FOR MODIFICATIONS
 - Zoning By-law Update – DELAYED
 - Development Process and Fees Review – DELAYED
 - Development review and approvals – DIVERTED RESOURCES

Additional Provincial Consultation

- 2024 Draft Provincial Planning Statement (separate report)
- Additional Building Code Updates
- Financial Tools for Planning Approvals
- Exploring Further Opportunities to Cut Red Tape to Build Housing
- Expedited Planning Process for Community Service Facilities
- Enhancing Consultation Tools



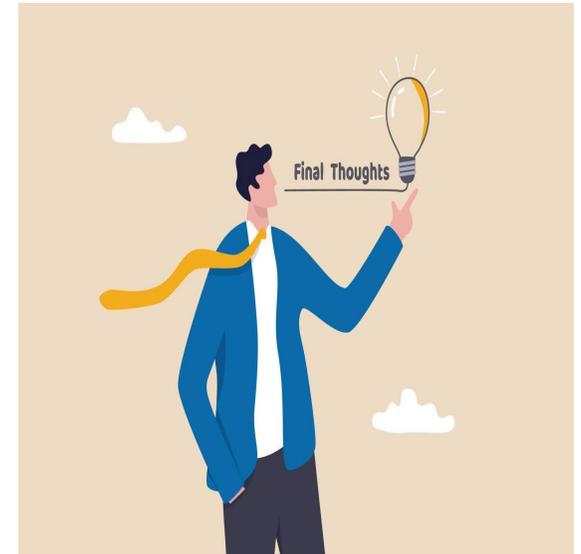
Recap – Priority Items for Provincial Consideration

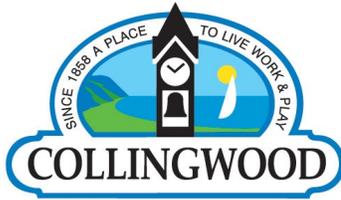
- Elimination of CHIA tool
 - MZO framework should be legislated
- Elimination of third-party appeals
 - Alternative is to resource OLT
- Voluntary pre-consultation
 - Unlikely to speed up the process
- Exemption of affordable housing developments from DCs
 - Financial impacts on taxpayers
- Removal of zoning barriers for ARUs
 - NIMBY is a challenge
- Recommend extension of commenting period
 - To allow for meaningful engagement



Conclusion and Recommendation

- Proposed amendments are generally positive for municipal planning operations, finances and housing supply delivery
- Many proposed changes are reversals/adjustments to previous decisions – more engagement upfront would save time and money
- Recommend Report be submitted as Town of Collingwood’s formal feedback





Staff Report P2024-12

Committee None
 Council 2024-05-06
 Amendments

Submitted To: Council
Submitted By: Nathan Wukasch, Senior Planner
Prepared By: Nathan Wukasch, Senior Planner
Subject: Proposed Update to a new Provincial Planning Statement (2024)
 Environmental Registry of Ontario (ERO) 019-8462

Recommendation

THAT Staff Report P2024-12, “Proposed Update to a new Provincial Planning Statement (2024)”, dated May 6, 2024, be received;

AND THAT Council direct staff to submit Staff Report P2024-12 as the Town of Collingwood’s formal comment to the Government of Ontario by May 10, 2024, in response to the Environmental Registry of Ontario (ERO) posting, which updates the proposed Provincial Planning Statement.

Amendments

None.

1. Executive Summary

Since 2022, the Ontario government has been considering how to create a streamlined province-wide land use planning policy framework to support the provincial program to address the housing crisis. In April 2023, the Province released a proposed single, province-wide policy framework called the [Provincial Planning Statement](#) (PPS 2023) that would consolidate the [Provincial Policy Statement \(2020\)](#) with a repealed [Growth Plan for the Greater Golden Horseshoe](#). The Town provided comments on the proposed PPS 2023 which generally expressed concern with removing the focus on encouraging

affordability in favour of a housing supply-based approach to creating more housing units.

On April 10, 2024, the Province released an updated Provincial Planning Statement (PPS 2024) through Environmental Registry of Ontario posting ([ERO 019-8462](#)). The Province is seeking input over a 30 day period by May 10, 2024. In tandem, there are a multitude of other related legislative and regulatory changes proposed through *Bill 185*, that are addressed under separate cover in Report P2024-11.

The purpose of this Report is to provide commentary for Council's consideration of endorsement and submission to the Province regarding the proposed policy changes. Of note, the updated PPS 2024 is not significantly different than the PPS 2023. PPS 2024 generally supports increased intensification around transit stations and redevelopment of low-density commercial plazas and strip malls, scopes protections for employment areas, and promotes a range and mix of housing options, including housing for students and seniors.

Further consideration of the changes contained in PPS (2024) and Bill 185 will be required to determine appropriate modifications to the adopted Official Plan, prior to approval by the County.

Summary of Key Updates (PPS 2024)

- The draft PPS 2024 was released on April 10, 2024 for comment by the Province
- *Bill 185: Cutting Red Tape to Build More Homes Act* contains legislative changes to the *Planning Act* that would implement the proposed PPS 2024
- The Growth Plan is still intended to be revoked with limited elements of the policy direction incorporated into PPS 2024
- The foundation of the proposed PPS 2024 continues to be 'housing supply first'
- Within Settlement Areas, the Built-Up Areas and Designated Growth Areas have been re-established where municipalities are encouraged but not required to establish intensification and density targets for these areas.

- With the removal of upper-tier planning responsibilities, local municipalities are required to take on responsibility for future growth planning, however Provincial growth projections and potential guidance for an updated standard land needs methodology are positive additions
- Municipalities will be expected to designate sufficient land for future growth for at least 20 years but not more than 30 years, based on growth forecasts from the Ministry of Finance 25 year projections. Planning for infrastructure, public service facilities, strategic growth areas and employment areas may extend beyond 30 years
- Re-establishing and implementing minimum targets for the provision of housing that is affordable to low and moderate income households has been reintroduced
- Underutilized commercial and institutional sites, including shopping malls and plazas, can be redeveloped for residential development
- Transition policies for the new Provincial Policy Statement are being contemplated through a regulation but information on this is not available at this time.

In general, proposed PPS (2024) continues the housing supply first approach at the expense of other long-standing good land use planning principles and may have little impact on addressing the housing affordability and climate crises, while simultaneously risking sound regional and community planning.

The key areas requiring elevated attention from the Province are highlighted below, with greater detail provided in Appendix B of this report:

Topic	Short Description/Key Change	Town Comment
Housing Affordability	Re-instated definitions of “affordable” and “low to moderate income households”, and require minimum targets	Support the reinstatement of affordability-related definitions, which aligns with both the Town and Development Charges Act income-based definitions of affordability. However, it is recommended that municipalities be provided with more robust tools to encourage and preferably require ‘affordability’ such as a wider

		application of inclusionary zoning across the Province.
Housing Supply	“Housing supply first” policy approach	The province’s policy approach to increase housing supply alone should not take precedence over planning for complete, sustainable, climate-change resilient communities and preservation of the natural environment and agricultural/rural land base. Addressing housing affordability is more complicated than a supply and demand equation.
Housing Supply and Commercial Lands	Intensification would include redevelopment of underutilized shopping malls and plazas	This could result in long-term impacts on the Town’s efforts to retain commercially designated lands for long-term community land needs. Recognizing that the ‘bricks and mortar’ retail market has changed due to various factors, it remains imperative that municipalities retain the tools to plan for long-range commercial and institutional land needs to serve future population growth, without those lands being eroded by stand-alone housing projects.
Infrastructure and Servicing Allocation	“Use it or Lose it” Approach to Servicing Allocation	General support for policies that provide more direction for integrated land use and infrastructure decisions via a municipal servicing capacity allocation approach, noting that the Town already has a Servicing Capacity Allocation Policy in place. However, in order to support complete communities, other key municipal focus areas such as commercial, institutional, and employment uses should be equally considered along with housing supply to allow municipalities more flexibility in allocation decisions.

Role of Upper-tier Government and Opportunity for Regional Coordination	Removal of upper-tier planning authority	The Town remains concerned with the removal of upper-tier municipal coordination in long-range growth planning, infrastructure, and other cross-jurisdictional matters (e.g. transportation, natural heritage systems, growth and migration/commuting patterns, archeological potential, etc.).
Growth Management and Intensification	Combining Growth Plan and PPS (2020) policies into PPS 2024	Minimum targets for intensification, and density targets for designated growth areas are encouraged, rather than required, to be established. A stronger approach to growth management is preferred, while providing municipalities the ability to modify growth forecasts as appropriate to the local context.
Employment Areas	A narrower definition of Employment Areas, and prohibition of commercial, institutional and office uses from Employment Areas.	Concern with the restrictions to commercial, institutional, and office uses in employment areas where these stand-alone uses would serve employees in these areas. Offices support the knowledge-based economy, an important employment sector in Collingwood.
Agriculture and Rural Development	Unclear if agricultural and rural policies apply within primary settlement areas	Request confirmation of the interpretation that the agricultural and rural policies do not apply within primary settlement areas.

Further, staff would strongly recommend that the related 30-day commenting periods be extended to allow for a more comprehensive review of the proposed amendments.

2. Analysis

Background

Through *Bill 23*-related consultation in late 2022, the Province sought feedback on streamlining a province-wide land use planning policy framework that would enable municipalities to approve housing faster and increase housing supply through a

housing-focused policy review of the Growth Plan and the PPS 2020 ([ERO Proposal 019-6177](#)). The Town provided comment to the Province through [Staff Report P2022-40](#), which noted that the province's housing approach should not come at the expense of planning for complete, sustainable, climate-change resilient communities, and preservation of the natural environment and agricultural/rural land base.

On April 6, 2023, the Province released a proposed single, province-wide policy framework called the [Provincial Planning Statement](#) (PPS 2023), which combined the [Provincial Policy Statement](#) (PPS 2020) and A [Place to Grow: Growth Plan for the Greater Golden Horseshoe](#) (Growth Plan).

The proposed PPS 2023 represented a fundamental shift in the way municipalities in the Greater Golden Horseshoe plan for long-term growth. Major changes included the repeal of the Growth Plan, elimination of intensification targets, the ability to expand settlement areas or remove lands from employment areas at any time, restricted uses in employment areas, and greater development permissions in rural/agricultural areas. PPS 2023 largely disregarded the [Town's comments](#) on how the provincial land use planning framework should address sustainable growth in Ontario.

The Town's feedback on proposed PPS 2023 was provided to the Province in the form of [Staff Report P2023-17](#), which acknowledged the collective effort to increase housing supply to address a crisis situation, but expressed concern that the approach should not come at the expense of planning for complete, sustainable, climate-change resilient communities and preservation of the natural environment and agricultural/rural land base. Report P2023-17 also appended the Town's Affordable Housing Task Force (AHTF) written feedback on the matter, expressing similar concerns, including the removal of references and definitions related to "affordable housing" and "housing that is affordable to low and moderate income households", along with requirements for municipalities to determine what affordability means at a local level.

The changes proposed in PPS 2023, along with Provincial *Bill 97 (Helping Homebuyers, Protecting Tenants Act)*, led to a pause in the Town's Official Plan update process and a pivot in Official Plan Draft 2 through [Staff Report P2023-24](#) in order to align policies with a new Provincial planning policy framework. This pivot included a shift in definitions and approach from affordable to attainable housing, restrictions on employment land permissions, and other changes noted in greater detail in [Resource 2 to Staff Report P2023-24](#).

On April 10, 2024, the Province released an updated Provincial Planning Statement (PPS 2024) through Environmental Registry of Ontario posting ([ERO 019-8462](#)). The Province is seeking input over a 30 day period by May 10, 2024. In tandem, there are a multitude of other related legislative and regulatory changes proposed through *Bill 185*, that are addressed under separate cover in Report P2024-11.

Impact to Town's Adopted Official Plan (2023)

The Town's adopted Official Plan (2023) will require modifications to be consistent with the proposed PPS 2024, prior to approval by the County of Simcoe. Staff will be further assessing the magnitude of change required, and are targeting a report back to Council this summer with proposed Official Plan modifications for endorsement. There remains some uncertainty about the final PPS 2024 content after feedback has been received through the ERO, the timing of its issuance, and when it would be in effect through transition regulations. Staff will continue to monitor its progress and report back to Council with the broader policy implications for the Town's Official Plan process.

However, it is expected that the Province will move quickly to issue the new PPS 2024 following the 30-day consultation period. Although it is anticipated that decisions will be required to 'be consistent with' the new PPS 2024 as of its effective date, the Minister of Municipal Affairs and Housing (MMAH) may make regulations which could set different transition provisions.

Through the proposed *Cutting Red Tape to Build More Homes Act (Bill 185)*, the Province has proposed to implement the removal of planning responsibilities from identified upper tier municipalities, including the County of Simcoe, by the end of 2024. This is not anticipated to affect the County's approval of the Town's Official Plan, which is targeted for County approval as early as September 2024. Following removal of the County's upper-tier planning responsibilities, the Province would be the approval authority for subsequent amendments the Town's Official Plan or future comprehensive reviews.

Analysis

The updated PPS 2024 proposes further changes to the draft PPS 2023 released for comment in April 2023. No formal blackline/tracked-change document has been released by the Province to highlight the additional changes, however staff have obtained unofficial blacklined versions to attempt to better understand the implications of the proposed policy changes. Acknowledging that these policy revisions, along with the wide range of housing supply and land use planning related legislative and regulatory amendments being proposed through *Bill 185*, and in consideration of limited feedback window, this Report takes a tabular approach to explaining the key changes and outlining the recommended municipal commentary in Appendix B. Previous feedback provided on PPS 2023 is summarized, along with commentary on whether it has been addressed. New comments are also provided on proposed updates, where appropriate, and feedback requiring elevated attention by the Province is summarized in the executive summary of this report.

Financial Impacts

The long-term financial impacts related to a new PPS 2024, coupled with *Bill 185* and the compounding effect of the other recent legislative and regulatory changes at the Provincial level, are not yet known but may have long-term consequences. *Bill 185* reversals of previously proposed changes to growth-related development charge

collection, and planning application fee returns are generally financially positive for the municipality.

If the Province moves quickly after the consultation period to issue a new PPS (2024), there is not expected to be an additional delay to the adoption of the Town's Official Plan. However, there could be a delay to County approval of the Official Plan if the new PPS issuance occurs later in the year, with further uncertainty if the County's planning responsibilities are removed and the Provincial Minister is the approval authority. This financial risk is not immediately tangible, but could result in delays to housing and other development projects that seek to realize the housing supply, employment and mixed-use intensification potential in the adopted Official Plan (2023).

Conclusion

The foundation of the proposed PPS 2024 continues to be 'housing supply first', at the expense of other long-standing good land use planning principles and may have little impact on addressing the housing affordability and climate crises, while simultaneously risking sound regional, watershed and community planning

However, there are improvements to the PPS 2024 that will provide some leverage for provision of affordable and attainable housing supply.

The staff review was undertaken within the challengingly short timeframes allotted through the ERO (i.e. 30 days) and with the limited information made available by the Province. Staff would strongly recommend that the related commenting periods be extended to allow for a more comprehensive review of the proposed amendments.

3. Input from Other Sources

As the proposed suite of policy, legislative, and regulatory changes are intended to address Ontario's housing crisis, the Affordable Housing Task Force (AHTF) would have interest. With only 30 days to provide commentary on the amendments, staff were

unable to fully engage and collect feedback from the AHTF. However, the AHTF was made aware of the proposed updated Provincial Policy Statement 2024 and this Report, with a request for any comments to be provided to staff by email. AHTF members may also choose to provide feedback to the Province as individuals through ERO submissions. Staff will continue to keep the AHTF informed on the matters addressed within this Report.

Of note, the AHTF provided a formal position on the draft PPS 2023, that was shared with the Province through [Staff Report 2023-17](#), which strongly encouraged the Province to “retain and align the definition of affordable housing with other implementing documents such as the Development Charges Act and empower municipalities with the necessary policy and tools to set and enforce housing affordability targets”.

Staff attended a meeting hosted by Simcoe County on April 19, 2024, which included planning staff from across the region, to discuss *Bill 185* and the draft 2024 PPS. The opinions expressed by the participants were in line with those included in this Report and a staff-level consolidated letter is intended to be spear-headed by the County and supported by local municipal staff. Staff have also reviewed memoranda and similar documentation from professional associations, law firms, and well-known consultants to inform our perspectives on the proposed amendments.

This Report was provided to Department Heads on April 30, 2024 and was reviewed by the Director of Planning, Building and Economic Development prior to publishing, and the content responds to the comments and advice received.

4. Applicable Policy or Legislation

Key policy or legislative documents referenced in or related to this Report include:

[Planning Act, RSO 1990](#)

[Provincial Policy Statement, 2020](#)

[Proposed Provincial Planning Statement, 2023](#)

[Proposed Provincial Planning Statement, 2024](#)

[A Place to Grow: Growth plan for the Greater Golden Horseshoe, 2020](#)

Community Based Strategic Plan (CBSP)

This Report represents progress toward the following CBSP goals, objectives and actions:

Goal: Transparent and Accountable Local Government

Objective(s): Enhance Public Trust Strategic

Action(s): Continue public communication and engagement on Town activities

Goal: Support and Manage Growth and Prosperity

Objective(s): Update our Land Use and Regulatory Framework Strategic

Action(s): Develop community vision, integrating growth and development as well as landscapes and viewsapes into the Collingwood development context; Enact and pass bylaws or other direction that will provide more certainty to development industry, including the community’s development vision

5. Considerations

- Community Based Strategic Plan: Progresses towards achieving CBSP Goal
- Services adjusted if any
- Climate Change / Sustainability: No net effect on climate change/sustainability
- Communication / Engagement: Advertisement/Notice will be provided
- Accessibility / Equity, Diversity, Inclusion: Not Applicable
- Registered Lobbyist(s) relating to content: Not Applicable

Next steps and future action required following endorsement:

Prepare a covering email and submit report to the Government of Ontario through the ERO in response to postings 019-8462.

6. Appendices and Other Resources

Appendix A: [Proposed Provincial Planning Statement, April 10, 2024](#)

Appendix B: Town of Collingwood PPS (2024) Comment Table

7. Approval

Prepared By:

Nathan Wukasch, Senior Planner

Proposed Update to a new Provincial Planning Statement 2024
P2024-12

Page 12 of 12

Reviewed By:

Summer Valentine, Director of Planning, Building and Economic Development

CAO Comments:

Endorsed on May 1, 2024 to proceed directly to Council

Appendix B to Staff Report P2024-12
Town of Collingwood PPS (2024) Comment Table

Amendment Topic	Short Description/Key Change	Previous Town of Collingwood Comment (Draft PPS 2023)	Current Comment (Draft PPS 2024)
Housing Affordability	PPS 2024 re-instated definitions of “affordable” and “low to moderate income households”	The Town did not support the removal of definitions and policy references to affordable housing nor the lack of a consistent method of measuring and defining ‘affordability’.	Town comment addressed. Staff support the reinstatement of the definition of ‘affordable’ and ‘low and moderate income’ that exist in the current PPS, which aligns with both the Town and Development Charges Act income-based definitions of affordability.
Housing Affordability	Re-instated policies to require establishment of minimum targets for housing for low and moderate income households	Provincial policy should be directly and explicitly supporting affordable housing and providing implementing tools for municipalities through legislation, rather than attempting to tangentially affect affordability through a housing supply approach. Disagreed with the approach that municipalities are not expected to take a direct role in the provision of affordable housing through the adoption of targets or the use of planning tools like an appropriate housing type, tenure, and unit size mix. Instead, their role would be limited to facilitating planning approvals to increase housing supply.	Town comment partially addressed. It is recommended that municipalities be provided with more robust tools to encourage and preferably require ‘affordability’ per definition such as a wider application of inclusionary zoning across the Province.
Housing Supply and Commercial Lands	UPATED POLICY Planning authorities shall provide for...housing options and densities... by permitting and facilitating redevelopment of commercially-designated retail and institutional lands	N/A – this is a new change in the 2024 PPS	This could have major impacts on the Town’s efforts to retain commercially designated lands for long-term community land needs. Recognizing that the ‘bricks and mortar’ retail market has changed due to various factors, it remains imperative that municipalities retain the tools to plan for long-range commercial and

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	<p>(e.g., underutilized shopping malls and plazas), to support mixed-use residential. [Sections 2.2.1 b) 2. and 2.4.1.3 e)]</p> <p>The definition of Intensification now includes redevelopment, including the reuse of brownfield sites and underutilized shopping malls and plazas. [Section 8]</p>		<p>institutional land needs to serve future population growth, without those lands being eroded by stand-alone housing projects.</p> <p>Background work supporting the Town’s Official Plan Review demonstrated that the Town will have a shortfall of available commercially designated land by 2041 to support projected growth.</p>
<p>Infrastructure and Servicing Allocation</p>	<p>UPDATED POLICY “Use it or Lose it” Approach to Servicing Allocation (in tandem with proposed Bill 185 changes to the <i>Municipal Act</i>)</p> <p>Planning for infrastructure shall integrate servicing and land use considerations through the planning process, including consideration of opportunities to allocate, and re-allocate if necessary, the unused system capacity of water and wastewater systems to meet current and projected needs for increased housing supply. [Section 3.6.1 d)]</p>	<p>N/A – this is a new change in the 2024 PPS</p>	<p>Staff generally support policies that provide more direction for integrated land use and infrastructure decisions via a municipal servicing capacity allocation approach, noting that the Town already has a Servicing Capacity Allocation Policy in place. However, the updated PPS policy focuses reallocation decisions that favour housing supply, rather than meeting other municipal needs such as economic (commercial), institutional, employment land, to support a complete community approach in a local context.</p> <p>The proposed ‘Use it or Lose it’ policy approach will provide municipalities with the ability to better control infrastructure investment to support housing supply where limited capacity may exist. However, in order to support complete communities, the other key municipal focus areas noted above should be equally considered along</p>

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			with housing supply to allow municipalities more flexibility in allocation decisions.
Stormwater Management	UPDATED POLICY Planning for stormwater management shall minimize, or, where possible, prevent or <u>reduce</u> increases in <u>stormwater volumes and</u> contaminant loads [Section 3.6.8 b)]	N/A – this is a new change in the 2024 PPS	Staff note that experience shows that development rarely, if ever, reduces stormwater volumes, and question how this test could be met (i.e. previously the test of “reduction” only applied to contaminants). The current test of post-development stormwater levels not exceeding pre-development conditions is a more appropriate metric for water quantity.
Housing Supply	Housing supply first policy approach	The province’s policy approach to increase housing supply alone should not take precedence over planning for complete, sustainable, climate-change resilient communities and preservation of the natural environment and agricultural/rural land base. Addressing housing affordability is more complicated than a supply and demand equation.	The housing supply first approach continues in the updated PPS 2024, and this comment remains applicable.
Housing Supply and Increased Policy Flexibility	Housing supply first policy approach	Revoking the Growth Plan, eliminating the ‘conform to’ standard, and not carrying forward a number of significant policies in PPS 2023 leaves municipalities with limited tools and ability to manage/plan for growth in the local context, including where, how and when lands are brought onstream for development purposes, and what form that development takes. This could have several unintended consequences including over or under investment in infrastructure, fiscal impacts related to downloading of responsibilities and service provision, and challenges in planning for complete	Comment remains applicable. There is improvement in the updated PPS 2024 for coordination for infrastructure to support growth, the ‘use it or lose it’ approach, and permission to create a servicing allocation policy with criteria. Despite already having a servicing capacity allocation policy in place, the Town remains concerned with the lack of provincial guidance, and upper-tier municipal coordination in long-range growth planning and infrastructure matters.

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		communities that integrate housing into a wider context.	There is an indication that the Province could be updating the Approach to growth projection methodology guideline along with an updated PPS, but no details are available at this time.
Housing Supply and Increased Policy Flexibility	Housing supply first policy approach	The singular focus on housing supply, combined with simpler tests for settlement area boundary expansions, conversions of employment lands, lack of regional growth coordination, and increased development permissions in agricultural/rural areas will have the effect 'urban sprawl'.	Comment remains applicable.
Upper-tier Government and Opportunity for Regional Coordination	Removal of upper-tier planning authority	The withdrawal of land use planning authority from upper tier municipalities by the Province has the potential to negatively impact regional-based community and watershed planning, where issues either cross or do not recognize municipal boundaries (e.g. transportation, natural heritage systems, growth and migration/commuting patterns, archeological potential, etc.).	Simcoe County Planning authority, by way of <i>Bill 185</i> background materials, is intended to cease before the end of 2024. The Town remains concerned with the removal of upper-tier municipal coordination in long-range growth planning, infrastructure, and other cross-jurisdictional matters (e.g. transportation, natural heritage systems, growth and migration/ commuting patterns, archeological potential, etc.).
Upper-tier Government and Regional Coordination	No comprehensive review at upper-tier level	The absence of a comprehensive review at the regional government level means that growth management and projections must be developed by each local municipality and that, settlement area boundary expansions, employment land conversions, and the removal of prime agricultural lands could be permitted through an Official Plan Amendment at any time.	Comment remains applicable.

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Upper-tier Government and Regional Coordination	No consistent land needs methodology	The land needs methodology introduced by the Growth Plan provided consistent guidance for municipalities to determine if there was enough land to accommodate forecasted growth and will no longer be applicable under the proposed PPS 2023. Each municipality will be responsible for choosing its own methodology, which may be challenged by development interests or conflict with surrounding municipalities. With no upper-tier coordination, each municipality must plan their own way while in consultation with the Province, but with the risk of unintended consequences if growth management occurs in isolation.	Comment remains applicable.
Upper-tier Government and Regional Coordination	UPDATED POLICY Updated language for settlement area expansions, removed all references to ‘comprehensive review’ and added criteria to strengthen protection of agricultural lands [Section 2.3.2].	Less rigorous tests are required for settlement expansions and conversions of employment land, which prioritizes residential housing over other important elements of complete community development, such as natural heritage protection, preservation of agricultural lands, and planning for well-paying jobs and long-term economic prosperity.	Staff support the stronger policy tests and criteria for new and expanded settlement area boundaries, however the regional coordination role remains absent through removal of planning authority and municipal comprehensive reviews at the upper-tier level.
Upper-tier Government and Regional Coordination	Value in upper-tier coordination	The Town sees value in the upper-tier coordination role in Simcoe County, and recommend that the Town explore ways in which the County could continue with their leadership role in policy-based regional planning for matters such as growth and settlement, roads and transit, waste management, affordable housing, climate change, archaeology, and other matters with cross-jurisdictional implications. It is the Town’s assumption that the MMAH would not object to such conversations, provided that any supporting activities	Comment remains applicable.

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		of the upper tier would not directly contravene the legislative limitations on their direct role in land use planning.	
Upper-tier Government and Regional Coordination	Value in upper-tier coordination	An opt-in Planning Services Agreement or Memorandum of Understanding could be a vehicle in which upper and lower tier municipalities share resources to mutual benefit and work together to incorporate any resulting recommendations into the operative planning documents at the local level.	Comment remains applicable.
Upper-tier Government and Regional Coordination	Value in upper-tier coordination	Regional coordination would result in cost-savings. An example of successful regional coordination is having one upper-tier Archaeological Management Plan, rather than 16 individual plans being completed by each local municipality, particularly given that Indigenous communities did not recognize municipal boundaries. Local municipalities and the taxpayer ultimately will pay the cost of downloaded and duplicated services if not shared at the regional level. Without centralized coordination on cross-boundary matters, appropriate planning across the landscape is at risk and the responsibility for coordination rests with each local authority, becoming a challenge with 16 different Councils involved.	Comment remains applicable.
Growth Management and Intensification	Fundamental shift in planning for growth	After twenty years of municipalities being required to plan for specific population and employment targets within a defined timeline, and all land budget decisions driven by those targets, this fundamental aspect of growth planning in Ontario will come to an end, potentially opening up far more land for development and urban sprawl.	Comment remains applicable.

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Growth Management and Intensification	<p>UPDATED POLICY Planning authorities <u>are encouraged</u> to establish and implement minimum targets for intensification and redevelopment within built-up areas, based on local conditions [Section 2.3.1.4].</p> <p>Implementation Policies 6.1.12 and 6.1.13 note that density targets are minimum standards, and <u>are encouraged</u> to be exceeded where appropriate, and requiring check-ins for suitability at each OP update.</p>	The PPS 2023 policy language has been softened, from a requirement ('shall') to a 'should' policy directive for intensification in settlement areas and land use patterns that are based on density and a mix of land uses. Municipalities are also 'encouraged' to establish density targets, rather than 'required to'. Staff recommend that a stronger policy directive towards intensification and a mix of uses in settlement areas, as well as maintaining mandatory density targets for greenfield and strategic growth areas as fundamental tenets to combat the housing affordability and climate crises and to reduce urban sprawl.	<p>Comment remains applicable.</p> <p>Minimum growth targets for intensification and redevelopment within built-up areas are encouraged to be established, not required as in the Growth Plan. A stronger approach to growth management is requested for the reasons outlined in this section of the comment table.</p>
Growth Management and Intensification	<p>UPDATED POLICY Planning authorities <u>are encouraged</u> to establish density targets for designated growth areas, based on local conditions. Large and fast-growing municipalities are encouraged to plan for a target of 50 residents and jobs per gross hectare in designated growth areas [Section 2.3.1.5].</p>	N/A – this is a new change in the 2024 PPS	<p>Density targets for designated growth areas are encouraged to be established, not required as in the Growth Plan. A stronger approach to growth management is requested for the reasons outlined in this section of the comment table.</p>
Growth Management	<p>UPDATED POLICY Planning authorities shall base population and</p>	The Town's draft Official Plan contains intensification and density targets based on the County of Simcoe's Municipal Comprehensive Review COPA #7, and the	<p>Staff support the added flexibility through the opportunity to both rely on Ministry of Finance 25-year growth projections (where applicable), while</p>

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<p>and Intensification</p>	<p>employment growth forecasts on Ministry of Finance 25-year projections and may modify projections, as appropriate [Section 2.1.1]</p> <p>Notwithstanding, municipalities may continue to forecast growth using population and employment forecasts previously issued by the Province [Section 2.1.2]</p>	<p>Town is likely to maintain this direction in the final draft to support complete community development.</p>	<p>having the option of continuing to rely on previous Provincial forecasts from the Growth Plan, and as informed by Provincial guidance. The Town’s adopted Official Plan relies on Growth Plan forecasts to project growth and land needs, which have been further articulated in the County of Simcoe Official Plan (2041 planning horizon) and the County’s Municipal Comprehensive Review (2051 planning horizon) via COPA #7.</p> <p>For future comprehensive review cycles, where reliance on Ministry of Finance forecasts or further Provincial forecasting methodology will be required, it is imperative that the ability for municipalities to modify the projections as appropriate to the local context be retained.</p>
<p>Growth Management and Intensification</p>	<p>UPDATED POLICY Planning horizon shifted from 25 years to “at least 20 years but not more than 30 years” and Planning for infrastructure, public service facilities, strategic growth areas, and employment areas may extend beyond 30 years [Section 2.1.3].</p> <p>MZO’s are in addition to forecasts until next OP update.</p>	<p>Municipalities must make sufficient land available to accommodate an appropriate range and mix of land uses to meet projected needs for at least 25 years. This same policy further states that any development authorized through a Minister’s Zoning Order (MZO) “shall be in addition to projected needs over the planning horizon established in the official plan.” At the rate that the Province is approving MZOs, this will be a significant challenge to municipalities as they attempt to right-size their settlement areas, establish intensification targets, and plan for infrastructure investments, as the Minister would have the authority to discount established policies through an MZO.</p>	<p>Staff are satisfied with flexibility for the planning horizon and clear horizon limit of 30 years, and agree that infrastructure and other long-term investments should be considered for a longer planning horizon.</p> <p>Staff support the Province’s recent approach to MZOs to carefully monitor development progress with revocation or amendment as options in cases of non-performance. The MZO for the Poplar Health and Wellness Village is broad and estimating growth forecasts for that parcel of land will be challenging until future block plans and draft plans of subdivision are received.</p>

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<p>Growth Management and Intensification</p>	<p>UPDATED POLICY Planning authorities shall plan for intensification on lands that are adjacent to existing and planned frequent transit corridors, where appropriate. [New Section 2.4.3.1, Frequent Transit Corridors]</p>	<p>N/A – this is a new change in the 2024 PPS</p>	<p>Town does not have any corridors that meet the PPS definition of frequent transit – “means a public transit service that runs at least every 15 minutes in both directions throughout the day and into the evening every day of the week.”</p> <p>However, the updated PPS encourages industrial, manufacturing and small-scale warehousing uses, and major office and major institutional development to be directed to strategic growth and mixed-use areas where frequent transit is available. The adopted Town Official Plan includes strategic growth corridors and mixed use areas where such uses may be accommodated, subject to compatibility policies.</p>
<p>Employment Areas and Land Use Compatibility</p>	<p>A narrower definition of Employment Areas restricted to uses that are primarily industrial in nature, and the prohibition of commercial, institutional and office uses from Employment Areas.</p>	<p>Concern is expressed with the restrictions to service commercial uses (i.e. restaurant or convenience retail) in employment areas where these stand-alone uses would serve employees in these areas.</p>	<p>No changes to use restriction in employment areas in updated PPS 2024. Comment remains applicable.</p> <p>Staff express the added concern with removal of office uses from employment areas. Offices support the knowledge-based economy which is an important employment sector in Collingwood.</p>
<p>Employment Areas and Land Use Compatibility</p>	<p>Protection of employment areas through land use compatibility</p>	<p>In principle, there is support for generally separating disruptive employment uses from sensitive land uses, and allowing non-disruptive employment uses in strategic growth area and mixed-use corridors.</p>	<p>Policies requiring consideration of land use compatibility between sensitive land uses and employment areas are strengthened to support viability of newly defined employment land areas.</p>

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<p>Employment Areas and Land Use Compatibility</p>	<p>UPDATED POLICY Employment area conversions now called 'Removals from Employment Areas' [Section 2.8.2.4]</p>	<p>Early indications are that municipalities should quickly amend their official plans to explicitly authorize existing non-employment uses that do not align with the new definitions, otherwise those employment areas would not benefit from the protections in the employment land conversion policies.</p> <p>The Town will need to assess:</p> <ul style="list-style-type: none"> a) the availability of employment lands in consideration of industrial uses being permitted in strategic growth and mixed use areas, b) which areas should remain protected for heavier employment uses, c) if additional lands are needed to meet long-term employment projections, and d) the impact of the proposed new land use compatibility policies on the Town's current employment land supply and whether sensitive land uses are adequately protected. <p>While some of this work may be done through the ongoing Official Plan Review, likely a separate employment and commercial land needs assessment should be completed subsequent to the adoption of the new Official Plan and implemented through a future amendment.</p>	<p>Partially addressed through the adopted Town Official Plan, including authorizing existing non-employment uses. The adopted policies set the stage for future work as described in the PPS 2023 comment.</p>
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<p>Employment Areas and Land Use Compatibility</p>	<p>UPDATED POLICY Planning authorities may remove lands from employment areas only where it has been demonstrated that the municipality has sufficient employment lands to accommodate projected employment growth to the horizon of the approved official plan [Section 2.8.2.5 d)].</p>	<p>The Town's limited supply of traditional employment lands may be further at risk to conversion to non-employment use, due to a number of factors including simplified tests to justify conversions, and lack of requirements to detail long-term employment land needs or employment density targets.</p>	<p>The Town continues to see interest in conversion of employment areas to non-employment uses. Comment remains applicable. Staff support the policy addition, noting that the municipal position to protect employment lands is strengthened where it must be demonstrated that there are sufficient employment lands to accommodate projected employment growth to the horizon of the approved official plan.</p>
<p>Agriculture and Rural Development</p>	<p>Unclear if agricultural and rural policies apply within primary settlement areas</p>	<p>Under the Growth Plan, the Provincial agricultural system, including associated policies and land base mapping, did not apply within Settlement Areas. Much of Collingwood's geography falls within Class 1, 2 and 3 soils, and would potentially qualify as prime agricultural land, if not for the existing settlement pattern and current land use designations for development purposes.</p> <p>Further, the entirety of the Town is designated as a Primary Settlement Area in the Growth Plan and therefore any policies related to Rural Lands did not apply.</p> <p>Staff recommend that the Province clarify the settlement area and agricultural policy sets to confirm that the same approach remains in effect in the new PPS 2023.</p>	<p>Comment remains applicable. Staff request confirmation of the interpretation that the agricultural and rural policies do not apply within primary settlement areas. Accordingly, the Town's adopted Official Plan has attempted to provide distinction between 'Rural areas' within the Town's settlement boundary limits, for how such lands should be used until they are needed to accommodate future urban growth post 2051.</p>

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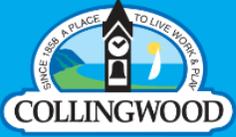
<p>Agriculture, Rural Development and Lot Severances</p>	<p>UPDATED POLICY</p> <p>On rural lands, multi-lot residential development has been removed as a permitted use [Section 2.6.1 c)], with rural settlement areas being the focus for growth and development [Section 2.5.2].</p> <p>In prime agricultural areas, up to two additional residential units are permitted, subject to criteria, and restrictions on severances [Section 4.3.2.5].</p>	<p>Proposed changes to allow multiple-lot creation and multi-unit residential development in agricultural and rural areas has significant implications for fragmentation of these important land resources. Existing and future farm operations will be constrained due to minimum distance separation requirements from residential properties and development will sprawl outside of settlement areas, exacerbating the climate crisis by increasing reliance on personal vehicles, lengthening the distance between homes and amenities (such as schools, jobs, and shopping) and disconnecting large-tracts of environmentally sensitive lands, among other impacts. There would also likely be impacts on the Province’s food system, especially the ability to produce locally, by removing agricultural land or constraining the size of farming operation.</p>	<p>Previous comments partially addressed.</p> <p>Staff support the removal of multi-residential development and stronger permissions for ARUs in agricultural areas provided the fragmentation of large tracts of agricultural land does not result, therefore would suggest that the policies around severances could use some additional clarification.</p>
<p>Agriculture, Rural Development and Lot Severances</p>	<p>Increased development permissions in Agricultural/Rural areas</p>	<p>Increased permissions for severances and multi-residential development in agricultural/rural areas seem to be at cross-purpose with sustainable development that directs intensification towards settlement areas to provide efficient and fiscally responsible hard and soft community services including transit, and supports the building of complete communities where residents and visitors can meet their daily needs.</p>	<p>See above comment.</p>
<p>Agriculture and Rural Development</p>	<p>UPDATED POLICY</p> <p>Planning authorities <u>are required</u> to use an <i>agricultural system</i> approach, based on</p>	<p>N/A – this is a new change in the 2024 PPS</p>	<p>Staff support the stronger language for protection of the agricultural system for protection of productive lands. However, would note that Collingwood’s entire geography as an identified primary settlement area would not be subject to an agricultural systems approach.</p>

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	provincial guidance [Section 4.3.1.1]		
Agriculture and Rural Development	UPDATED POLICY Addition of 'battery storage' as an example of a "land-extensive energy facility' under the "On-farm Diversified Use' definition [Section 8]	N/A – this is a new change in the 2024 PPS	Staff express concern that the permission for land-extensive energy facilities, including battery storage, could be at cross-purposes with the goal of protecting the agricultural and rural land base, and there would be no planning tool to deny such a proposal in prime agricultural areas.
Natural Heritage Protection	Natural Heritage Protection	Concerned that a shift in the natural heritage policy framework to favour augmented residential development would result in the softening of current protection measures. The Provincial approach to increasing housing supply should not come at the expense of the natural heritage system.	Comment remains applicable. The updated PPS 2024 contains identical policies from the Provincial Policy Statement 2020. The adopted Town Official Plan exceeds the minimum standards for environmental protection outlined in the PPS 2020 and carried forward to the PPS 2024.
Natural Heritage Protection	Diminished role of Conservation Authorities	The diminished role of Conservation Authorities through previous legislative changes has resulted in increased cost and resource constraints to municipalities to ensure protection of the natural heritage system. A revised PPS 2023 policy framework should not continue to exacerbate financial impacts and risk management responsibilities to municipalities	Comment remains applicable. The Conservation Authority role and jurisdiction has continued to be eroded with subsequent legislative changes, placing the burden for Natural Heritage protection on municipalities, and ultimately driving up costs and making the development process more complex.
Energy Conservation, Air Quality and	Weaker climate change policies and messaging	Very little policy language is the same as the PPS 2020. The stronger climate change messaging as an overall thread throughout the document was deleted. This ultimately reduces the policy basis for	Comment remains applicable.

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Climate Change		municipalities to address the existing crisis, despite requirement to plan to reduce greenhouse gas emissions through a number of approaches.	
Water Resource Protection	Drinking water protection policies subtly changed with significant implications	Subtle change to the drinking water protection policies may have significant implications, by expanding a municipality’s responsibilities to ensure there is an adequate quantity and quality of water available for <u>private</u> water supplies constructed and maintained by residents. This change could increase municipal responsibility and liability for repair and/or replacement of private water supplies that are not adequately maintained by existing or previous owners, along with potential negative impacts to water quality/quantity from other land uses and activities such as contamination.	Comment remains applicable.
Watershed Planning	UPDATED POLICY Responsibility for conducting watershed planning varies between authorities depending on whether an upper-tier contains one or more large and fast growing municipality [Sections 4.2.3 through 4.2.5].	Watershed planning should be a requirement, coordinated by the appropriate authority at the watershed level, as a cornerstone for protecting this critical resource for human health, service provision, natural environment protection, and mitigating climate change	Comment has been addressed with addition of an upper tier requirement and responsibility for watershed planning where it contains a large and fast growing municipality, with encouragement to collaborate with the conservation authorities. Staff are of the opinion that this role is most appropriately coordinated by the CA’s, and should remain one of their core functions and responsibilities.



Proposed Update to a new Provincial Planning Statement (2024)

Presentation to Council
May 6, 2024

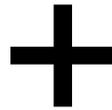
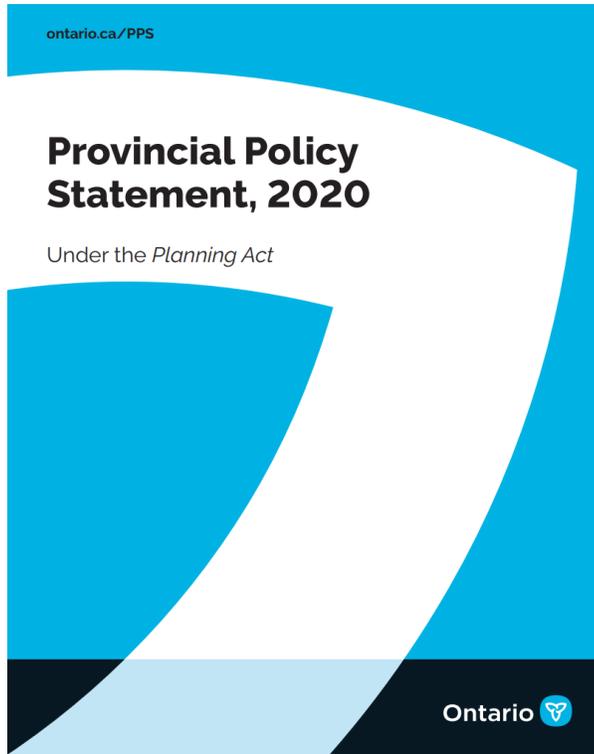


Background

- Proposes to combine the Provincial Policy Statement (2020) with the Growth Plan for the Greater Golden Horseshoe
- In tandem with Proposed Bill 185
- Initial consultation – 2022
- First Draft new Provincial Planning Statement – April 2023
- Commenting deadline – May 10, 2024



Provincial Policy Update





Impacts to Town's Adopted Official Plan

- Further modifications are required 'to be consistent with' updated PPS 2024
- Uncertainty of final PPS 2024 content, timing of issuance, and effective date



Town of Collingwood
Official Plan

December 2023





Housing Affordability and Supply

Re-instated definitions of “affordable” and “low to moderate income households”	Alignment with Town and DC Act are positive, but need more robust tools
“Housing supply first” policy approach	Increasing housing supply alone should not take precedence over planning for complete communities
Intensification includes redevelopment of underutilized shopping malls and plazas	Challenge for retention of commercial lands to meet community needs



Infrastructure and Servicing Allocation

“Use it or Lose it” Approach to Servicing Allocation

- Integrates planning for infrastructure and land use
- Allows re-allocation of unused capacity

Longer planning horizon for infrastructure (30+ years)

Support integration, however policies should reinforce economic development goals as well as housing

Town Servicing Capacity Allocation Policy in effect





Role of Upper-tier Government

Removal of upper-tier planning authority

Concern with lack of upper-tier coordination role for cross-jurisdictional matters

Growth Management and Intensification

Combining Growth Plan and PPS (2020) policies into PPS 2024

Stronger growth management approach is preferred, while maintaining ability to modify growth forecasts as appropriate to local context





Employment Areas

Narrower definition of Employment Areas (prohibition of commercial, institutional and office uses)

Restrictions for important knowledge- and service-based employment sectors is a concern

Agricultural and Rural Development

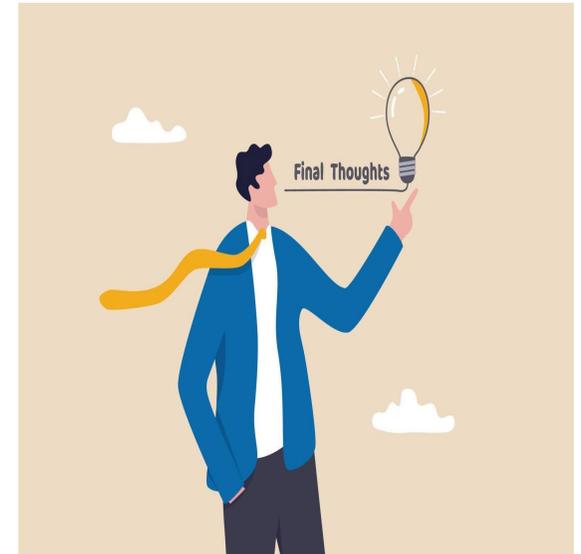
Unclear if agricultural and rural policies apply within primary settlement areas

Request confirmation of interpretation that agricultural and rural policies do not apply within primary settlement areas



Conclusion and Recommendation

- ‘Housing supply first’ approach may have little impact on addressing affordability issues
- Further modifications to adopted Official Plan required
- Recommend Report be submitted as Town of Collingwood’s formal feedback



**BY-LAW No. 2024-039
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD**



BEING A BY-LAW TO SET THE TAX RATES AND TO LEVY
TAXES FOR THE YEAR 2024

WHEREAS Section 307 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended provides that all taxes shall, unless expressly provided otherwise, be levied upon the whole of the assessment for real property or other assessments made under the Assessment Act accordingly to the amounts assessed and not upon one or more kinds of property or assessment or in different proportions, and shall be deemed to have been imposed and be due on the dates as specified in the By-law;

AND WHEREAS Section 308 of the Municipal Act, 2001 provides for the establishment of tax ratios for every municipality and that the Council of the upper-tier municipality shall pass such By-law;

AND WHEREAS Section 312 of the Municipal Act, 2001 provides that for the purposes of raising the general local municipal levy, a local municipality shall, each year, pass a By-law levying a separate tax rate, as specified in the By-law, on the assessment in each property class in the local municipality rateable for local municipal purposes;

AND WHEREAS the Corporation of the Town of Collingwood adopted the 2024 budget estimates including the Special Capital Levy by By-law No. 2024-01 at a meeting of Council held on January 8th, 2024;

AND WHEREAS Section 311 of the Municipal Act, 2001 provides that upper-tier municipalities shall prepare and adopt estimates for all sums required during the year for the purposes of the upper-tier municipality, and that they shall pass a By-law directing each lower-tier municipality to levy a separate tax rate, as specified in the By-law, on the assessment in each property class in the lower-tier municipality rateable for upper-tier purposes;

AND WHEREAS the County of Simcoe, in accordance with the relevant sections of the Municipal Act, passed By-law No. 7069-24 which established:

- a) the Tax Ratios to be used by all Municipalities within the County for 2024 and these are as follows:

Residential/Farm	1.000000
Multi-Residential	1.000000
New Multi-Residential	1.000000
Commercial	1.222300
Industrial	1.192500
Pipelines	1.296600
Farmlands	0.250000
Managed Forests	0.250000
Landfill	1.000000

- b) the Tax Rates to be used by the lower-tier municipalities to establish the amount of taxes to be raised for the County Levy and further these rates are set out in Schedule "A" attached to this By-law.

AND WHEREAS the County of Simcoe has by By-law No. 7069-24 adopted optional tools for the purposes of administering limits for Commercial, Industrial and Multi-Residential Property classes in accordance with Section 329.1 of the Municipal Act and Ontario Regulation 73/03, as amended;

AND WHEREAS the Ministry of Finance has provided the 2024 Uniform Residential Education Tax Rate and the 2024 Business Education Tax Rates and further, these rates are set out in Schedule “A” attached to this By-law;

AND WHEREAS this By-law combines the amounts for all purposes for the year 2024 to be raised through taxation and payments-in-lieu as follows:

Municipal Purposes	\$ 39,587,626
Special Capital Levy Purposes	\$ 989,650
County Purposes	\$ 16,073,008
Education Purposes	\$ 12,617,609

AND FURTHER this total amount is \$68,278,243 and the corresponding tax rates to levy this amount are set out in Schedule “A” attached to this By-law.

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

1. For the year 2024, the Corporation of the Town of Collingwood shall levy upon the Residential Assessment, Farm Assessment, Multi-Residential Assessment, Commercial Assessment, Industrial Assessment, Pipeline Assessment, Farmland Assessment and Managed Forest Assessment the rates of taxation per current value assessment for general purposes as set out in Schedule “A” attached to this By-law;
2. The levy provided for in Schedule “A” attached to this By-law shall be reduced by the amount of the interim levy for 2024;
3. For payments-in-lieu of taxes due to the Corporation of the Town of Collingwood, the actual amount due to the Corporation shall be based on the assessment roll and the tax rates for the year 2024;
4. For Railway “rights-of-way”, taxes are due in accordance with the Regulations as established by the Minister of Finance, the actual amount due shall be based on the Assessment Roll and the tax rates for the year 2024;
5. The Treasurer is hereby authorized to mail, or cause to be mailed, the Notice of Taxes Due, to the address of the residence or place of business of the person to whom such a notice is required to be given, as it appears in the last revised Assessment Roll for the Town of Collingwood;
6. A penalty shall be imposed for non-payment of taxes on the due date, at the rate of 15% per annum or 1.25% of the amount due on the first day of default and on the first day of each succeeding calendar month in which default continues. The same interest penalty applies to both current year taxes and all arrears of taxes that remain outstanding from previous taxation years;
7. Nothing herein done shall prevent the Treasurer from proceeding at any time with the collection of any rate, tax assessment or any part thereof in accordance with the provision of the Statutes and By-laws governing the collection of taxes;
8. Default of payment of any installment by the day named for payment thereof, the subsequent installment or installments forthwith become payable;
9. The 2024 Final Taxes for capped and uncapped property classes, shall be payable in two (2) installments of approximately equal amounts on the following dates, namely:

August 16th, 2024
October 18th, 2024;

10. If any section or portion of this By-law or of Schedule "A" is found by a court of competent jurisdiction to be invalid, it is the intent of the Council of the Corporation of the Town of Collingwood that all remaining sections and portions of this By-law and of Schedule "A" continue in force and effect;
11. Schedule "A" attached hereto shall be and form part of this By-law;
12. **THAT** this By-law shall come into full force and effect on the date of final passage hereof at which time all By-laws and/or resolutions that are inconsistent with the provisions of this By-law and the same are hereby repealed or rescinded insofar as it is necessary to give effect to the provisions of this By-law.

ENACTED AND PASSED 6th day of May, 2024.

MAYOR

CLERK

**Town of Collingwood
Summary of Tax Rates – 2024
Schedule "A" to By-law No. 2024-039**

	DESCRIPTION	TAX CLASS	MUNICIPAL TAX RATE	SPECIAL 2.5% CAPITAL LEVY	COUNTY TAX RATE	EDUCATION TAX RATE	2024 TOTAL TAX RATE
1	Residential/Farm	RT	0.737631%	0.018440%	0.299499%	0.153000%	1.208570%
2	Multi-Residential	MT	0.737631%	0.018440%	0.299499%	0.153000%	1.208570%
	Multi-Residential	NT	0.737631%	0.018440%	0.299499%	0.153000%	1.208570%
3	Commercial Occupied	CT	0.901607%	0.022539%	0.366078%	0.880000%	2.170224%
	Vacant Units/Excess Land	CU	0.901607%	0.022539%	0.366078%	0.880000%	2.170224%
	Vacant Commercial Land	CX	0.901607%	0.022539%	0.366078%	0.880000%	2.170224%
	New Construction Excess Land	XU	0.901607%	0.022539%	0.366078%	0.880000%	2.170224%
	Small Scale On-Farm (1st & 2nd)	C7/C0	0.225402%	0.005635%	0.091519%	0.220000%	0.542556%
4	Industrial Occupied	IT	0.879625%	0.021990%	0.357153%	0.880000%	2.138768%
	Vacant Units/Excess Land	IU	0.879625%	0.021990%	0.357153%	0.880000%	2.138768%
	Vacant Industrial Land	IX	0.879625%	0.021990%	0.357153%	0.880000%	2.138768%
	New Construction Excess Land	JU	0.879625%	0.021990%	0.357153%	0.880000%	2.138768%
	Small Scale On-Farm (1st & 2nd)	I7/I0	0.219906%	0.005497%	0.089288%	0.220000%	0.534692%
5	Pipelines	PT	0.956413%	0.023909%	0.388330%	0.880000%	2.248653%
6	Farmlands	FT	0.184408%	0.004610%	0.074875%	0.038250%	0.302143%
7	Managed Forests	TT	0.184408%	0.004610%	0.074875%	0.038250%	0.302143%
NOTE: * Property Classes - Shopping Centres, Shopping Centres New Construction, Commercial New Construction, Parking Lots, Vacant Lands, Excess Lands, Office Buildings and New Construction Office Buildings will pay tax rates as determined in the Commercial category. * The Large Industrial Property Class and the New Construction Industrial Class will pay tax rates as determined in the Industrial category.							

**Town of Collingwood
Summary of Tax Rates – 2024
Schedule "A" to By-law No. 2024-039**

	DESCRIPTION - PAYMENT IN LIEU OF TAXATION	TAX CLASS	MUNICIPAL TAX RATE	SPECIAL 2.5% CAPITAL LEVY	COUNTY TAX RATE	EDUCATION TAX RATE	2024 TOTAL TAX RATE
1	Residential/Farm	RG	0.737631%	0.018440%	0.299499%	0.153000%	1.208570%
2	Multi-Residential	MP	0.737631%	0.018440%	0.299499%	0.153000%	1.208570%
3	Commercial Occupied	CF	0.901607%	0.022539%	0.366078%	0.980000%	2.270224%
	Vacant Commercial Land	CV	0.901607%	0.022539%	0.366078%	0.980000%	2.270224%
4	Industrial Occupied	IP	0.879625%	0.021990%	0.357153%	1.250000%	2.508768%
5	Landfill	HF	0.737631%	0.018440%	0.299499%	0.980000%	2.035570%

**BY-LAW No. 2024-040
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD**



**BEING A BY-LAW TO PROVIDE FOR THE LEVY AND COLLECTION
OF SUMS REQUIRED BY THE COLLINGWOOD BUSINESS
IMPROVEMENT AREA FOR THE YEAR 2024**

WHEREAS Section 312 of the Municipal Act, 2001, S.O. 2001, c 25, provides that the Council of a local municipality shall, after the adoption of estimates for the year, pass a by-law to levy a separate tax rate of the assessment in each property class;

AND WHEREAS Sections 307 and 308 of the said Act require taxes to be levied upon the whole of the assessment for real property according to the amounts assessed under the Assessment Act, R.S.O. 1990, c.A.31 and that tax rates to be established in the same proportion to tax ratios;

AND WHEREAS Section 205 of the said Act requires that a board of management of a business improvement area shall prepare a budget for each fiscal year and shall hold one or more meetings of its members of the improvement area for discussion of the proposed budget and submit the budget for approval by Council;

AND WHEREAS Section 208 of the said Act requires that the municipality shall raise the amount required for the purposes of the board of management by a special charge by levy upon rateable property in the improvement area that is in a prescribed business property class.

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

1. **THAT** the sum of \$465,885 shall be levied on non-residential properties located within the boundaries of the Town of Collingwood's Collingwood Business Improvement Area for the year 2024.
2. **THAT** such amount be provided for by a tax rate of 0.357352% on the business property class assessment.
3. **THAT** this By-law shall come into full force and effect on the date of final passage hereof at which time all By-laws and/or resolutions that are inconsistent with the provisions of this By-law and the same are hereby repealed or rescinded insofar as it is necessary to give effect to the provisions of this By-law.

ENACTED AND PASSED this 6th day of May, 2024.

MAYOR

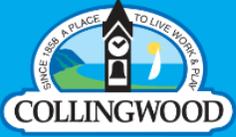
CLERK



Community Recreation & Culture Grant Program

2024 Results





PRC Mandate

- To support the health and well-being of the community by providing opportunities for all persons to participate in arts, culture, recreation, and sport.





Eligibility

- Must be a Collingwood-based organization that is not-for-profit, charitable, or volunteer-based





Types of Grants

Financial Grants

\$1,500: 19 available

\$5,000: 6 available

Total allotted for 2024 was
\$58,500

In-Kind Grants

Waiving of PRC park and facility rental fees up to a maximum value of \$5000

Total allotted for 2024 was
\$35,000





Financial Grant

Eligible Items:

- supplies and equipment of a non-permanent nature, marketing, volunteer development and training, entertainment, rental of venues and equipment, food and refreshments (non-alcoholic), professional service fees

Ineligible Items:

- capital projects, bricks and mortar, salaries for staff, day to day operational expenses





Grant Criteria

- **Intergenerational Programs:** Encourages all ages to participate together
- **Active Aging:** Fosters health & well-being in older adults, in particular those facing barriers to healthy living
- **Youth Involvement:** Engages youth in “behind-the-scenes” opportunities and offers skill building roles to support and empower





Grant Criteria Continued

- **“Learn to” Programs:** Hands-on opportunities. Embraces a philosophy of active learning and doing rather than passive spectating
- **Local and Live Music:** Promotes and features Collingwood’s local music creators
- **Cultural Innovation:** Imaginative, unique or transformative project
- **Collaboration:** Fosters relationships and cooperation among groups or events





Program Results

	Financial \$5000	Financial \$1500	Total Financial	In-Kind
Budget	\$30,000 6 intended	\$28,500 19 intended	\$58,500	\$35,000
Number of applications received	14 applications valuing \$70,000	12 applications valuing \$18,000	Total value of requests \$88,000	14 applications valuing \$39,950
Number of successful applicants	8	12	20	12
Value of successful applications	\$40,000	\$18,000	\$58,000	\$34,987





Financial Grants - \$1500 Recipients

- Blue Mountain Watershed Trust Foundation
- Clean Earth, Green Earth
- Collingwood Clippers Swim Team
- Collingwood Off Road Cycling
- Collingwood Paddle Club
- Collingwood Skating Club
- Gaslight Community Theatre
- Georgian Triangle Music Teachers' Association
- The Living Wish Foundation
- Theatre Georgian Bay
- Viva Variety
- Women Probus Club of Pretty River





Financial Grants - \$5000 Recipients

- Altitude Volleyball
- Breaking Down Barriers
- Collingwood Collective Racing
- Collingwood Girls Hockey Association
- Collingwood Music Festival
- Fifth Street Creative Initiatives
- Magic of Children in the Arts
- Mobile Soup Kitchen

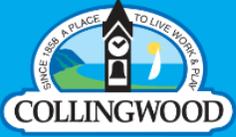




In-Kind Grant Recipients

- Beinn Gorm Highlanders \$500
- Blue Mountain Foundation for the Arts \$2246
- Collingwood Skating Club \$1455
- Collingwood United Soccer Club \$5000
- Environment Network \$882
- Fifth Street Creative Initiatives \$5000
- Gaslight Theatre Association \$904
- Hospice Georgian Triangle \$1500
- Living Better with Parkinson's \$5000
- The Living Wish Foundation \$4000
- Theatre Georgian Bay \$5000
- Viva Variety \$3228





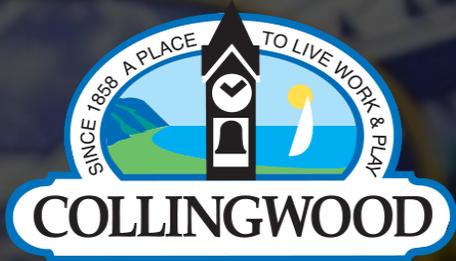
Thank You





2024 Collingwood Thundersnow Classic

Post-Event Recap



OVERVIEW

On behalf of the Collingwood Girls Hockey Association, we want to extend our gratitude to the Town of Collingwood for supporting the inaugural *Collingwood Thundersnow Classic*. We would not have been able to put on such a great event without the generous in-kind contribution toward ice time and the support of council and the Town staff.

The tournament provided a fantastic opportunity for young athletes to showcase their skills, deepen friendships, and foster their love of the game. We appreciate the ongoing partnership between our organization and the Town. Your commitment to supporting local sports is commendable and makes a significant impact on our community, particularly our youth.

Once again, thank you for your generosity and dedication to our association. We look forward to continuing to make a positive difference in the lives of our youth in Collingwood.



KEY SOUNDBITES



750+ PLAYERS



47 PARTICIPATING TEAMS



93 GAMES PLAYED



\$1,000 RAISED FOR MY FRIEND'S HOUSE



100+ COMMUNITY VOLUNTEERS



LIGHTNING TEAMS WON 5 OF 9 DIVISIONS!





TOURNAMENT OVERVIEW

EVENT DETAILS

Dates	January 19 to 21, 2024
Divisions	Under 7 to Under 18 <i>(House league + Competitive)</i>
Number of Teams	47 (from across Ontario)
Number of Players	750 (approx.)
Arenas & Ice Time	102 hours across 5 arenas
Accommodation	6 partners hotels + 700+ room nights





COMMUNITY SUPPORT

COMMUNITY PARTNERS

Our sponsors and community partners were integral to the success of our inaugural tournament. With over \$15,000 in cash and in-kind value provided, it was critical to the financial health of the tournament. We appreciate the support of the following groups.

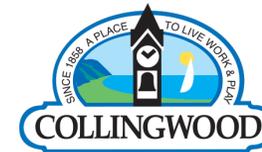
Premier Partners



Restaurant Partners



Community Partners



CHARITABLE CONTRIBUTIONS

We believe in the importance of paying it forward. In 2024, through money raised at the tournament, we contributed \$1,000 to My Friend's House.

COLGHA is grateful for the significant support we receive from the local community year after year, which is critical to the growth and success of our organization. In turn, we also believe in the importance of supporting others in our community and instilling this belief in our youth.

Through the 50/50 and donations collected through the Kinsmen, we raised \$1,000 for My Friend's House; a cause that means a lot to many within our association.





ADDITIONAL DETAILS

HOTELS

Our organizing procured room blocks with 7 hotels in the region for our out-of-town teams. With 21 teams requiring hotels, our tournament resulted in nearly 700 total room nights over the 3 days.



ARENAS

Ice time was required at 5 arenas across the region to accommodate our 96 games and 102 hours of ice rentals.

	Central	Eddie Bush	Stayner	Creemore	Thornbury	TOTAL
Friday	11	8	8	8	10	45
Saturday	12	12	5	6	7	42
Sunday	8	7	0	0	0	15
TOTAL	31	27	13	14	17	102





TOURNAMENT RESULTS

RESULTS: HOUSE LEAGUE

Under 7	Under 9	Under 11 HL	Under 13 HL	Under 15 HL	Under 18 HL
Collingwood Lightning	Collingwood Lightning Blue	Collingwood Lightning Blue	 Collingwood Lightning Blue	Collingwood Lightning Blue	Collingwood Lightning
Barrie Sharks White	 Collingwood Lightning Silver	 Collingwood Lightning White	Collingwood Lightning White	Collingwood Lightning White	Barrie Sharks Green
Barrie Sharks Blue	Collingwood Lightning White	Saugeen Shores Storm	Brock Jr. Badgers	 St. Thomas Panthers	Lindsay Lynx
Owen Sound Ice Hawks	Saugeen Shores Storm		Port Colborne	South Bruce Blades	 Waterloo Ravens
	Orange Barrie Sharks		Mississauga Hurricanes Navy		
	New Tecumseth IceCats		Barrie Sharks Blue		



CHAMPIONS: HOUSE LEAUGE



U9 – Collingwood Lightning Silver



U11 – Collingwood Lightning White



U13 – Collingwood Lightning Blue



U15 – St. Thomas Panthers



U18 – Waterloo Ravens

RESULTS: COMPETITIVE

Under 11B	Under 13B	Under 15B	Under 18B
Collingwood Lightning	 Collingwood Lightning	 Collingwood Lightning	Collingwood Lightning
Etobicoke Dolphins	Southpoint Stars	Oshawa Lady Generals B	South Huron Sabres
Peterborough Ice Kats	Etobicoke Dolphins	Southpoint Stars B	 Markham-Stouffville Stars
Orillia Hawks	Ottawa Ice	North York Storm	Manitoulin Lady Panthers
 Sudbury Lady Wolves		Whitby Wolves	
		North York Storm	



CHAMPIONS: COMPETITIVE



U11B – Sudbury Lady Wolves



U13B – Collingwood Lightning

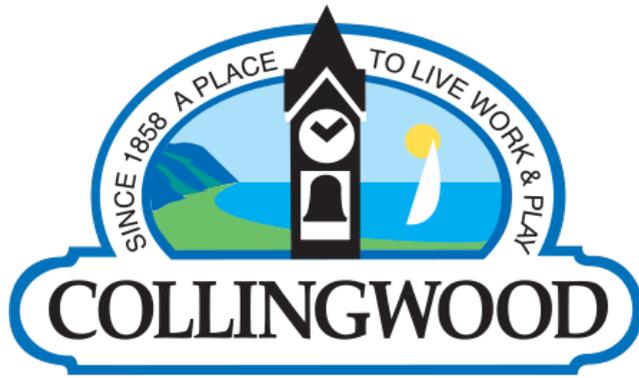


U15B – Collingwood Lightning



U18B – Markham-Stouffville Stars

**THANK YOU,
TOWN OF COLLINGWOOD!**



Dear Collingwood Council,

We hope this letter finds you well. Last year, my partner and I embarked on an exciting journey when we purchased our forever property in Collingwood. Our vision was to transform it into a cozy cottage and contribute to the community's effort in tackling the housing crisis by densifying the area.

Hours before attending the committee of adjustments meeting, we received some unexpected news. While we initially felt disheartened by the requirement to tear down our home for property severance, we quickly saw it as an opportunity to build a new home and an additional affordable housing unit. We've even included draft drawings to share our vision with you.

In addition to tearing down our home, we learned about the (up to) 5% tax (Parkland fee) to sever the lot, which amounted to the full 5% fee of \$12,500. It was disheartening, especially considering recent news coverage about a parkland discount in the TBM (article attached). We couldn't help but feel the discrimination, having paid significantly more than others for a much smaller property value. We were further disheartened to learn that there will be significant development fees placed on the severed lot when applying for building permits, even though there has been no actual development by the town, all associated infrastructure was already in place and all new services have been installed at our additional cost.

We understand the importance of parks in our community, which is why my partner, Cameron, has dedicated 2 decades to tree planting initiatives across Ontario and why our landscaping company strives to make Collingwood greener and more enjoyable for homeowners. We're not opposed to contributing to parklands, but we believe our situation warrants a reconsideration of the severance costs, especially given the recent TBM news and our commitment to affordable housing and densification, which will ultimately not only benefit Collingwood's residence but the Town's property taxes too.

Ideally, we want to see a reduction in our severance parkland costs to alleviate some of the financial strain and make our affordable housing endeavour more feasible.

Further, we request that any funds liberated from our severance should be appropriated to local amenities and not just placed into municipal coffers. These moneys would go a long way to improving Cedar Park (51 St Clair) at the end of our street.

Thank you for considering our perspective and for your dedication to the well-being of Collingwood. We're eager to work together to find a solution that benefits everyone involved.

Kind regards,

Heather

A request from the SGB Music Foundation and Jazz and Blues LIVE at The Station.

Jazz and Blues LIVE at the Station is held annually each summer from June to August. 2024 will be our 16th year. We offer the FREE concerts bi-weekly on Wednesday evenings. We have found that audiences enjoy a mid-week concert and having it on a Wednesday compliments the Downtown BIA weekly “Local Live Lunch” series on the same dates. We have responded to our audiences in terms of timing. We offer the concerts at 6pm to accommodate young families wishing to attend with their young children and seniors wishing to return home earlier. A few years ago, we changed the nature of our concerts from offering jazz only to broadening our show to include more diverse musical acts. Our audiences have also expressed how much they enjoy the relaxed nature of our concerts. They bring their own blankets or lawn chairs and often enjoy dinner or ice cream during the performances. Audiences may come and go as they please. Collingwood has a robust music scene and our concerts provide an opportunity for all ages to come together and enjoy music.

- Our performances are free with a “pass the hat” optional offering. All of our marketing material features that the concerts are free.
- Our roster of annual performers is diverse. This offers a new musical experience for our audiences and showcases artists from different cultures and experience.
- We offer assistance in carrying equipment to any performers with mobility concerns
- We acknowledge that there are audience members who may be hearing or sight impaired and we provide assistance or offer them a place near the front of the stage.
- We bring a professional sound technician on board to ensure that our audience can adequately hear our performers without being too loud.
- We have adjusted our performance times to accommodate young parents wishing to bring their children and to allow seniors not wishing to drive in the dark the opportunity to leave earlier.

Annually at the Jazz and Blues LIVE at The Station shows money is raised by “passing the hat” donations. With the help of our amazing sponsors and the generosity of our audiences in attendance at the shows we have raised over \$100,000 since 2016 that is distributed to our areas school music programs! The 2023 donations of \$12,500 and the 2022 donations of \$14,500 have been put towards music programs at local South Georgian Bay schools. We help schools with instruments, instrument repairs, sheet music, instruction and visits by professional musicians.

We donated to music programs at area secondary schools.

- Collingwood Collegiate Institute,
- Stayner Collegiate Institute
- Georgian Bay Community School in Meaford
- Our Lady of The Bay – a 2024 graduating student will be awarded the annual music scholarship. We rotate the scholarship annually between all of the area high schools.

We donated to music programs at elementary schools throughout South Georgian Bay.

- In Collingwood - St. Mary's Catholic School, Cameron Street Public School, Connaught Public School, Notre Dame de la Huronie Catholic Elementary School, Admiral, and Mountain View.
- In Wasaga Beach – St. Noel Chabanel Catholic School, Worsley Elementary School.
- In Stayner - Clearview Meadows Elementary School.
- In Creemore – Nottawasaga and Creemore Public School.
- In Markdale - Beavercrest Community School.
- In Thornbury - Beaver Valley Community School.
- In Meaford - Georgian Bay Community School Elementary.
- In Nottawa – Nottawa Elementary.

I have managed the shows since 2016 through the auspices of the South Georgian Bay Music Foundation, which is a registered charity with the CRA. We have no staff and no payroll. Very little expenses. The shows do not take much to organize. The key is to raise money from the community to pay for the shows. I apply for various grants, sponsorships, and donations. I start planning in January each year. Apply for grants in February and March. Talk to business owners about sponsorship in February, March, April and May. Coordinate with my graphics team for marketing, website maintenance and social media. I call various sources for band information. Check out the bands via the internet or see them in person. Then I determine dates for the shows and coordinate the bands. I work closely with the Town of Collingwood. An Event Permit is required and The Station Park needs to be scheduled. Contracts need to be signed by late May or early June with the bands and sound production company. Volunteers help with setup and teardown at the shows. Banking is done at TD, who is one our grant providers. In the fall of each year, I visit the South Georgian Bay schools and give them money for music programs. An accounting firm does the books and submits to the CRA.

In the past we have received grants from the Town of Collingwood in cash and in-kind donations. This year due to health reasons I was not sure if I would go ahead with the shows. People in the community have asked me to carry on. I have missed the deadlines for the Town of Collingwood grant applications due to my indecision. I apologize.

I do need the Town's support. My ask is for \$6,000 cash and an in-kind donation for The Station Park, PRC support (as in past years). For example – tents, garbage cans, the Museum staff for the indoor washrooms. We leave the area clean after each show and have not had any complaints for any reason over the years.

Please consider my request. The Town's support is critical to our success.

Thank you.



EMERGENCY PREPAREDNESS GUIDE

A step-by-step planner to help you
prepare for emergencies and disasters





Personal Emergency Contact Numbers

FAMILY CONTACT NUMBERS

Name: _____
 Home phone: _____
 Mobile phone: _____
 Work/Alt. phone: _____
 Other: _____

Name: _____
 Home phone: _____
 Mobile phone: _____
 Work/Alt. phone: _____
 Other: _____

Name: _____
 Home phone: _____
 Mobile phone: _____
 Work/Alt. phone: _____
 Other: _____

Name: _____
 Home phone: _____
 Mobile phone: _____
 Work/Alt. phone: _____
 Other: _____

NON-EMERGENCY PHONE NUMBERS

Local Police Service

Non-Emergency Number: _____

Local Fire Department

Non-Emergency Number: _____

211 Central East Ontario/ Community Connection:

For community programs and services information, call 211 or visit: communityconnection.ca

OUT-OF-AREA CONTACT

Choose an emergency contact for family members to call if you are separated and can't reach each other.

Select a relative or family friend who lives out of the area so they won't be affected if an emergency happens here. Make sure each family member knows their contact information.

Name: _____
 Home phone: _____
 Mobile phone: _____
 Work/Alt. phone: _____
 Other: _____

MEDICAL

Doctor: _____
 Telephone: _____
 Address: _____

Urgent Care Clinic: _____
 Telephone: _____
 Address: _____

Hospital: _____
 Telephone: _____
 Address: _____

Telehealth Ontario

1-866-797-0000 (TTY: 1-866-797-0007)

Ontario Poison Centre

1-800-268-9017

During an emergency, listen for information, instructions and updates on local radio and TV.

The County of Simcoe will provide updates on the County website (simcoe.ca) and social media:

Facebook: Emergency Management Simcoe County

Twitter: @simcoecountyEMC



Calling 9-1-1

Make the right call and use 9-1-1 correctly. Non-emergency calls to 9-1-1 cause delays in sending first responders to people who urgently need their help.

Call 9-1-1 if you need police, fire or paramedics to respond immediately to:

- a fire
- a medical emergency
- a crime in progress



A medical emergency involves a **serious** or **life-threatening** injury



DO NOT call 9-1-1 to:

- find out weather information
- check road conditions or school closures
- ask when a power outage will be over

If there is no immediate danger you can call emergency services using a non-emergency contact number listed at the back of this guide.

IMPORTANT REMINDERS FOR CALLING 9-1-1

Provide the address or location you are calling from

Home phone: _____

Address: _____

Make sure your house number or 9-1-1 road sign is clearly visible

First responders need be able to see these to locate you. Don't let them become hidden behind bushes or shrubs.

Calling 9-1-1 from a cell phone

Know your location. Look for a street address on a nearby building, or provide the nearest intersection or highway exit number. Be prepared to describe your location.



Follow the instructions of the 9-1-1 call taker and do not hang up

9-1-1 call takers are highly trained. Follow their instructions and stay on the line.



Analog phones may still work in a power outage

If you have an old analog telephone and a landline phone service (i.e. one that is not cordless and doesn't need to be plugged into a power outlet to work), your phone will still work in power outages if the phone lines are not damaged.





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Emergencies: Are You Ready?

Every year emergencies and disasters strike communities across Canada and around the world. They may be caused by natural disasters, transportation accidents, technology failures or human error and can occur with little warning.

Emergencies can endanger your health and safety as well as damage your home and property. The transportation systems, telecommunications, electricity and infrastructure we rely on every day may be disrupted. They can also pose a risk to the environment and economy of our communities.





IN AN EMERGENCY:

- you might need to take shelter in your home for hours or even days
- your home’s electricity, heating or water supply may not work
- you could have difficulty contacting family and friends
- if you are away from home you might not be able to travel there immediately
- you may even have to evacuate and leave your home on short notice

In an emergency first responders must focus their initial efforts on helping people who need immediate, urgent assistance. Emergency services may not be able to reach you immediately or they may need to assist others first. You can take action ahead of time to help protect you and your family. Use this guide to get prepared **before** disaster strikes.

TAKE THE STEPS TO BE PREPARED:

Know the risks ... that can occur in your area

Make a plan ... so that you and family members will know what to do

Prepare a kit ... with supplies to be able to take care of your loved ones

Know what to do ... in specific emergencies



IT'S UP TO YOU FOR 72!

Be prepared to take care of yourself and your family's needs for up to **72 hours** in an emergency.





Step 1 - Know the Risks

Knowing the risks in our area is the first step in being prepared.

OUR RISKS:

Severe Weather

Tornadoes, floods, severe thunderstorms, extreme temperatures, blizzards and snowstorms, ice storms, fires

Major Accidents

Transportation accidents, explosions, hazardous material spills

Technology Failures

Power outages, utility disruptions, home or cell phone system failures, network interruptions

Health Emergencies

Disease outbreaks due to water or food contamination, human- or animal-borne diseases, pandemic influenza

Intentional Harmful Acts

Arson, crime, civil unrest



COUNTY MONITORING STATUS INDICATORS

The County of Simcoe uses Emergency Monitoring Status Indicators to identify different phases of an emergency. These indicators identify the County's level of activation and guide the actions that staff carry out during each phase.

ROUTINE

The County of Simcoe is operating under normal conditions and maintains ongoing monitoring for abnormal events.

ENHANCED

A potential or actual emergency is developing or has been detected. Monitoring is increased and County staff take appropriate actions to prepare and respond.

EMERGENCY

The County and/or two or more member municipalities have declared an emergency. The County implements its Emergency Response Plan and activates the Emergency Operations Centre to co-ordinate response activities.

RECOVERY

The County engages in recovery efforts and works to ensure a smooth return to routine conditions.



Weather Alerts



WHAT'S IN AN ALERT?

Do you know the difference between an advisory, watch and warning?

PUBLIC WEATHER ALERTS FROM ENVIRONMENT CANADA

Environment Canada issues alerts when potentially dangerous weather conditions are in the forecast. Different alerts are used depending on the expected severity and timing of the event:

SPECIAL WEATHER STATEMENTS are the least urgent type of alert and are issued to let people know about unusual conditions that could cause concern.

ADVISORIES are issued for specific weather events (e.g. blowing snow, fog, freezing drizzle and frost) that are less severe, but could still significantly impact Canadians.

WATCHES alert you about weather conditions that have the potential to produce a storm or severe weather, which could cause safety concerns

WARNINGS are urgent messages that severe weather is either occurring or will occur. Warnings are usually issued 6 to 24 hours in advance. However some severe weather events such as thunderstorms and tornadoes develop rapidly and warnings for these events may be issued with less than 30 minutes notice.

For more information on Environment Canada alerts visit: ec.gc.ca

Source: <http://ec.gc.ca/meteo-weather/default.asp?lang=En&n=C9A8D735-1>

Flood Messages

Conservation Authorities and the Ministry of Natural Resources & Forestry issue messages and alerts when flooding is possible or about to occur. There are three types of alerts that they use:



WATERSHED CONDITIONS STATEMENTS are general notices of potential flooding or other conditions that pose a safety risk. These include Water Safety Statements about high flows, unsafe banks, melting ice or other factors could be dangerous for users such as anglers, boaters, swimmers, children or pets. A second type is Flood Outlook Statements which give early notice of the potential for flooding based on weather forecasts calling for heavy rain, snow melt, high wind or other conditions.

FLOOD WATCHES indicate that the potential for flooding exists within specific watercourses. Those in flood-prone areas should take steps to keep themselves safe and protect their property.

FLOOD WARNINGS are issued when flooding is imminent or already occurring in specific waterways. Flood Warnings may result in road closures and evacuations.

Source: Conservation Ontario Flood Fact Sheet (2012) or http://www.conservationontario.on.ca/projects/floods_messages.html



Step 2 - Make a Plan

Make emergency plans to know what to do before, during and after an emergency. Hold a family meeting so that every family member is familiar with your plans.

HOME ESCAPE PLAN

Create a home escape plan that includes two ways out of every room in your home. Identify a safe location outside of your home where you will meet (e.g. the end of the driveway, a neighbour's porch)

EMERGENCY CONTACTS AND COMMUNICATION PLAN

Compile a list of emergency contact information for all family members and an out-of-area emergency contact.

IDENTIFY A MEETING PLACE TO REUNITE

Choose a location where family members will go to reunite if they can't go home in an emergency. It could be the home of a relative or close family friend, or a public building such as a nearby community centre.

Our family meeting place: _____
 Address: _____

COPY AND PROTECT IMPORTANT DOCUMENTS

Make photocopies or scan electronic copies of identification cards, banking, financial accounts, insurance and medical information. Store this information in your emergency kit in a safe, secure place.

TAKE A HOUSEHOLD INVENTORY AND CHECK INSURANCE

Create an inventory of household possessions and property. Check your insurance policy to ensure that you have adequate coverage for your home and property.

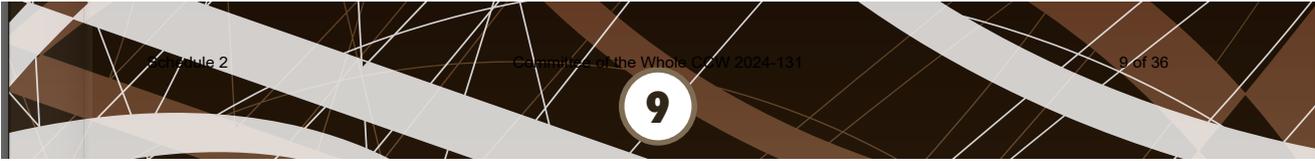
Home Escape Plan

Make a plan to be able to leave your home quickly and safely in the event of a fire or sudden emergency. Please use page 9 to:

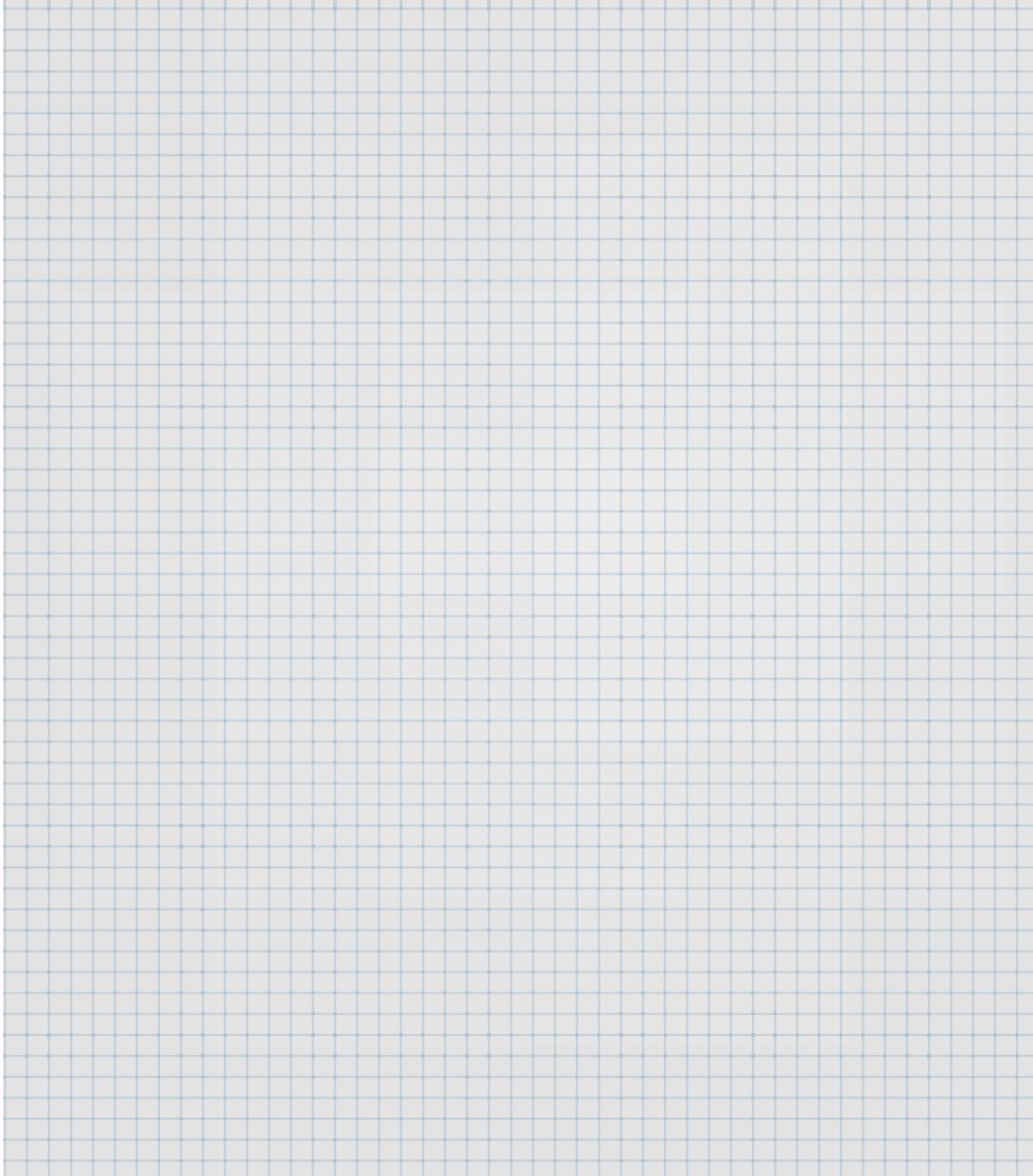


- Draw a floor plan map of your home showing all doors and windows
- Use arrows to mark two safe ways out of each room
- Pick a safe place to meet outside of your home
- Practice your home escape plan together

OUR MEETING PLACE: _____



Home Escape Plan





Emergency Contacts and Communication Plan

Family members may be in different locations (work, school, etc.) when an emergency occurs. Ensure everyone carries the emergency contact information for family members and an out-of-area contact. The information can be carried in a mobile phone, purse, wallet card, child’s backpack or school agenda. Extra copies can be kept at home, work, in your vehicle and in your emergency kit.

Identify A Meeting Place to Reunite

Choose a location where family members will go to reunite if they can’t go home in an emergency. It could be the home of a relative or close family friend, or a public space such as a nearby community centre.

We will reunite at: _____
Address: _____
Phone number: _____



**Do you know
the emergency
plans at your
child’s school?**

Make plans ahead of time about who will pick up children from school or daycare.

Copy & Protect Important Documents

Make backup copies of important ID, financial and insurance documents. Photocopy the documents or scan them and store them electronically on a USB memory drive. Keep a copy in your emergency preparedness kit and another in a secure location away from your home (e.g. safety deposit box).

Makes copies of:

- Driver’s Licence:
- Social Insurance Number:
- Health Card Number:
- Passport:
- Bank Branch and Accounts:
- Investment Account(s):
- Vehicle Registration Number:
- Insurance Company & Policy #
- Birth and Marriage Certificates:
- Wills, Property Deeds:
- Recent photos of each family member in case you are separated



Step 3 - Prepare a Kit

Assemble an emergency kit with the supplies your family would need to be self-sufficient for up to 72 hours. Use backpacks, duffel bags or a rolling suitcase for your kit so it is easy to take if you need to evacuate.

72 HOUR BASIC EMERGENCY KIT CHECKLIST

- Water (4 litres per person per day)
- Non-perishable food
- Can-opener
- Flashlight
- AM/FM radio
- Spare batteries
- First aid kit
- Candles and matches or a lighter
- Prescription medications
- Money (in small bills)
- Soap, shampoo and hand sanitizer
- Toothbrushes & toothpaste
- Whistle to attract attention
- Toilet paper and personal hygiene products
- Plastic garbage bags
- Warm clothing and footwear
- Blanket or sleeping bag for each person
- Spare house and car keys
- Copy of your emergency plan
- Recent photos of each family member
- Playing cards

RECOMMENDED ADDITIONAL ITEMS

- Multi-tool or knife
- Duct tape
- Sunscreen, lip-balm & bug spray
- Work gloves
- Dust masks
- Tarps or plastic sheeting
- Small camping stove and fuel for cooking outside
- Pot for cooking
- Disposable dishes, cups, and cutlery
- Water purification tablets
- Games or small toys for children



WATER – STORE 4 LITRES PER PERSON PER DAY

2 litres for drinking
2 litres for washing, cooking & hygiene

DO THE BATTERIES WORK?

Put a crank-powered flashlight and radio in your kit and you won't have to worry about expired batteries

PRESCRIPTION MEDICATIONS

Keep one week supply in your kit (and a copy of the prescriptions)

EMERGENCY CASH

ATMs, debit and credit card machines won't work in a power outage so keep some spare cash in your kit; use small bills because stores may not be able to make change



NEVER use camping stoves, barbecues, propane heaters or generators indoors. The carbon monoxide gas they produce can be deadly.

Check your kit at least once each year. Ensure all items are in working order and replace any food, water, batteries, and medications that will expire.



FIRST AID KIT

Include a First Aid Kit with enough supplies for the members of your household:

<p>FAMILY FIRST AID KIT</p> <ul style="list-style-type: none"> <input type="checkbox"/> 2 pressure bandages <input type="checkbox"/> 8 gauze pads <input type="checkbox"/> 20 antiseptic towelettes <input type="checkbox"/> 2 abdominal pads <input type="checkbox"/> 2 gauze rolls <input type="checkbox"/> 1 roll of adhesive tape <input type="checkbox"/> 2 triangular bandages <input type="checkbox"/> Assorted adhesive bandages <input type="checkbox"/> Safety pins <input type="checkbox"/> Instant cold pack <input type="checkbox"/> Thermometer <input type="checkbox"/> Scissors 	<ul style="list-style-type: none"> <input type="checkbox"/> Tweezers <input type="checkbox"/> First aid gloves (nitrile, non-latex) <input type="checkbox"/> 1 thermal blanket <input type="checkbox"/> First aid manual <p>NON-PRESCRIPTION MEDICATIONS FOR YOUR FIRST AID KIT:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Pain reliever (e.g. acetaminophen) <input type="checkbox"/> Anti-inflammatory (e.g. ibuprofen) <input type="checkbox"/> Allergy medication (antihistamine) <input type="checkbox"/> Anti-diarrhea medication (e.g. Imodium) <input type="checkbox"/> Antacid tablets <input type="checkbox"/> Topical antibiotic cream for cuts and abrasions
--	---

INCLUDE ITEMS FOR INDIVIDUALS WITH SPECIFIC NEEDS

Every kit will be different and based on each family's individual needs. Include supplies for infants, seniors, and individuals with disabilities or special needs if required.

INFANTS

- | | |
|--|---|
| <input type="checkbox"/> Formula & baby food | <input type="checkbox"/> Hand sanitizer |
| <input type="checkbox"/> Formula bottle | <input type="checkbox"/> Pacifier |
| <input type="checkbox"/> Diapers | <input type="checkbox"/> Extra clothing |
| <input type="checkbox"/> Baby wipes | <input type="checkbox"/> Small blanket |

SENIORS OR INDIVIDUALS WITH DISABILITIES OR SPECIAL NEEDS

Include items based on personal requirements. This might include:

- | | |
|--|---|
| <input type="checkbox"/> Spare eyeglasses, | <input type="checkbox"/> Extra batteries for medical equipment |
| <input type="checkbox"/> Extra hearing aid batteries, | <input type="checkbox"/> A whistle, alarm or signalling device |
| <input type="checkbox"/> Denture or oral care supplies | <input type="checkbox"/> Supplies for service animals |
| <input type="checkbox"/> Adult hygiene products | <input type="checkbox"/> Backup battery power |
| <input type="checkbox"/> Spare syringes or catheters as needed | <input type="checkbox"/> A summary of medical needs, prescriptions, medication schedules and instructions |
| <input type="checkbox"/> Special equipment and instructions | |

Special Items to include in my Emergency Preparedness Kit:

_____	_____
_____	_____
_____	_____



Create a Personal Support Network

Identify two or three reliable people who could assist you in an emergency. They could be family members, friends or neighbours. Keep their contact information up to date. Provide them with a key or way to access your home so they can check on you in an emergency. Ensure they are familiar with your emergency kit and plans, your specific needs and how they can assist you.

The Province of Ontario and Public Safety Canada have detailed guides on emergency preparedness for individuals with disabilities and special needs posted on their websites:

emergencymanagementontario.ca

getprepared.gc.ca



Once you are sure your family is safe after an emergency, check on neighbours to see if others need assistance

Emergency Plans for Pets

Pets need emergency plans too. In an evacuation service animals are allowed in evacuation centres but family pets cannot always be accommodated. Make plans for your pet to stay with family, friends or at a kennel. Keep the contact information for local kennels or pet-friendly hotels/motels in your emergency plan. Partner with a neighbour to check on pets if one of you is not home in an emergency.

- | | |
|--|--|
| <input type="checkbox"/> Food, water, bowl and can opener | <input type="checkbox"/> Cat litter and plastic bags |
| <input type="checkbox"/> Leash, collar and/or muzzle | <input type="checkbox"/> Blanket and a small toy |
| <input type="checkbox"/> Pet ID tag with your contact number | <input type="checkbox"/> Medications that your pet is taking |
| <input type="checkbox"/> Stoop 'n scoop bags | <input type="checkbox"/> Photograph of your pet(s) |
| <input type="checkbox"/> Pet carrier for transportation | |





Vehicle Emergency Kit

- Snow brush, ice scraper & shovel
- Booster cables
- Flashlight
- First aid kit
- Survival candle in a deep can
- Matches/lighter
- Water and emergency food supply
- Blanket
- Spare warm clothing including a hat, mitts, scarf, and boots
- Windshield wiper fluid and gas-line antifreeze
- Sand, salt, cat litter or traction mats for ice
- Emergency flares
- Emergency contact numbers (including roadside assistance)
- Fire extinguisher
- Whistle
- Spare fuel container
- Road maps
- Car charger for cell phone

Keep a seat belt cutter and window breaker tool within reach of the driver's seat.



Keep your gas tank at least half full. Gas station pumps may not work in a power outage. If you are stranded in your vehicle in a winter storm, stay warm by running your car for 10 minutes each hour



Food in Emergencies

Choose non-perishable foods that:

- Have a long shelf life
- Are ready to eat or require little preparation
- Are nutrient and calorie rich



Please see **Page 16** for suggestions for creating a 7-10 day emergency food supply.



7 to 10 Day Food Kit

Since your emergency kit provides food for a short time only, you don't have to aim for perfect nutrition. However, having nutritious meals and snacks will help keep energy levels up and help everyone feel their best. Families who are breastfeeding their children should feel supported and are encouraged to continue to do so during the emergency.

Food & Water considerations

- Take into account the needs of each family member. Food requirements may vary for family members with special diets, infants, children, and elderly members.
- Individuals with disabilities and allergies may also have specific dietary requirements.
- Select food that your family likes and eats on a regular basis.
- Include food items that are:
 - Non-perishable
 - Do not require refrigeration
 - Require minimal or no water
 - Require minimal or no cooking
 - Are not too heavy or easily breakable
- Plan enough water for two litres of water per person, per day, and additional two litres per person, per day for cooking or cleaning.
- Remember to take into account food requirements for your pet(s).
- Consider packing some familiar foods to comfort during times of stress.
- Remember a manual can opener and utensils.

- Check expiration dates on food items.
- Remember to rotate and replace food at least once per year

Food Suggestions

The following is a list of suggestions that can be used to guide your food selection. The list is based on the four food groups identified in Canada's Food Guide <http://www.hc-sc.gc.ca/fn-an/food-guide-aliment/index-eng.php>.

Grain Products:

- Bagel chips
- Crackers
- Melba toast, bread sticks, rice cakes
- Pita chips
- Ready-to-eat breakfast cereal – individual packets
- Quick cooking/instant rice
- Uncooked instant oatmeal – individual packets
- Granola bars

Vegetables and Fruit:

- Applesauce
- Dried fruits
- Fruit salad cups
- Instant mashed potatoes
- Vegetable or fruit juice in tetra-pack boxes or plastic containers

Milk and Alternatives:

- Condensed, dehydrated or evaporated milk
- Skim milk powder
- Packaged, ready-to-eat puddings
- Shelf-stable rice and soy beverages

Meat and Alternatives:

- Dried or powdered eggs
- Nut butter (peanut, almond, cashew, sesame tahini)
- Nuts

- Canned meats, fish, beans
- Dried beans, peas, lentils
- Other Items:
- Bottled water – 4 litres per person per day – remember pets too!
- Sports drinks

Food for infants

- For infants not currently breastfeeding, supply of infant formula (same brand as used normally, strongly recommend ready-to-serve formula to avoid preparation)
- Age-appropriate foods (choices, textures and portions) from the list above

Comfort Foods/Snacks:

- Biscuits/cookies
- Gelatin cups
- Hot chocolate
- Instant coffee
- Nuts and seeds
- Trail mixes

References

[Seven-Day Emergency Food Kit](#). Region of Peel and Peel Regional Emergency Program (Prep). Accessed online April 26, 2010 at

City of Vancouver [Emergency Preparedness Disaster Supply Kit](#). Accessed online April 26, 2010 at

[Are You Prepared? 72 Hour Emergency Kit](#). Town of Richmond Hill. February, 2009. Accessed online April 26, 2010 at.

Preparing for an Emergency: A focus on water and food. Dietitians of Canada Practice-Based Evidence and Nutrition (PEN) resource. November 3, 2008.

Infant and Young Child Feeding in Emergencies: Operational Guidance for Emergency Relief Staff and Programme Managers (February 2007, Version 2.1). Accessed on line May 3, 2010 at: <http://www.enonline.net/pool/files/ife/ops-guidance-2-1-english-010307.pdf>.

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Step 4 - Know What to Do In an Emergency

- Remain calm
- Check for hazards in your immediate area (e.g. fallen power lines, broken glass, damage to buildings)
- Check yourself and others for injuries and provide first aid or get help if necessary
- Check on neighbours, especially the elderly, people with disabilities and children
- Stay informed – monitor radio, TV and/or social media for updates and instructions
- Get your emergency kit and follow your emergency plans

Severe Weather

TORNADOES

On average, there are 12 tornadoes in Ontario each year. The powerful rotating winds and blowing debris can cause fatalities, injuries and extensive damage. They strike with little warning but they usually develop out of severe thunderstorms.

If a tornado warning is issued or you spot a tornado:

- get inside a sturdy building
- go to the basement (or ground floor if there is no basement)
- take shelter in a small interior room with strong walls and no windows
- get under a sturdy desk or table

If you are caught outdoors and cannot get to a building

- do not take shelter near trees or power lines
- lie flat and face-down in a ditch, ravine or low-lying depression
- cover the back of your head and neck for protection

If you are driving

- get out of your vehicle and take shelter inside a sturdy building
- if there is no safe building available lie face-down in a ditch or low-lying depression
- tornadoes are unpredictable and can rapidly change speed and direction; do not chase tornadoes

Mobile homes, sheds and barns are not safe places to take shelter. Inside buildings, avoid gymnasiums, auditoriums or other large open rooms with wide ceilings. If you are driving, do not park to take shelter under a bridge or overpass. In a tornado, getting to safety is your first priority. Taking time to take photos or video of a tornado can put you in danger.





Severe Weather

FLOODS

Floods are the most common and costly natural disaster in Canada. In Simcoe County localized flooding can occur as a result of heavy rain events or during the spring thaw if there is rapid melting of the winter snow pack.

Preparations to reduce damage from basement flooding

- install a sump pump and test it annually
- install zero reverse flow valves in basement drains
- extend eavestrough downspouts to carry water away from your home
- grade your property to carry rainwater away
- keep downspouts, drainage grates and catch basins clear of debris

If flooding is imminent

- move basement furniture, electronics and valuables upstairs
- move hazardous chemicals, paints, etc. upstairs out of basement storage
- if there is time, you may be able to protect your home with sandbags or plastic barriers
- check with local officials for instructions



**Do not enter a flooded basement.
Water combined with electrical wires
creates a dangerous electrocution hazard.
Leave your home and contact your electricity
distributor and local emergency authorities.
Do not return home until it is safe to do so.**





Severe Weather



FLOODS

If You Need To Evacuate due to Flooding

- take your emergency kit with you and lock your doors
- follow routes and instructions given by emergency officials
- do not wade through flooded areas; fast-moving shallow water can be powerful enough to sweep you away
- do not drive through a flooded roadway; water can be deeper than it appears; washed-out or damaged areas may not be visible

After a flood

- only return home after authorities have indicated that it is safe
- if your basement was flooded do not enter your home if there is a risk of electrical shock; an electrician will need to determine if it is safe to turn the power back on
- check for structural damage to walls and supports
- watch for sewage contamination, broken glass and other dangerous flood debris.

Contaminated water and mould

- flood water can be contaminated with untreated sewage and other pollutants; protect your health when cleaning up after a flood by wearing gloves, rubber boots and a mask
- if your water may have been contaminated have it tested before using it for drinking or washing
- mould can grow rapidly in damp basements which can lead to serious health problems; if mould is present find out how to safely remove it and wear gloves and a mask for protection or have it removed by professionals

For more information on health risks and cleaning up after a flood, visit: simcoemuskokahealth.org



Severe Weather

Severe storms can produce lightning strikes, damaging winds, large hail and heavy localized rainfall. Lightning strikes kill an average of ten people in Canada each year and injure numerous others.

Preparing for severe thunderstorms and high winds

- cut down dead trees and branches ahead of time so they won't fall and cause damage
- put away or secure lawn furniture, umbrellas, etc.
- if a thunderstorm approaches unplug computers, televisions and electronic equipment, which could be damaged by surges
- if you are out on the water, get to land and take shelter

When the storm hits

- take shelter inside a building
- stay away from doors, windows, fireplaces, tubs, showers or items that conduct electricity
- stay inside until 30 minutes after the storm passes

If you are caught outside in the a thunderstorm

- get inside a safe building or vehicle as quickly as possible
- don't take shelter under a tree or tall structure, which could be hit by lightning



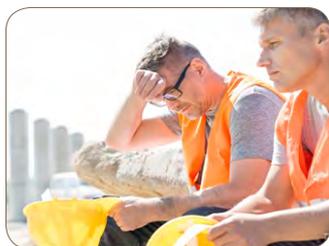
Environment Canada recommends using the 30/30 rule for lightning safety. If you count 30 seconds or less between seeing a lightning flash and hearing thunder, take shelter immediately. Stay inside for 30 minutes after the last flash of lightning or sound of thunder





Extreme Temperatures

Extremely hot or cold temperatures puts extra stress on the body. Environment Canada issues extreme heat or cold warnings when there are temperatures that can put health at risk.



Everyone is affected by extreme temperatures but some individuals are more at risk

- infants and young children
- seniors
- the homeless
- pregnant women
- people with chronic medical conditions
- people who work outside or engage in outdoor recreational activities

Stay safe in extreme heat

- drink plenty of water and fluids to prevent dehydration
- avoid strenuous outdoor activity and exercise
- take a cool shower or bath to cool off
- if you go out wear a hat and light, loose-fitting clothing
- keep your home cool – close curtains to block direct sunlight and use fans or an air conditioner
- do not leave children or pets unattended in a vehicle
- if you do not have air-conditioning, visit local public buildings or shopping malls to cool off
- learn to recognize the signs of heat exhaustion and heat stroke

Stay safe in extreme cold

- stay inside and avoid going outdoors if possible during extreme cold
- if you must go out wear warm clothing including boots, mitts and warm headwear
- learn to recognize the signs and symptoms of frostbite and hypothermia
- if outdoors, go inside frequently to warm up
- keep pets indoors during extreme cold



Winter Storms, Blizzards and Ice Storms

Winter storms, blizzards, and ice storms can produce heavy snowfall, hazardous driving conditions and power outages. Be prepared ahead of time to reduce your risk of harm.

Preparing for winter storms

- listen to weather reports to be aware of approaching storms
- prepare your vehicle for winter driving conditions with winter tires, windshield wipers and perform regular maintenance
- keep your gas tank at least half full at all times
- carry an emergency kit in your vehicle

When a storm hits

- postpone travel unless absolutely necessary
- drive with caution: slow down, leave extra following distance, turn on your vehicle lights
- if caught in a blizzard while driving, pull well off to the side of the road and turn on your flashing hazard lights
- if your car becomes stuck in snowstorm and you can't get it out, stay in the vehicle to stay warm
- to stay warm in a vehicle, you can run the engine for ten minutes every hour (check that the vehicle tailpipe is not blocked by snow to prevent carbon monoxide fumes from entering the car)
- if you must go outside, dress for the weather and wear warm boots, mitts and a hat or toque
- at home keep snow and ice from building up around your gas meter, and gas appliance vents

Ice Storms

- ice storms and freezing rain create particularly dangerous driving conditions; avoid driving and wait until road conditions improve
- there is an increased risk of power outages when freezing rain accumulates on power lines and trees
- if you encounter fallen power lines, stay at least 30 m away and contact the electricity distributor or call 9-1-1



Major Accidents

TRANSPORTATION ACCIDENTS

Simcoe County is home to a number of major transportation routes that carry passengers and freight within and across our region. Highway traffic can be particularly heavy due to weekday commuters and holiday travellers. Train derailments, plane crashes, and marine accidents are all risks in Simcoe County however the most common transportation accidents are vehicle collisions on our highways and roads. They can produce tragic injuries and fatalities as well as costly damage and lengthy traffic delays.

Be prepared

- have your vehicle serviced regularly
- keep your gas tank at least half full at all times
- carry an emergency kit in your vehicle
- check the weather before you head out and adjust driving behaviour to road and traffic conditions



If roads are slippery or snow covered or there is reduced visibility due to rain, fog or blowing snow

- reduce speed
- leave extra following distance
- turn on vehicle lights to see and be seen



On Feb. 28, 1982, a freight train carrying dangerous goods derailed in Medonte Township. Explosions and fires kept emergency crews busy for 10 days. An area of five square miles was evacuated affecting 1,700 residents

HAZARDOUS MATERIAL SPILLS

Hazardous materials are chemicals or substances that can harm people, animals and the environment. The transportation, storage and use of hazardous materials is governed by regulations and safeguards. However accidents, spills and leaks do occasionally happen.

If there is a spill in your area emergency services will provide information on what to do to reduce your exposure and stay safe. They will use emergency alerts on radio, TV and/or social media or they may go door-to-door if necessary to notify residents.

You may be instructed to shelter-in-place or to evacuate. If emergency personnel advise you to evacuate, take your kit and leave the area immediately. Do not return home until authorities inform you that it is safe.



Major Accidents

SHELTER-IN-PLACE

If emergency services instruct you to shelter-in-place during a chemical spill then it is safer to stay indoors rather than going outside where you may be exposed to the chemical. There are steps you can take to minimize exposure.

- close and lock all exterior doors and windows
- turn off heating and air-conditioning systems that circulate air through your home and turn off all fans (e.g. kitchen range hood and bathroom ventilation fan)
- retrieve your 72-hour emergency kit and turn on your radio
- move to an above-ground interior room, without windows, to take shelter
- use duct tape to seal air vents and cracks around the door
- monitor radio or television stations for information updates; you will be notified when it is safe or you may be instructed to evacuate



STAY ABOVE GROUND

some chemicals are heavier than air and can seep into basements and accumulate

If you suspect that you have been exposed to a hazardous material, call 9-1-1 immediately and seek medical care. Monitor any symptoms that you experience. Pay attention to dizziness, changes in heart rate, breathing, skin tone and level of consciousness. Tell medical personnel about these and any other symptoms that you notice.

EXPLOSIONS

Fuels such as natural gas and propane are explosive hazards. They have a distinctive smell and if you smell gas take action immediately.



If you smell gas

- open windows and doors to let fresh air in, leave the building and call 9-1-1
- do not turn electrical switches or appliances on or off and do not use lighters or matches
- if you hear a hissing sound get to a safe distance immediately and call 9-1-1

Propane safety

- use care when transporting, storing and connecting propane tanks
- do not store propane tanks indoors
- if you have a large capacity propane tank at home or a cottage for indoor gas fireplaces and appliances have it inspected regularly for safety



Technology Failures

EXTENDED POWER OUTAGES

Most power failures are short in duration but during severe storms or other emergencies they can last for hours, days or in some cases even weeks. Power outages combined with extreme hot or cold weather can put you at further risk.

Before a power outage

- ensure you have working flashlights and batteries in your kit
- install smoke and carbon monoxide detectors (with battery backup power) on every floor and test them regularly
- keep a fire extinguisher in your home
- if you choose to have a backup generator, have it installed by professionals, check and maintain it regularly, and store enough spare fuel in approved containers

During a power outage

If your power goes out, first check the circuit breakers and fuses in your electrical panel. If neighbouring homes are affected as well, call your electricity distributor to report an outage.

- check that stove elements and the oven are turned off and that nothing is sitting on the stove elements
- flashlights, battery-powered lanterns or glow sticks are safe lighting options to use
- be extremely careful if using candles or oil lanterns
- candles must be in secure holders
- keep flames away from curtains & other combustible materials
- never leave candles or lanterns unattended, put them out if you leave the room
- unplug appliances and electronic equipment to protect them from surges when power returns.
- turn off all lights except for one or two to let you know when power is restored
- keep refrigerator and freezer doors closed as much as possible to prevent food from spoiling
- use a crank or battery-powered radio to stay informed during an outage

When power is restored

- once power has been restored, only turn on essential appliances at first and wait 15-20 minutes to turn on other appliances
- check that your refrigerator and freezer are working properly
- after power is restored, check that food is safe





Technology Failures

TELECOMMUNICATION SYSTEM FAILURES

In an emergency situation telecommunications can be disrupted or even fail completely. You may not be able to get in touch with family members, friends or emergency services if phone lines are down.

Steps you can take

- an analog telephone on a traditional land line may still operate during a power outage
- for cellular phones, send text messages instead of calling; texting uses less bandwidth when phone lines are overloaded
- contact your out-of-area contact if you cannot get in touch with family members

UTILITIES FAILURES

Utilities such as electricity, water and gas are essential to the operation of your home. In emergencies, these services may be disrupted.

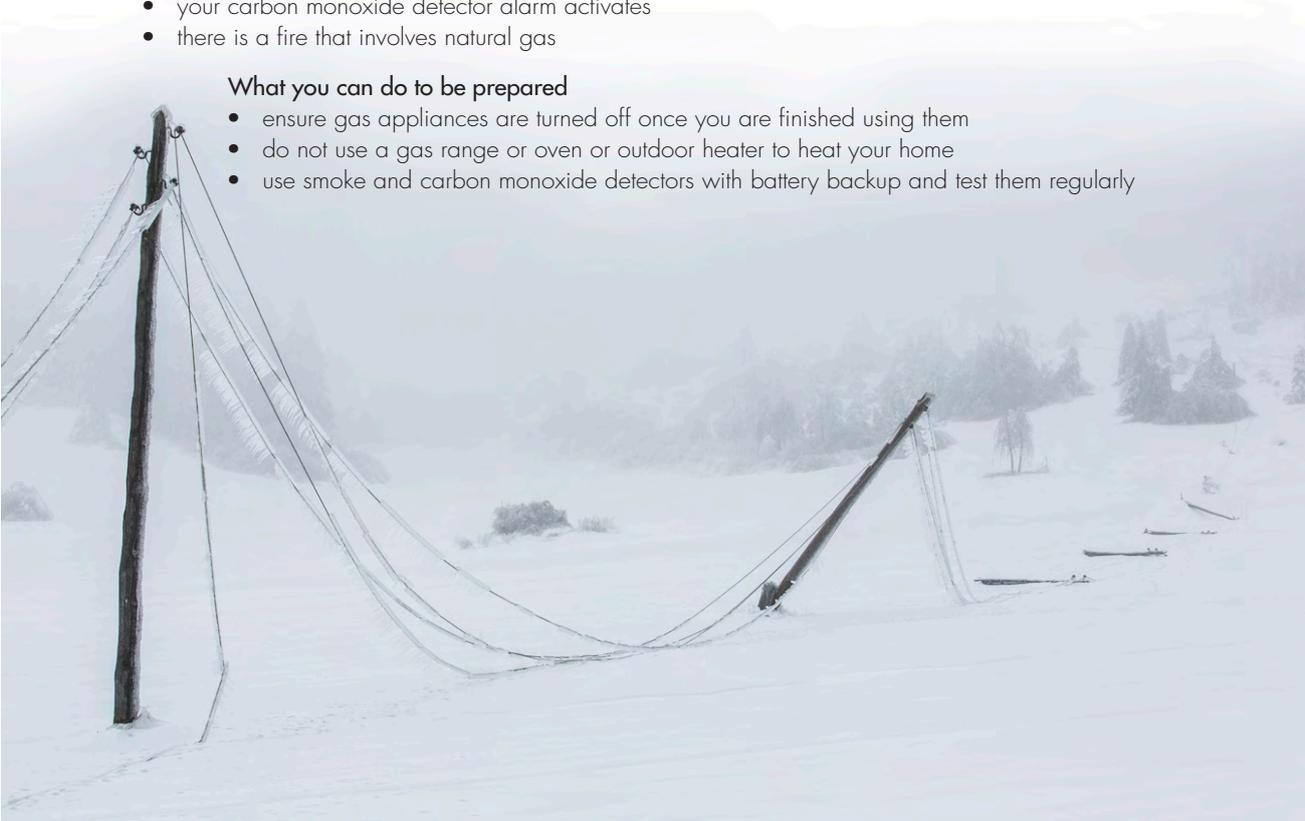
Steps you can take

Call 9-1-1 if the following occur

- you smell gas in the area
- your carbon monoxide detector alarm activates
- there is a fire that involves natural gas

What you can do to be prepared

- ensure gas appliances are turned off once you are finished using them
- do not use a gas range or oven or outdoor heater to heat your home
- use smoke and carbon monoxide detectors with battery backup and test them regularly





Health Emergencies

Health emergencies can arise through the spread of infectious diseases or due to food and water contamination.

If you or a family member develop symptoms and you have questions, call Telehealth Ontario: 1-866-797-0000. If symptoms are severe or develop suddenly contact your family doctor or health care professional immediately.

FOOD AND WATER CONTAMINATION

- do not consume food if you suspect that it may not be safe and watch the media for food recalls
- if your water comes from a private well, the Health Unit recommends testing it at least three times each year
- if the Health Unit issues a boil water advisory, water needs to be brought to a full boil for 1 minute to kill disease-causing organisms

INFLUENZA AND DISEASE OUTBREAK

Influenza is one respiratory infection of the lungs and airways that is spread by a virus. Flu season usually runs from November until May and peaks in December. You can protect yourself and keep it from spreading by taking some precautions.

Prevention tips for seasonal influenza and disease outbreaks

- get the flu shot (for influenza)
- wash hands frequently with soap and water
- use alcohol-based hand-sanitizers
- cover your mouth and nose when sneezing or coughing
- avoid rubbing your eyes, nose and mouth
- regularly clean and disinfect high-use surfaces at home and work
- if you are sick, stay home to prevent spreading the disease to others



Keep your immunizations up to date





If You Need to Evacuate

In some situations you may need to evacuate. Authorities will not ask you to leave your home unless you are in danger.

If you are advised to evacuate

- follow the instructions from emergency services on when to leave, where to go and what routes to follow
- take your emergency kit, contacts, emergency plan and phone with you
- when you leave lock your house and leave a note that tells where you are going and a phone number where you can be reached
- contact your out-of-area contact - let them know where you are going, your planned route and when you expect to arrive.
- if you are directed to a reception or evacuation centre, follow the designated route
- on arriving at a reception centre register with the centre staff and call your out-of-area contact to give them an update
- do not attempt to return to an area that has been evacuated until you are informed it is safe



TAKE STEPS TO PROTECT YOUR HOME

- close and lock all windows and doors
- locate the shut-off switches and valves for water, electricity, gas, heating and ventilating systems in your home and label switches and valves to clearly mark the on/off position
- do not shut off your natural gas, water or electricity unless you are advised to do so by emergency officials (if you turn off your gas line a qualified technician will have to reconnect it; after an emergency it could take weeks for a technician to respond, leaving you without gas for heating and cooking)

MAKE AN EVACUATION PLAN

Where would you stay if you had to evacuate and leave your home for a few days?

Name: _____

Address: _____

Home phone: _____ Work: _____

Mobile: _____ E-mail: _____

Two travel routes to this location:

1. _____

2. _____



After An Emergency

- check yourself and family members for injuries
- help injured individuals and provide first aid – call 9-1-1 if you need emergency services
- check for fire hazards and gas leaks; if there are any hazards present, leave your house and call 9-1-1
- when you and family members are safe, check on your neighbours
- monitor local radio, television stations and social media for information from emergency officials
- use telephones and cell phones as little as possible; keep the lines free for those who need them most
- stay away from disaster areas to avoid interfering with rescue work
- check your home and property for damage – if there are signs of major damage do not enter the building until it has been determined to be safe
- after extended power outages, dispose of food that may not be safe
- contact family members to let them know that you are safe
- contact your insurance company
- if your drinking water may be contaminated do not use it until it has been checked

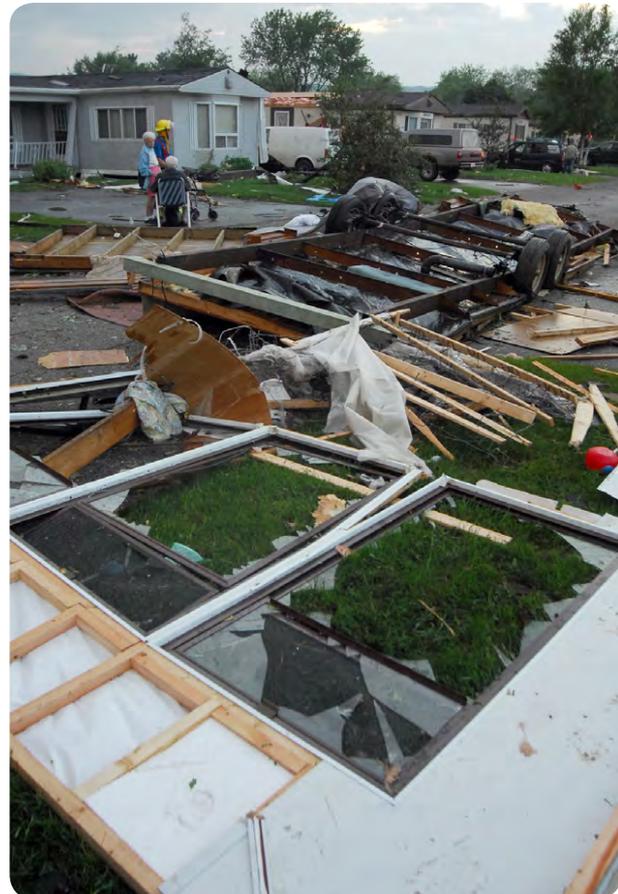
Insurance and Emergencies

Check your insurance policy before a disaster strikes to determine if you have enough coverage and exactly what types of damage will be covered. For example, damage from overland flooding is not usually covered by insurance policies. Understanding what coverage you have will help you to recover after an emergency.

Note that insurance can also help to pay for additional living expenses after an emergency. Insurance may cover accommodations if you are required to move out of your home while repairs are being made.

Keep an up-to-date inventory of your home contents. Take photographs, record serial numbers and keep copies of receipts to know the value of your belongings. If an emergency damages your home or possessions, take immediate steps to protect your property from further damage and contact your insurance company as soon as possible.

More information on emergencies and insurance can be found on the Insurance Bureau of Canada website: www.ibc.ca





Coping with the Aftermath

CHILDREN AND EMERGENCIES

Children may experience some anxiety and fear after an emergency and parents can help them to cope by taking steps to reassure them and keep them safe.

- some children may feel fear and worry that it will happen again
- listen to their fears and concerns and encourage them to talk about it
- reassure them about what is being done to return life back to normal
- provide children with information at an age-appropriate level
- keep routines as consistent as possible and make time for recreation and play
- children may require extra time, support and comfort from parents and caregivers

WHAT YOU AND YOUR FAMILY MIGHT EXPERIENCE

- emergencies are stressful events and individuals react to them in different ways
- recognize that it is normal to feel upset, worried or anxious after an incident
- talk to family members and friends and be there to listen to others as well
- there may be extra work to do after an event but it is still important to balance activity and rest
- if distressing feelings or reactions continue to persist after the event or if you have experienced particularly traumatic losses, it is important to seek help through your employer, community services, or talk to your family doctor

COMPASSION COUNTS

The County of Simcoe's Recovery Plan seeks to:

- restore a sense of safety
- instil calm
- establish a sense of community
- build connectedness
- facilitate hope





The File of Life

The File of Life is a program designed to provide paramedics with rapid access to medical information in an emergency.

How it works

- pick up a File of Life from Paramedic Services or at the County of Simcoe Administration Centre
- fill out the enclosed medical information form and include current medical conditions, prescription medications, contacts, allergies, etc.
- place the form back in the File of Life pocket
- attach the File of Life pocket to the front of your refrigerator door

When medical information changes, update it on the form.
New blank File of Life forms can be downloaded at simcoe.ca.



Partners in Preparedness

COUNTY OF SIMCOE EMERGENCY MANAGEMENT PROGRAM

Carrying out an effective response to an emergency results from planning, coordination and preparedness before an emergency arises. The County of Simcoe emergency management program takes an “all hazards” approach and includes comprehensive emergency response and recovery planning.

Large-scale community emergencies require an integrated response from a variety of organizations from both the public and private sectors. The County of Simcoe created the Simcoe Emergency Response Committee (SERC) to promote partnerships in emergency management across our region. It includes representatives from local municipalities and communities across Simcoe County as well as emergency services agencies, the Simcoe Muskoka District Health Unit, hospitals, utility providers, private industry, community services, disaster-relief agencies and the provincial government.

More information about County of Simcoe’s emergency management program can be found at simcoe.ca

PREPARE, PROTECT AND PROVIDE FOR THE GREATER GOOD



Simcoe County Non-Emergency Contact Numbers

FIRE DEPARTMENTS

Township of Adjala-Tosorontio Fire
705-434-5055
Town of Bradford West Gwillimbury Fire
905-775-7311
Christian Island Fire
705-247-2122
Township of Clearview Fire
705-428-6230
Town of Collingwood Fire
705-445-3920
Township of Essa Fire
705-424-5828
Town of Innisfil Fire
705-436-2763
Rama Fire
705-325-3611
Town of Midland Fire
705-526-4279
Town of New Tecumseth Fire
705-435-3900 / 905-729-0057
Township of Oro-Medonte Fire
705-835-5568

Town of Penetanguishene Fire
705-549-7453
Township of Ramara Fire
705-484-5374
Township of Severn Fire
705-325-9131
Township of Springwater Fire
705-728-4784
Township of Tay Fire
705-534-7248
Township of Tiny Fire
705-526-4204
Town of Wasaga Beach Fire
705-429-5281
CFB Borden Fire
705-423-2671
City of Barrie Fire
705-728-3199 (24 hr. phone line)
City of Orillia Fire
705-325-5201

PUBLIC HEALTH

The Simcoe Muskoka District Health Unit
705-721-7520
1-877-721-7520
Telehealth Ontario
1-866-797-0000
1-866-797-0007 TTY
Ontario Poison Centre
1-800-268-9017

COMMUNITY RESOURCES

211 Ontario
Information on Ontario's Community Social Services
Dial 211 or visit 211ontario.ca
Canadian Red Cross, Barrie
705-721-3313
Canadian Mental Health Association
Crisis Line
705-728-5044
1-888-893-8333
Kids Help Phone
1-800-668-6868



Simcoe County Non-Emergency Contact Numbers

POLICE SERVICES

Ontario Provincial Police
1-888-310-1122 (24 hr. toll free line)

OPP Central Region Detachments:

Barrie

705-726-6484

Collingwood

705-445-4321

Huronian West (Wasaga Beach)

705-429-3575

Nottawasaga

705-434-1939

Orillia

705-326-3536

Southern Georgian Bay (Midland)

705-526-3761

South Simcoe Police Service

North Division (Innisfil)

705-436-2141

South Division (Bradford)

905-775-3311

Midland Police Service

705-526-2201

Barrie Police Service

705-725-7025

Rama Police Service

705-325-7773

Crisis #: 1-888-310-1122

Anishinabek Police Service

Christian Island Detachment Office

705-247-2040

Crisis #: 1-888-310-1122

Crime Stoppers

1-800-222-Tips (8477)

HOSPITALS

Royal Victoria Regional Health Centre

Barrie

705-728-9802

Orillia Soldiers' Memorial Hospital

705-325-2201

Emergency

705-327-9100

Stevenson Memorial Hospital

Alliston

705-435-6281

Collingwood General

and Marine Hospital

705-445-2550

Georgian Bay General Hospital

Midland

705-526-1300

Georgian Bay General Hospital

Penetanguishene

705-549-7431

Southlake Regional Health Centre

Newmarket

905-895-4521



Emergency Preparedness Information Resources

EMERGENCY MANAGEMENT SIMCOE COUNTY

The County of Simcoe offers a number of different ways that you can get up-to-date information on current weather alerts, local emergency preparedness events and other helpful tips and information on staying safe in emergency situations. Please go to the following websites to receive emergency information from the County:

County of Simcoe website: www.simcoe.ca

Facebook: www.facebook.com/EMSC911

Twitter: www.twitter.com/simcoecountymc

Office of the Fire Marshal and Emergency Management, Ontario

www.emergencymanagementontario.ca

Public Safety Canada

www.getprepared.gc.ca

Simcoe Muskoka District Health Unit

www.simcoemuskokahealth.org

Public Health Agency of Canada

www.phac-aspc.gc.ca

The Canadian Red Cross

www.redcross.ca

Conservation Ontario

www.conservation-ontario.on.ca

211 Central East Ontario/Community Connections

www.communityconnection.ca

COUNTY OF SIMCOE EMERGENCY PREPAREDNESS GUIDE

This guide was produced for the residents of the County of Simcoe and its 16 member municipalities:





Financial statements of
Municipal Property Assessment
Corporation

December 31, 2023

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Statement of cash flows	7
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Independent Auditor's Report

To the Board of Directors of
Municipal Property Assessment Corporation

Opinion

We have audited the financial statements of Municipal Property Assessment Corporation (the "Corporation"), which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. The Annual Report is expected to be available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter with those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
March 27, 2024

Municipal Property Assessment Corporation
Statement of financial position

As at December 31, 2023
(In thousands of dollars)

	Notes	2023 \$	2022 \$
Assets			
Current assets			
Cash		14,884	12,160
Accounts receivable		4,536	4,113
Prepaid expenses		2,906	2,618
		22,326	18,891
Investments			
Capital assets	3	156,137	149,449
Long-term prepaid expenses	4	7,719	8,450
Intangible assets	5	52	170
		11	6
		186,245	176,966
Liabilities			
Current liabilities			
Accounts payable and accrued liabilities	14	29,831	30,171
Deferred revenue	6	1,483	2,669
Current portion of capital leases	10	322	641
		31,636	33,481
Employee future benefits			
Deferred lease inducements	7	40,451	35,340
Long-term portion of capital leases	10	1,120	1,501
		706	1,030
		73,913	71,352
Commitments and contingencies			
Net assets			
Unrestricted		7,402	7,174
Internally restricted	8	98,228	91,655
Invested in capital and intangible assets		6,702	6,785
		112,332	105,614
		186,245	176,966

The accompanying notes are an integral part of the financial statements.

Approved by the Board of Directors

 _____, Director
 _____, Director

Municipal Property Assessment Corporation
Statement of operations

Year ended December 31, 2023
(In thousands of dollars)

	2023	2022
	\$	\$
Revenue		
Municipal	214,919	214,919
Other	26,117	27,094
Interest and dividend income	5,097	4,297
	246,133	246,310
Expenses		
Salaries and benefits	199,198	193,095
Professional services	10,978	11,909
Information technology	11,783	11,732
Facilities	8,567	8,600
General and administrative	8,203	6,937
Royalties	2,697	4,290
Amortization of capital and intangible assets	3,002	3,171
Gain on disposal of capital assets	(119)	(618)
	244,309	239,116
Excess of revenue over expenses before change in fair value of investments	1,824	7,194
Change in fair value of investments	7,998	(13,711)
Excess (deficiency) of revenue over expenses for the year	9,822	(6,517)

The accompanying notes are an integral part of the financial statements.

Municipal Property Assessment Corporation
Statement of changes in net assets

Year ended December 31, 2023
(In thousands of dollars)

	Unrestricted	Internally restricted	Invested in capital and intangible assets	2023 Total	2022 Total
Notes	\$	\$	\$	\$	\$
	(Note 8)				
Net assets, beginning of year	7,174	91,655	6,785	105,614	95,792
Excess (deficiency) of revenue over expenses for the year	12,705	—	(2,883)	9,822	(6,517)
Remeasurements and other items on employee future benefits	(3,104)	—	—	(3,104)	16,339
Acquisition of capital and intangible assets	(2,287)	—	2,287	—	—
Proceeds from disposal of capital and intangible assets	130	—	(130)	—	—
(Repayment) retirement of lease obligations for vehicles accounted for as capital leases	(643)	—	643	—	—
Interfund transfers to internally restricted reserves	(6,573)	6,573	—	—	—
Net assets, end of year	7,402	98,228	6,702	112,332	105,614

The accompanying notes are an integral part of the financial statements.

Municipal Property Assessment Corporation

Statement of cash flows

Year ended December 31, 2023

(In thousands of dollars)

	Notes	2023 \$	2022 \$
Operating activities			
Excess (deficiency) of revenue over expenses for the year		9,822	(6,517)
Employee future benefits payments	7	(810)	(607)
Add (deduct): Items not affecting cash			
Change in fair value of investments		(7,998)	13,711
Reinvested investment income		(3,860)	(3,470)
Employee future benefits expense	7	2,817	3,019
Amortization of capital assets		2,998	3,168
Amortization of intangible assets		4	3
Gain on disposal of capital assets		(119)	(618)
Amortization of deferred lease inducements		(381)	(400)
		2,473	8,289
Changes in non-cash working capital			
Accounts receivable		(423)	(778)
Prepaid expenses		(170)	(367)
Accounts payable and accrued liabilities		(340)	2,262
Deferred revenue		(1,186)	(92)
		354	9,314
Investing activities			
Purchase of investments		(153,395)	(12,500)
Proceeds from sale of investments, net of fees		158,565	500
Purchase of capital assets		(2,278)	(1,493)
Proceeds on disposal of capital assets		130	658
Purchase of intangible assets		(9)	—
		3,013	(12,835)
Financing activity			
Repayment of lease obligations		(643)	(838)
Increase (decrease) in cash during the year		2,724	(4,359)
Cash, beginning of year		12,160	16,519
Cash, end of year		14,884	12,160
Supplementary cash flow information			
Non-cash transactions			
Acquisition of leased vehicles		—	(1,361)
Incurrence of lease obligations		—	1,361

The accompanying notes are an integral part of the financial statements.

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2023

(In thousands of dollars)

1. Description of business

Municipal Property Assessment Corporation (the Corporation), formerly the Ontario Property Assessment Corporation, was incorporated effective January 1, 1998 and is a special act corporation under the Municipal Property Assessment Corporation Act, 1997 (Ontario). The Corporation is responsible for providing property assessment services for municipalities in the Province of Ontario, as well as providing other statutory duties and other activities consistent with such duties as approved by its board of directors. All municipalities in Ontario are members of the Corporation.

2. Summary of significant accounting policies

The financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

The significant accounting policies are summarized as follows:

Fund accounting

The financial statements include the following funds:

- The unrestricted fund comprises mainly amounts available for immediate use for the general purpose of the Corporation.
- The reserve for board-appropriated working fund is set aside by the board of directors in accordance with the Corporation's reserve strategy for contingencies and funding for identified one-time expenditures.
- The reserve for employee future benefits is the portion of net assets consisting of internally restricted investments set aside to settle employee future benefits.
- The reserve for enumeration was established to fund the costs associated with the preparation of preliminary voters' lists for municipal and school board elections. This function will be transferred to the Elections Ontario in January 2024. MPAC will maintain the municipal and school board election support going forward, and the balance of this reserve will be used to pay for those activities.
- The reserve for assessment update was established to fund the costs associated with the assessment update. The Corporation contributes annually to the reserve but may vary the annual contribution with approval from the board of directors. The unspent reserve balance will be maintained to finance the next Assessment Update.
- Invested in capital and intangible assets represents assets that have been invested in long-lived capital and intangible assets which are not readily converted to cash, net of any liabilities related to the acquisition of those assets.

Financial instruments

The Corporation records cash, accounts receivable, accounts payable and accrued liabilities initially at fair value and subsequently at amortized cost. Financial assets are tested for impairment at the end of each reporting period when there are indications the assets may be impaired.

Investments are recorded at fair value. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2023

(In thousands of dollars)

2. Summary of significant accounting policies (continued)

Capital assets

Capital assets are recorded at cost and are amortized using the straight-line method as follows:

Office equipment	5 years
Furniture and fixtures	5 to 10 years
Computer equipment	3 to 4 years
Small boats and vessels	3 to 8 years
Vehicles under capital lease	5 years

Leasehold improvements are also amortized on a straight-line basis over the term of the lease or ten years, whichever is less.

Impairment of long-lived assets

The Corporation reviews the carrying amount, amortization and useful lives of its long-lived assets on an annual basis. If the long-lived asset no longer has any long-term service potential to the Corporation, the excess of the net carrying amount over any residual value is recognized as an expense in the statement of operations.

Intangible assets

Intangible assets consist of computer software, which is recorded at cost and is amortized over three years.

The costs of developing in-house software are expensed as incurred.

Revenue recognition

Municipal revenue relates to assessment services and is recognized in the year in which the services are provided, and collection is reasonably assured.

Other revenues are comprised of services sold and products delivered from business development. These revenues are recognized when the services have been provided and/or the product is delivered, and collection is reasonably assured.

Interest income is recognized when earned.

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Employee future benefits

The Corporation has defined benefit plans that provide for post-retirement medical and dental coverage and special termination benefits for defined eligible employees. Certain investments have been internally restricted but not segregated to pay for post-retirement benefits.

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2023

(In thousands of dollars)

2. Summary of significant accounting policies (continued)

Employee future benefits (continued)

The Corporation has the following policies:

- The Corporation accrues its obligations under defined benefit plans and the related costs when the benefits are earned through current service using the accounting valuation method.
- The cost of post-employment benefits earned by employees is actuarially determined using the projected benefit method pro-rated on service and management's best estimates of retirement ages of employees, expected health-care costs and dental costs. The accrued benefit obligation related to employee future benefits is discounted using market rates on high-quality debt instruments.
- Remeasurements and other items are composed of actuarial gains (losses) on the accrued benefit obligation and arise from differences between the actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation, past service costs and gains and losses arising from settlements and curtailments. Actuarial gains and losses arise when the accrued benefit obligations change during the year. The actuarial gains and losses and other remeasurements including plan amendments are recorded in the statement of changes in net assets when incurred.

In addition, all employees of the Corporation are part of a defined benefit multi-employer benefit plan providing both pension and other retirement benefits. Contributions made to this plan are expensed as paid as the plan is accounted for as a defined contribution plan.

Deferred lease inducements

Lease liabilities include deferred lease inducements, which represent the free rent and improvement allowances received from landlords and are amortized over the term of the lease, and step-rent liability, which represents the difference between the average annual rent over the term of the lease agreement and actual rent paid in the year.

Use of estimates

In preparing the Corporation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Accounts requiring significant estimates include accounts payable and accrued liabilities, useful lives of capital assets and employee future benefits.

3. Investments

Investments are held within third party managed accounts, which invest independently. The breakdown of total investments by category is outlined below:

	2023	2022
	\$	\$
Cash to be reinvested	149	—
Fixed income	92,665	88,827
Equity	45,639	40,585
Real assets	17,684	20,037
	156,137	149,449

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2023

(In thousands of dollars)

3. Investments (continued)

The Corporation internally restricts certain securities to fund employee future benefits. The breakdown of total investments by intended use is outlined below:

	2023	2022
	\$	\$
Working capital	87,267	85,861
Employee future benefits	68,870	63,588
	156,137	149,449

4. Capital assets

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
	\$	\$	\$	\$
Office equipment	398	398	—	—
Furniture and fixtures	8,642	7,526	1,116	1,135
Computer equipment	15,896	13,858	2,038	2,196
Small boats and vessels	387	362	25	14
Leasehold improvements	21,013	17,458	3,555	3,445
Vehicles under capital lease	4,112	3,136	976	1,583
Assets under construction	9	—	9	77
	50,457	42,738	7,719	8,450

5. Intangible assets

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
	\$	\$	\$	\$
Computer software	3,031	3,020	11	6

6. Deferred revenue

	2023	2022
	\$	\$
Business development unearned revenue and customer down payments	1,290	2,487
Other deferred amounts	193	182
	1,483	2,669

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2023

(In thousands of dollars)

7. Employee future benefits

The Corporation has accrued an obligation for its post-employment benefits as follows:

Employees who transferred to the Corporation from the Government of Ontario on December 31, 1998

- Employees who transferred to the Corporation with less than ten years of service with the province will receive post-retirement group benefit coverage through the Corporation for themselves and for their dependents' lifetimes. The cost of these benefits is shared equally between the Corporation and the employee for those employees who retire after January 1, 2018.

The Government of Ontario continues to provide post-retirement benefits for employees who transferred to the Corporation with ten or more years of service with the province.

Employees hired by the Corporation after December 31, 1998

- These employees will receive post-retirement group benefit coverage for themselves and for their dependents through the Corporation until age 65.

All employees

- The Corporation is a Schedule II employer under the Workplace Safety and Insurance Act (Ontario), 1997 and follows a policy of self-insurance for all its employees. The obligation as at December 31, 2023 is \$617 (\$473 in 2022) and is included in the total obligations below.

Information about the Corporation's accrued benefit obligations and accrued benefit liabilities is as follows:

	2023	2022
	\$	\$
Accrued benefit obligations, beginning of year	35,340	49,267
Current service costs	1,049	1,455
Interest on accrued obligations	1,768	1,564
Actuarial loss (gain)	3,104	(16,339)
Contributions	(810)	(607)
Accrued benefit obligations, end of year	40,451	35,340

The employee future benefits expense recorded in the statement of operations during the year is as follows:

	2023	2022
	\$	\$
Current service costs	1,049	1,455
Interest on accrued obligations	1,768	1,564
	2,817	3,019

Remeasurements and other items, consisting of curtailments, settlements, past service costs and actuarial loss of \$3,104 (gain of \$16,339 in 2022), have been recognized directly in net assets.

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2023

(In thousands of dollars)

7. Employee future benefits (continued)

All employees (continued)

The significant actuarial assumptions adopted in measuring the Corporation's accrued benefit obligations are as follows:

	2023	2022
	\$	\$
Discount rate	4.65%	5.05%
Health care inflation	5.2% grading down to 4% by 2040	5.2% grading down to 4% by 2040
Vision and dental care inflation	5.1% grading down to 4% by 2040	5.1% grading down to 4% by 2040

The date of the most recent actuarial valuation of the accrued benefit obligations was December 31, 2022.

The Corporation paid \$30,133 (\$28,694 in 2022) of employer and employee contributions to the defined benefit multi-employer benefit plan.

8. Internally restricted net assets

	2023	2022
	\$	\$
Reserve for board-appropriated working fund	55,199	50,595
Reserve for employee future benefits	28,419	28,248
Reserve for enumeration	1,141	1,343
Reserve for assessment update	13,469	11,469
	98,228	91,655

Interfund transfers are approved by the board of directors. During the year, the board of directors approved the transfers between the unrestricted fund and the internally restricted net assets as follows: \$4,604 to (\$3,312 to in 2022) the board-appropriated working fund reserve to pay for future one-time expenditures; \$2,000 to (\$1,361 to in 2022) the assessment update reserve to set aside funds for the property assessment process, and \$202 from (\$857 from in 2022) the enumeration reserve.

The purpose and use of the employee future benefit reserve was approved by the board of directors at initial setup, and an annual approval for transfers is not required. A transfer of \$171 to (\$6,670 to in 2022) the employee future benefit reserve was made during the year.

Refer to note 2 for a description of the reserves.

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2023

(In thousands of dollars)

9. Commitments

The Corporation has commitments under various operating leases for properties. Minimum lease payments due in each of the next five years and thereafter are as follows:

	\$
2024	3,933
2025	2,997
2026	1,918
2027	611
2028	227
Thereafter	81
	<u>9,767</u>

The Corporation is also committed to paying operating costs and property taxes on its various property leases.

10. Capital leases

The Corporation entered into several vehicle leases with an interest rate of between 2.51% and 4.34%, with lease terms up to 60 months. On termination of the lease, the Corporation has guaranteed a certain residual value of the vehicle to the lessor, depending on the ultimate lease term.

As at December 31, 2023 the current portion of the capital leases is \$322 (\$641 in 2022) and the long-term portion is \$706 (\$1,030 in 2022).

Future minimum annual lease payments required under capital lease arrangements are as follows:

	\$
2024	358
2025	308
2026	301
2027	135
2028	—
Total lease payments	<u>1,102</u>
Less: amount representing interest	<u>(74)</u>
	1,028
Less: current portion	<u>322</u>
	<u>706</u>

11. Contingent liabilities and guarantees

The Corporation has been named as a defendant in certain legal actions in which damages have either been sought or, through subsequent pleadings, could be sought. The outcome of these actions is not determinable or is considered insignificant as at December 31, 2023 and, accordingly, no provision has been made in these financial statements for any liability that may result. Any losses arising from these actions will be recorded in the year the related litigation is settled.

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2023

(In thousands of dollars)

11. Contingent liabilities and guarantees (continued)

In the normal course of business, the Corporation enters into agreements that meet the definition of a guarantee, as outlined in the Chartered Professional Accountants of Canada Handbook. The Corporation's primary guarantee subject to disclosure requirements is as follows:

- The Corporation enters into agreements that include indemnities in favor of third parties, such as purchase agreements, confidentiality agreements, leasing contracts, information technology agreements and service agreements. These indemnification agreements may require the Corporation to compensate counterparties for losses incurred by the counterparties as a result of breaches of contractual obligations, including representations and regulations, or as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a consequence of the transaction. The terms of these indemnities are not explicitly defined, and the maximum amount of any potential reimbursement cannot be reasonably estimated.

The nature of the above indemnifications prevents the Corporation from making a reasonable estimate of the maximum exposure due to the difficulties in assessing the amount of liability, which stems from the unpredictability of future events and the unlimited coverage offered to counterparties. Historically, the Corporation has not made any significant payments under such or similar indemnification agreements and, therefore, no amount has been accrued in the statement of financial position with respect to these agreements.

12. Risk management

Market risk

The Corporation's investments are susceptible to market risk, which is defined as the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Corporation's market risk is affected by changes in the level or volatility of market rates or prices, such as interest rates, foreign currency exchange rates and equity prices. The Corporation is subject to cash flow interest rate risk due to fluctuations in the prevailing levels of market interest rate sensitive investments. The risk is mitigated through the Corporation's investment policy, which requires investments to be held in high grade, low risk investments.

Credit risk

Credit risk arises from the potential a counterparty will fail to perform its obligations. The Corporation is exposed to credit risk from banks and debtors. The risk is mitigated in that the Corporation conducts business with reputable financial institutions and its debtors are mainly entities within a level of the provincial government.

Liquidity risk

Liquidity risk is the risk the Corporation will not be able to meet its financial obligations as they come due. The Corporation manages liquidity through regular monitoring of forecasted and actual cash flows.

13. Credit facility

The Corporation has an unsecured credit facility of \$10,000 to be used for its operations, which is renewable annually.

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2023

(In thousands of dollars)

14. Government remittances

Government remittances consist of workplace safety insurance costs, sales taxes and payroll withholding taxes required to be paid to government authorities when the amounts come due. In respect of government remittances, \$2,001 (\$3,381 in 2022) is included in accounts payable and accrued liabilities.

Office of the Mayor • Town of Collingwood



Proclamation

- WHEREAS** Fibromyalgia Awareness Day aims to raise awareness and end the stigma and discrimination that accompany this chronic illness; and
- WHEREAS** Fibromyalgia Association Canada is the only national organization in Canada that supports only fibromyalgia; and
- WHEREAS** Fibromyalgia affects about 5% of Canada’s population – over 2,000,000 men, women and children of all ages and races in Canada are afflicted with this chronic illness; and
- WHEREAS** Fibromyalgia often takes an average of three (3) to five (5) years to diagnosis; and
- WHEREAS** There is no known cause of, prevention of, or cure of fibromyalgia; and
- WHEREAS** Fibromyalgia (FM) is a complex illness whose symptoms vary widely and may include debilitating chronic pain, overwhelming fatigue, and cognitive impairment; and
- WHEREAS** Patients with Fibromyalgia often have a number of co-existing conditions, which may include chronic myofascial pain, irritable bowel syndrome (IBS), temporomandibular joint disorder (TMJ), environmental sensitivities, anxiety, and depression; and
- WHEREAS** Fibromyalgia (FM) greatly reduces quality of life, can cause total disability, and affect families, friends, and employers. Living with chronic pain and fatigue on a daily basis can lead to social isolation, so it is important for sufferers and their families, friends, and caregiver to know that they are not alone; and
- WHEREAS** People with Fibromyalgia (FM) have a right to be treated with dignity and have a right to pain relief; and
- WHEREAS** Together we will find ways to enhance the quality of lives for people affected by fibromyalgia and find a cure together.

NOW THEREFORE, I, Yvonne Hamlin, Mayor of the Town of Collingwood,

DO HEREBY PROCLAIM May 12th as “Fibromyalgia Awareness Day” in the Town of Collingwood.

Dated this 12th day of May, 2024

Yvonne Hamlin

Office of the Mayor • Town of Collingwood



Proclamation

- WHEREAS,** Falun Dafa is an advanced ancient exercise and meditation practice of mind, body, and spirit based on the universal principles of Truthfulness, Compassion and Forbearance; and
- WHEREAS,** Falun Dafa has benefited both physically and spiritually to over 100 million people in 114 countries around the world since its public introduction in China by Mr. Li Hongzhi in May 1992; and
- WHEREAS,** Falun Dafa transcends cultural and racial boundaries and contributes to a more peaceful, tolerant, and compassionate society; and
- WHEREAS,** Falun Dafa practitioners determination and courage to stand up for Truthfulness-Compassion-Forbearance under the most severe environment has shown the world the value of life and the preciousness of human dignity.

NOW THEREFORE, I, Yvonne Hamlin, Mayor of the Town of Collingwood,

DO HEREBY PROCLAIM May 13th, 2024 as “Falun Dafa Day” in the Town of Collingwood.

Dated this 13th day of **May 2024.**

A handwritten signature in black ink, appearing to read 'Y Hamlin', is positioned above the printed name.

Yvonne Hamlin

Office of the Mayor • Town of Collingwood



Proclamation

- WHEREAS** The Canadian Association for Porphyria a non-profit organization was founded in 2014 by a small group of volunteer patients, caregivers and their friends to provide Canadians with porphyria-related information, understanding and support; and
- WHEREAS** The current Canadian Association for Porphyria has built upon the legacy of two earlier organizations which served Canadians for more than two decades: Canadian Porphyria Foundation/Canadian Association for Porphyria, Inc, (1988–2011) & Alberta Porphyria Society (2011–2014); and
- WHEREAS** We deliver evidence-based information and support to patients with porphyria, their families, health care providers and the general public across Canada; and
- WHEREAS** We help achieve standards and evidence-based comprehensive care for all people with porphyria throughout their lifespans; and
- WHEREAS** Porphyria is a family of rare disorders related to the way your body makes an important molecule called heme. Some types of porphyria can cause attacks with severe abdominal pain, nausea, and paralysis. Other types cause intense pain, burning or blistering when skin is exposed to sun and some indoor lights. It can take years, sometimes decades to get a diagnosis; and
- WHEREAS** On May 18th, 2024, we are illuminating the globe purple to raise awareness for Global Porphyria Awareness Day. We will be joining our friends around the world to raise awareness of porphyria and advocate for greater access to diagnosis and treatment.

NOW THEREFORE, I, Yvonne Hamlin, Mayor of the Town of Collingwood,

DO HEREBY PROCLAIM May 18th as “Global Porphyria Awareness Day” in the Town of Collingwood.

Dated this 18th day of **May, 2024**

A handwritten signature in black ink, appearing to read 'Yvonne Hamlin'.

Yvonne Hamlin

Office of the Mayor • Town of Collingwood



Proclamation

- WHEREAS,** E3 Community Services Inc. serving the South Georgian Bay area, based out of Collingwood, was incorporated as a non-profit charitable organization in 1974; and
- WHEREAS,** the organization is operated by a volunteer Board of Directors who oversees all phases of the program, and is funded by MCCSS, monies generously donated from the private sector, businesses or raised through fundraising efforts of volunteers; and
- WHEREAS,** E3 Community Services is currently supporting over 300 people who have developmental disabilities and their families in our local South Georgian Bay area and has been doing so for the past 50 years; and
- WHEREAS,** E3 Community Services Inc. is the local member of Community Living Ontario, the provincial body, who advocates, recognizes, and celebrate the contributions made by people living with developmental disabilities and raises awareness around the issues that impact their lives and opportunities; and
- WHEREAS,** Community Living Ontario has been advocating for more inclusive communities for over 70 years. They support over 100 organizations, who are empowering over 80,000 people who have developmental disabilities and their families.

NOW THEREFORE, I, Yvonne Hamlin, Mayor of the Town of Collingwood,

DO HEREBY PROCLAIM May 2024 as “Community Living Month” in the Town of Collingwood.

Dated this 1st day of May 2024.

A handwritten signature in black ink, appearing to read 'Y Hamlin', is written over a horizontal line.

Yvonne Hamlin

Office of the Mayor • Town of Collingwood



Proclamation

- WHEREAS,** The 700+ museums, art galleries, and heritage sites, and the over 8000 museum workers and 16,000 volunteers contribute to Ontario's \$26 billion cultural sector; and
- WHEREAS,** Museums, as trusted local organizations, create healthy and connected communities, and by ensuring all Ontarians have access to culture and heritage, inspire lifelong learning; and
- WHEREAS,** Museums promote growth and build local economies by welcoming tourists in every community across the province; and
- WHEREAS,** This month provides an opportunity to raise awareness for the vital role museums, museum workers and volunteers have in their communities and celebrate their contributions to community wellbeing, tourism, education, and learning; and
- WHEREAS,** May 18th, 2024 is International Museum Day to highlight museums as centres of education, innovation and cultural understanding in our communities.

NOW THEREFORE, I, Yvonne Hamlin, Mayor of the Town of Collingwood,

DO HEREBY PROCLAIM May 2024, as "Museum Month" in the Town of Collingwood.

Dated this 18th day of **May 2024.**

A handwritten signature in black ink, appearing to read 'Y Hamlin', is written over a faint, larger version of the signature.

Yvonne Hamlin



To: **Governance Committee**

Agenda Section: Matters for Consideration
 Division: CAO, Warden, Clerk's and Archives
 Department: CAO's Office

Item Number: **GOV - 2024-079**

Meeting Date: April 16, 2024

Subject: **Council Composition History and Other Governance Considerations**

Recommendation

That Item GOV 2024-079, dated April 16, 2024 regarding Council Composition History and Other Governance Considerations, be received; and

That direction be provided regarding next steps on governance considerations outlined in this report.

Executive Summary

This report is intended to outline a history of previous actions taken by Council in reviewing its own governance structure while highlighting governance components and options that have historically received the largest amount of interest and debate. In the previous term of Council, upon consideration of Item GOV 2022-026, the matter of a dedicated Warden and council composition were referred to the 2022-2026 term of Council which provides the impetus of this report.

Council is receiving this report for information and, if it chooses, may direct staff to evaluate the feasibility of or provide more information on any governance considerations. In doing so, Council should be mindful of what the *Municipal Act* allows and requires. For instance, some changes to the governance structure may require consent from lower-tier municipalities and in cases where any changes would have an impact on how the next municipal election in October 2026 is run, timing is a consideration for implementation.

The Background/Analysis/Options section below is structured to firstly provide a high-level summary of the existing governance structure at the County of Simcoe. Secondly, to

provide commentary on patterns and trends in municipal governance. Thirdly, to provide an analysis of the topics and options considered by the County in the past that appeared to have the most traction or came closest to implementation. Finally, there will be a discussion on what the next steps might be should Council decide to proceed to review governance more closely this term and what may be helpful in any direction provided to staff.

Background/Analysis/Options

Existing Structure

The current Council structure has remained similar for decades which has prescribed that Mayors and Deputy Mayors of the lower-tier municipalities comprise County Council through a double-direct method of election. Since the most recent amalgamations of some Simcoe-area municipalities by the Province in 1994, Mayors and Deputy Mayors of the current 16 lower-tier municipalities make up the 32 member Council. Members elect and appoint from within themselves a head of Council, known as the Warden, at an inaugural meeting held in December in the first and third years of every term of Council. The Warden, who retains their seat at the lower-tier, sits for two-year terms (which had been one-year terms prior to 2010).

Dating back to the early 1900s County Council was represented by a varying number of Reeves and Deputy Reeves of the municipalities and communities within the County of Simcoe. The number of municipalities fluctuated over the many decades. The provincial amalgamation of 1994, through the *County of Simcoe Act*, brought the County from 28 municipalities and 38 members of Council to the current 16 municipalities and 32 members of Council. The legislation prescribed the composition of County Council consisting of the mayor and deputy mayor of each local municipality. The legislation also laid out rules for weighted voting.

The current weighted vote at Council aims to achieve a form of representation by population and mimics closely the rules set out by the Province that came as part of the 1994 amalgamation. Council passed an updated by-law in the early 2000s to set the formula for a weighted vote at Council meetings (weighted votes are by request at Council meetings only, per the Procedure By-law). The formula gives a greater weight of votes to members from a municipality that has a higher number of electors and is readjusted at the beginning of each term. For example, the Mayors and Deputy Mayors of Innisfil and New Tecumseth, with the highest number of electors in their municipalities, currently have eight votes each when a weighted vote is called. This is compared to the Mayors and Deputy Mayors of Adjala-Tosorontio and Penetanguishene, with the lowest number of electors in their municipalities, who currently have two votes each when a weighted vote is called.

Schedule 1 to this report outlines the applicable sections of the *Municipal Act* which set parameters for the composition of any upper-tier Council in Ontario as well as the types of changes that can be made to that composition. The existing structure operates in this legislative framework and in large part informs options available for any consideration of

governance reform. The *Municipal Act* allows flexibility whereby upper-tier municipalities, including the County of Simcoe, are generally able to revise their Council composition to best meet local circumstances. In other words, there is not a prescribed 'one-size-fits-all' approach in the Province of Ontario.

Schedule 2 to this report is a table comparing high-level summary statistics of large upper-tier municipalities across the Province as well as information and characteristics related to their existing governance structures, for reference.

Municipal Governance Patterns and Trends

It is common in municipal government to conduct a jurisdictional scan to help identify best practices. The variety of governance structures illustrated in Schedule 2 make it clear that determining best practices or the optimal structure varies based on the unique circumstances of municipalities. Governance structures are constantly evolving evidenced by many examples including the history of the County of Simcoe itself, periodic amalgamations, the establishment of regional municipalities in the early 1970s and changes seen within two-tier governments on a fairly regular basis.

One overarching principle with governance is effective representation. Generally, the more population in a given lower-tier municipality, the more 'say' they have at the upper-tier municipality. The often-cited Supreme Court of Canada ruling in "the Carter decision" of 1991 identified that some degree of variation from parity may be justified and is sometimes necessary on the grounds of practical impossibility or the provision of more effective representation. In practice, some upper-tier municipal Councils have a variable number of councillors at the table representing the lower-tier municipalities. The number of lower-tier municipalities is a factor to determine whether this may be practical or not. You will see in Schedule 2 that the County of Simcoe has the largest number of lower-tier municipalities of any upper-tier government with 16, followed by the next highest at 12. The County of Simcoe governance structure, among others, has been based on a fixed number of Councillors representing each lower-tier with a weighted vote to achieve effective representation.

The number of Councillors, and how they are elected to Council is also often a topic of debate provincially. There are many options permitted under the *Municipal Act* and one can see looking at the table in Schedule 2 that there is variety among Regions and similar-size Counties. The Province reduced the size of City of Toronto Council from 47 councillors to 25 in 2018 citing the need to limit the number of politicians and more closely align ward boundaries with provincial and federal electoral boundaries. Niagara and Durham Regions have close to the same number of councillors as Simcoe County. Durham Region in particular has a slightly larger population, half the number of lower-tier municipalities, yet very close to the same number of councillors at 29.

The municipal level of government provides services that are visible to residents on an everyday basis (e.g. homelessness prevention, paramedics, roads, social housing, waste collection). In a two-tier governance structure it is important for the public to understand

the role of their municipal Councillor at the local level and the role of their municipal Councillor when attending the upper-tier Council to represent more regional interests. Work at the upper-tier requires teamwork, coordination and collaboration to ensure efficiencies are realized by all. This notion is borne out in the County’s motto, “For the Greater Good,” which may be considered when determining whether a structure that includes dedicated County Councillors is a worthwhile pursuit. Members of an upper-tier Council also sitting at the lower-tier, as is the case currently, may be perceived as beneficial because they are assumed to better understand local needs. On the other hand, members of an upper-tier Council that do not sit at a lower-tier Council may be perceived as being sufficiently impartial to prioritize regional needs, yet they may be assumed as not understanding local needs. Like most governance considerations, there are pros and cons to each option that are difficult to measure and present quantitatively.

This discussion is intended to outline the types of considerations that have been debated in the past and to provide context for the below options previously considered at the County of Simcoe.

County of Simcoe Governance Options Previously Considered

County Council has reviewed the subject of modern Council composition and governance model options on a number of occasions, even commissioning external reviews over the years. The most recent external consideration was the 2010 Berkeley Consulting Group report. Council also considered a number of other composition options through various workshops internally and held an externally facilitated workshop in 2015. There have been several Governance Committee reports on the subject outlining various options, those written in the 2018-2022 term of Council are noted in the reference documents section below.

In recent terms of Council, a few options emerged as the most likely for implementation if governance reform were desired. They are outlined in the tables below. Each table is followed by commentary on brief implementation considerations and is presented for information only.

Table 1 – Status Quo

Number of Councillors	Composition
32	<ul style="list-style-type: none"> • Mayors from 16 local municipalities; and Deputy Mayors from 16 area municipalities • Appointed Head of Council from within

In consideration of many different options over many years, the status quo has been maintained. The status quo does not allow for a full-time Warden position. If that was desired, Council could consider adding an externally appointed Warden (similar to that reflected in Table 3) to the existing number of Councillors for a total of a 33 member Council.

Table 2 – Mayors, Appointed Warden

Number of Councillors	Composition
16	<ul style="list-style-type: none"> • Mayors from 16 local municipalities • Appointed Head of Council from within

Table 2 outlines a scenario that largely achieves the goal of a smaller Council. This option would concentrate the weighted vote on one individual as the representative of each local municipality. The scenario has the potential to place increased demand on the workload of all Mayors, however, a review of size and role of Committees would be undertaken. This option could also be altered to allow the lower-tier to appoint their representative should the Mayor decline. The method of selecting a Head of Council from within at an inaugural meeting is maintained.

Table 3 – Mayors, External Appointed Warden

Number of Councillors	Composition
17	<ul style="list-style-type: none"> • Mayors from 16 local municipalities • Appointed Head of Council not from within (similar to Regions)

Table 3 outlines a scenario that largely achieves the goal of a smaller Council and a full-time Warden. This option concentrates the weighted vote on one individual as the representative of each local municipality. The scenario has the potential to place increased demand on the workload of all Mayors, however, a review of size and role of Committees would be undertaken. The method of selecting a Head of Council is different in this scenario as Council would take nominations at an inaugural meeting from any qualified resident. Previous terms of Council have looked closely at this option, however there is some associated risk and legal ambiguity in the *Municipal Act* about whether appointing an unelected Head of Council is allowable. Further considerations might include changes to Council's Procedure By-law and a determination of whether the current term of Warden be adjusted from two to four years.

Table 4 – Mayor or Designate, 5 Directly Elected, Appointed Warden

Number of Councillors	Composition
21	<ul style="list-style-type: none"> • Mayors from 16 local municipalities • 5 directly elected sub-regional Councillors (wards) • Warden and Deputy Warden selected from within sub-regional Councillors

Table 4 outlines a scenario that largely achieves the goal of a smaller Council, dedicated sub-regional councillors and a full-time Warden. Pursuing this scenario involves establishing wards in the County of Simcoe. Previous work was done in a past term of Council to develop draft proposals for ward boundaries aligned with municipal boundaries based on population where five wards emerged as the preferred option for this model. The

2010 Berkeley Consulting Group report referred to earlier in this report had recommended a model similar to this with Mayors and seven sub-regional councillors for a total of 23. Many of the recommendations of the Berkeley report are now outdated and consideration of a ward model would require further investigation given demographic shifts since that time. Wellington County (see Schedule 2) is the only comparator in the Province that employs a similar upper-tier ward model. Pursuing this option would require a ward boundary review from time to time and may have election implications, outside of the need to educate voters, as the County would rely on local municipalities to run regular elections but may be involved directly in running a by-election if it were required. Other considerations such as determining a new weighted vote formula, or eliminating it entirely, may also be required.

Next Steps

The governance considerations outlined in this report are not exhaustive and the options are flexible. There are other components of governance such as length of term for Warden and Deputy Warden, compensation, etc. not detailed at length here. If Governance Committee is to provide direction to staff to report back there will be discussion at that time of what additional considerations might be appropriate. Direction outlining clear scope or goals is helpful if the Governance Committee would like further information provided.

Section 219 of the *Municipal Act* covers notice, validity and commencement, by-law or resolution under Section 218 (see Schedule 1). Any changes to the County governance structure intended to take effect for the 2026-2030 term of Council must have the related by-law enacted by December, 2025. There may be a requirement to hold a public meeting to consider a by-law altering the structure. Additionally, there may be a requirement to achieve what's known as 'triple-majority' in order for a proposed by-law to take effect. This means before a County by-law altering the governance structure under Section 218 of the *Municipal Act* takes effect, it must receive:

1. a majority of votes on County Council in favour; and
2. a majority of lower-tier councils passing resolutions consenting to the by-law; and
3. the lower-tier councils consenting to the by-law represent a majority of all electors in the upper-tier municipality.

In addition to the above, governance changes may require coordination with the lower-tier municipalities. For instance, if there are impacts to how the municipal election in October 2026 is to be run this will require sufficient lead time and notice for effective implementation by local clerks. Communication to the public and prospective candidates in local elections is also a factor requiring a plan and strategy if change to the governance structure is made.

There are several moving parts and governance components to consider. Each come with opportunities and challenges. Staff are willing to provide further information as the Governance Committee and Council deem necessary.

Financial and Resource Implications

There are no financial or resource implications associated with this Item. If direction is provided to staff to report on specific components of council composition or governance, any applicable financial and resource implications will be outlined at that time.

Relationship to Corporate Strategic Plan

Responsive and Effective Governance: Address the structural and procedural challenges of a County spanning a divergent group of 16 municipalities.

Reference Documents

- GOV 2020-085 (February 13, 2020) Council Composition
- GOV 2020-228 (June 22, 2020) County Council Structure and Composition
- GOV 2020-237 (July 7, 2020) County Council Composition, Weighted Vote, Representation by Population
- GOV 2020-331 (October 20, 2020) Governance Overview
- GOV 2021-067 (March 2, 2021) County Council Structure and Composition
- GOV 2022-026 (January 13, 2022) Appointment of a Dedicated Warden, and County Council Structure and Composition

Attachments

Schedule 1 – Sections 218 and 219 of the *Municipal Act*

Schedule 2 – Table comparing governance structures of large upper-tier municipalities

Prepared By Mark Aitken, Chief Administrative Officer
Jonathan Magill, County Clerk

Approvals
Mark Aitken, Chief Administrative Officer

Date
April 10, 2024

Schedule 1

Governance Committee GOV 2024-079

Municipal Act Sections 218 and 219

Composition of upper-tier council

218 (1) Without limiting sections 9, 10 and 11, those sections authorize an upper-tier municipality to change the composition of its council subject to the following rules:

1. There shall be a minimum of five members, one of whom shall be the head of council.
2. The head of council shall be elected by general vote, in accordance with the *Municipal Elections Act, 1996*, or shall be appointed by the members of council.
- 2.1 Repealed: 2018, c. 11, Sched. 2, s. 1 (2).
3. The members of council, except the head of council, shall be elected in accordance with the *Municipal Elections Act, 1996* to the upper-tier council or to the council of one of its lower-tier municipalities.
4. The head of council shall be qualified to be elected as a member of council of the upper-tier municipality.
5. If the members of council are directly elected to the upper-tier council and not to the council of a lower-tier municipality, the members shall be elected by general vote or wards or by any combination of general vote and wards.
6. Each lower-tier municipality shall be represented on the upper-tier council. 2001, c. 25, s. 218 (1); 2006, c. 32, Sched. A, s. 93 (1); 2016, c. 37, Sched. 15, s. 1; 2018, c. 11, Sched. 2, s. 1.

Types of changes

(2) Without limiting sections 9, 10 and 11, the power to change the composition of council includes the power to,

- (a) change the number of members of its council that represent one or more of its lower-tier municipalities;
- (b) change the method of selecting members of the council, including having members directly elected to the upper-tier council and not to the council of a lower-tier municipality, members elected to serve on both the upper-tier and lower-tier councils or members elected to the lower-tier councils and appointed to the upper-tier council by the lower-tier municipalities, or a combination of methods of election;
- (c) have a member representing more than one lower-tier municipality;
- (d) require that if a member of council is appointed by the members of council as the head of the upper-tier council, the member is no longer entitled to hold office on

Schedule 1

Governance Committee GOV 2024-079

the council of a lower-tier municipality or any other office on the council of the upper-tier municipality or both; and

- (e) require that if a member of council is appointed by the members of council as the head of the upper-tier council, the appointed member must hold office on the council of a lower-tier municipality. 2001, c. 25, s. 218 (2); 2006, c. 32, Sched. A, s. 93 (2); 2017, c. 10, Sched. 1, s. 14 (1).

Number of votes

(3) Without limiting sections 9, 10 and 11, those sections authorize an upper-tier municipality to change the number of votes given to any member but each member shall have at least one vote. 2006, c. 32, Sched. A, s. 93 (3).

Term of office

(4) Without limiting sections 9, 10 and 11, those sections authorize an upper-tier municipality to change the term of office of an appointed head of council so long as the new term does not extend beyond the term of council. 2006, c. 32, Sched. A, s. 93 (3).

Term unaffected

(5) Except as provided in subsection (4), nothing in this section authorizes an upper-tier municipality to change the term of office of a member of council. 2017, c. 10, Sched. 1, s. 14 (2).

Reviews by regional municipalities

(6) Following the regular election in 2018 and following every second regular election after that, a regional municipality shall review, for each of its lower-tier municipalities, the number of members of its council that represent the lower-tier municipality. 2017, c. 10, Sched. 1, s. 14 (2).

Regulations

(7) The Minister may make a regulation changing the composition of a council of a regional municipality if the regional municipality does not, in the period of time that starts on the day the new council is organized following a regular election referred to in subsection (6) and ends on the day two years after that day, either,

- (a) pass a by-law to change, for one or more of its lower-tier municipalities, the number of the members of its council that represent the lower-tier municipality; or
- (b) pass a resolution to affirm, for each of its lower-tier municipalities, the number of the members of its council that represent the lower-tier municipality. 2017, c. 10, Sched. 1, s. 14 (2).

Schedule 1

Governance Committee GOV 2024-079

When regulation may be made

(8) The Minister may make a regulation under subsection (7) only after the period of time referred to in that subsection but before the year of the next regular election after which the regional municipality has a duty to conduct a review under subsection (6). 2017, c. 10, Sched. 1, s. 14 (2).

What regulation may include

(9) A regulation made under subsection (7) may include anything that could be included in a by-law of the upper-tier municipality under subsections (1) to (5) and is subject to the limitations set out in those subsections. 2017, c. 10, Sched. 1, s. 14 (2).

What Minister shall have regard to

(10) When considering whether to make a regulation under subsection (7), the Minister shall, in addition to anything else the Minister wishes to consider, have regard to the principle of representation by population. 2017, c. 10, Sched. 1, s. 14 (2).

Transition

(11) Until after the regular election in 2026, subsections (6) and (7) do not apply to a regional municipality that, during the period between the regular election in 2014 and the regular election in 2018, passes a by-law to change, for one or more of its lower-tier municipalities, the number of members of its council that represent the lower-tier municipality. 2017, c. 10, Sched. 1, s. 14 (2).

Notice, validity and commencement, by-law or resolution under s. 218**Notice**

219 (1) Before passing a by-law described in section 218 or a resolution described in clause 218 (7) (b), the municipality shall give notice of its intention to pass the by-law or resolution and shall hold at least one public meeting to consider the matter. 2017, c. 10, Sched. 1, s. 15.

Validity

(2) A by-law described in section 218 making changes described in clauses 218 (2) (a), (b) and (c) or in subsection 218 (3) or a resolution described in clause 218 (7) (b) is not valid unless,

- (a) a majority of all votes on the upper-tier council are cast in favour of the by-law or the resolution;

Schedule 1

Governance Committee GOV 2024-079

- (b) a majority of the councils of all lower-tier municipalities forming part of the upper-tier municipality have passed resolutions consenting to the by-law or the resolution; and
- (c) the total number of electors in the lower-tier municipalities that have passed resolutions consenting to the by-law or the resolution form a majority of all the electors in the upper-tier municipality. 2017, c. 10, Sched. 1, s. 15.

Commencement

(3) A by-law described in section 218 does not come into force until the day the new council is organized following,

- (a) 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, the second regular election following the passing of the by-law. 2017, c. 10, Sched. 1, s. 15.

Election

(4) The regular election held immediately before the coming into force of a by-law described in section 218 shall be conducted as if the by-law was already in force. 2017, c. 10, Sched. 1, s. 15.

Definition

(5) In this section,

“elector” means a person whose name appears on the voters’ list, as amended up until the close of voting on voting day, for the last regular election preceding the coming into force of a by-law described in section 218. 2017, c. 10, Sched. 1, s. 15.

Schedule 2

Governance Committee GOV 2024-079

Upper Tier Municipality	Approximate Population (2021)	Number of Lower Tier Municipalities	Number of Upper Tier Councillors	Do Regional/County Councillors sit on Lower Tier Council and are they Mayors and Deputy Mayors exclusively?	Are Regional/County Councillors elected using a Regional/County Ward system? If so, are Wards entire Municipalities or do they cross Municipal boundaries?	Method for Selecting Head of Council	Is a weighted voting system used?
Simcoe County	533,169	16 (18 including Barrie and Orillia)	32 (39 including Barrie and Orillia)	Mayors and Deputy Mayors sit on upper and lower tier Council. No dedicated County Councillors.	No County Ward System.	Warden appointed by County Council from among its membership.	Yes, only for recorded votes.
Essex County	422,860	7	14	Mayors and Deputy Mayors sit on upper and lower tier Council. No dedicated County Councillors.	No County Ward System.	Warden appointed by County Council from among its membership.	No.
Grey County	100,905	9	18	Mayors and Deputy Mayors sit on upper and lower tier Council. No dedicated County Councillors.	No County Ward System.	Warden appointed by County Council from among its membership.	Yes, only for recorded votes.
Lambton County	128,154	11	17	Mayors all sit on County Council. Deputy Mayors and County Councillors included on upper and lower tier Council for certain communities.	No County Ward System.	Warden appointed by County Council from among its membership.	No.
Wellington County	241,026	7	16	Mayors all sit on County Council. County Councillors do not sit on lower tier Council.	Yes, 9 County Councillors directly elected in County wards. Most wards based on municipal boundaries. One ward crosses municipal boundaries.	Warden appointed by County Council from among its membership.	No.
District of Muskoka	66,674 (1)	6	23	Mayors and District Councillors sit on upper and lower tier Council. Only certain communities have Deputy Mayors.	No District Ward System.	External Chair appointed by District Council.	No.
Durham Region	696,992	8	29	Mayors and Regional Councillors sit on upper and lower tier Council. No Deputy Mayors.	No Regional Ward System.	Regional Chair elected at large.	No.
Halton Region	596,637	4	24	Mayor and Regional Councillors all sit on upper and lower tier Council. No Deputy Mayors.	No Regional Ward System.	Regional Chair elected at large.	No.
Niagara Region	484,840	12	32	Mayors all sit on Regional Council. Regional Councillors do not sit on lower tier. No Deputy Mayors.	No Regional Ward System.	Regional Chair appointed by Regional Council (2)	No.
Peel Region	1.45 Million	3	25	Mayors and Regional Councillors all sit on upper and lower tier Council.	No Regional Ward System.	Regional Chair appointed by Regional Council (2)	No.
York Region	1.17 Million	9	22	Mayors and Regional Councillors all sit on upper and lower tier Council.	No Regional Ward System.	Regional Chair appointed by Regional Council (2)	No.

(1) District of Muskoka has a 66,674 year-round population but a total population of 151,074 when including seasonal residents.
 (2) Section 218.3 (1) of the *Municipal Act* allowed the Minister to appoint the head of council for Niagara, Peel and York Regions.



To: **Governance Committee**

Agenda Section: Matters for Consideration
 Division: CAO, Warden, Clerk's and Archives
 Department: Clerk's Department
 Item Number: **GOV - 2023-003**
 Meeting Date: January 17, 2023
 Subject: Weighted Voting 2022-2026 Term

Recommendation

That Item GOV 2023-003, dated January 17, 2023 regarding weighted voting, be received; and

That in accordance with the County of Simcoe Act and By-law No. 4789, that the weighted voting as depicted in Table 1, be approved.

Executive Summary

This item provides an update on the weighted vote totals for County Council members as determined by By-law No. 4789 a By-law to Provide for the Number of Votes Given to County Council Members ("Weighted Voting By-law") and By-law No. 6703 A By-law to Govern the Calling, Place and Proceedings of the Meetings of Council and Committees ("Procedure By-law").

Background/Analysis/Options

The *Municipal Act, 2001* section 218 (3) permits an upper-tier municipality to "*change the number of votes given to any member but each member shall have at least one vote.*" The County of Simcoe apportions votes in County Council meetings on a population-based basis in accordance with the Weighted Voting By-law, as established by the County of Simcoe Act.

The Weighted Voting By-law mandates that each municipality be entitled to a minimum of three (3) votes, and that every municipality having 5000 or more municipal electors will be permitted one additional vote for every 2000 electors over 5000. The number of municipal electors in each municipality in the County of Simcoe now exceeds 7000, so all are entitled to a minimum of four (4) votes each.

Table 1 - Simcoe County Council Weighted Votes 2022-2026 Term

MUNICIPALITY	Position	Weighted Vote	# of Electors	Weighted Votes
Adjala-Tosorontio	Mayor	2	8,679	4
	Deputy Mayor	2		
Bradford West Gwillimbury	Mayor	7	27,833	14
	Deputy Mayor	7		
Clearview	Mayor	3	12,993	6
	Deputy Mayor	3		
Collingwood	Mayor	6	22,142	11
	Deputy Mayor	5		
Essa	Mayor	4	15,336	8
	Deputy Mayor	4		
Innisfil	Mayor	8	32,770	16
	Deputy Mayor	8		
Midland	Mayor	4	14,301	7
	Deputy Mayor	3		
New Tecumseth	Mayor	8	31,859	16
	Deputy Mayor	8		
Oro-Medonte	Mayor	5	20,157	10
	Deputy Mayor	5		
Penetanguishene	Mayor	2	7,450	4
	Deputy Mayor	2		
Ramara	Mayor	3	11,869	6
	Deputy Mayor	3		
Severn	Mayor	4	14,147	7
	Deputy Mayor	3		
Springwater	Mayor	5	17,506	9
	Deputy Mayor	4		
Tay	Mayor	3	10,301	5
	Deputy Mayor	2		
Tiny	Mayor	5	19,162	10
	Deputy Mayor	5		
Wasaga Beach	Mayor	6	23,836	12
	Deputy Mayor	6		
Total # of Weighted Votes				145

Weighted votes are split evenly between the Mayor and Deputy Mayor for each municipality, with the Mayor receiving an additional vote in instances where there is an odd number of votes allocated to a municipality. Alternate members assume the votes of the individuals they are replacing at a County Council meeting. Weighted voting is only permitted during County Council meetings (not committee meetings) and only in instances where a recorded vote is called.

The County has seen a significant growth in population since the beginning of the last term of Council resulting in an increase in the total number of weighted votes from 131 for the 2018-2022 term of Council to 145 for the current term. Eleven of the sixteen municipalities will see an increase in their total number of weighted votes while none will see a reduction.

Table 2 - Simcoe County Council Weighted Votes – 2022 and 2018

MUNICIPALITY	2022 Votes	2018 Votes	Change
Adjala-Tosorontio	4	4	+0
Bradford West Gwillimbury	14	12	+2
Clearview	6	6	0
Collingwood	11	10	+1
Essa	8	7	+1
Innisfil	16	14	+2
Midland	7	7	0
New Tecumseth	16	14	+2
Oro-Medonte	10	9	+1
Penetanguishene	4	3	+1
Ramara	6	5	+1
Severn	7	7	0
Springwater	9	8	+1
Tay	5	5	0
Tiny	10	9	+1
Wasaga Beach	12	11	+1
Total Weighted Votes	145	131	14
Majority (Weighted)	73	66	
Two-Thirds Majority (Weighted)	97	88	

In instances where a recorded vote is not called, voting would be determined in accordance with the Procedure By-law, such as a majority or two-thirds majority. For a full Council that would mean 17 of 32 members for a majority or 22 of 32 members for a two-thirds majority.

Financial and Resource Implications

There are no financial or resource implications associated with this Item.

Relationship to Corporate Strategic Plan

There is no relationship to corporate strategies.

Reference Documents

- By-law No. 4789 a By-law to Provide for the Number of Votes Given to County Council Members

Attachments

There are no attachments to this Item.

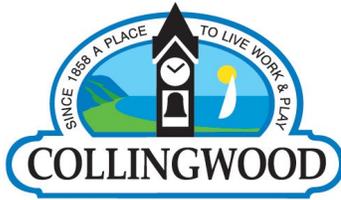
Prepared By Christopher Sargent, Legislative Coordinator

Approvals

Jonathan Magill, Deputy Clerk
John Daly, County Clerk
Trevor Wilcox, General Manager, Corporate Performance
Mark Aitken, Chief Administrative Officer

Date

December 20, 2022
December 20, 2022
January 11, 2023
January 11, 2023



Staff Report CAO2024-04

Committee 2024-05-06

Council 2024-05-22

Amendments

Submitted To: Committee of the Whole | Council
Submitted By: Sonya Skinner, Chief Administrative Officer
Prepared By: Shelby Verkindt, Executive Assistant
Subject: Operational Plan: 2024 – Q1 Status

Recommendation

THAT Staff Report CAO2024-04, Operational Plan: 2024 – Q1 Status, be received for information.

Amendments

None.

1. Executive Summary

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

The Operational Plan demonstrates that Council’s Resolutions are being actioned, while maintaining the independence of staff to determine how to deliver key work within the priorities set and resources provided. Staff will endeavour to provide quarterly progress reports to Council unless directed otherwise.

While this report shows project-based work that meets triggers for reporting, it does not quantify that work nor show the resources committed to ongoing service delivery. Staff

leadership assess that staff are at or over capacity for the work that can be completed in 2024.

2. Analysis

The Operational Plan provides a snapshot, not an exhaustive overview, of the work undertaken by Town staff. Staff, with Council's strategic input, have played a pivotal role in executing strategic initiatives but also in diligently managing and delivering the day-to-day activities essential for the smooth operation of the Town. Concurrently, staff is actively engaged in delivering the Town's ongoing Programs and Services, under governance of Council.

Q1 (January to March) Operational Plan Accomplishment Highlights:

Staff have demonstrated exceptional dedication and achievement in delivering the work within the Operational Plan, under Council's strategic direction. The accomplishments extend beyond the highlights below and include the items outlined in Appendix A.

- Customer Service Standards Policy Training and Roll Out
- Water Treatment Plan UV Disinfection Upgrades – Construction
- Seek Extension to Tender Bid Validity Date for the Water Treatment Plant
- Pollinator Master Plan
- Corporate Accessibility Policy
- Fireworks Display for Canada Day Event – Vendor Secured
- Definition for Antisemitism
- Water Annual Compliance Reports
- Recruitment: 5 Seasonal BLEOs By-Law
- Annual Ice Rescue Training
- Community Safety Zone Review
- Traffic Signal Review
- Legal Services RFP and Processes Review
- Event – Mayor's Levee & Order of Collingwood Awards

2024 and Beyond:

The remainder of 2024 initiatives are shown in Appendix B, noting the criteria for inclusion listed above.

Council Resolution items that are anticipated to be completed beyond 2024 are shown in Appendix C. These items include those initiated due to Council Resolutions, forecasted budget, or as a result of Master Plans, Strategic Plans and Studies.

The status of items will continue to update from quarter to quarter, with overall maintenance of the plan continuing throughout the year.

Staff continue strong performance in the delivery of the operational plan. However, Senior Leadership and Council must continue to be cognizant of, and mitigate, the negative impacts on staff morale, overall wellbeing and retention that result from significant workload pressures. Managing priorities in year remains critical to balance expectations with the realities of what is possible based on resources. Staff vacancies in year also create capacity constraints, amplified by recruitment challenges within market sensitive positions.

Background

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

PEOPLE THRIVE HERE - LIVE MORE NOW



Collingwood offers residents and visitors a healthy lifestyle of activities in beautiful and safe settings, including an active transportation network, an inclusive multi-generational artful community with strong civic pride, an animated waterfront and boating facilities, and is a hub of successful entrepreneurs and businesses offering rewarding jobs.

Leading-edge staff support Council and community decisions that are progressive, accountable and sustainable, protecting and leveraging Collingwood's core strengths: a vibrant downtown and community, a healthy natural environment attractive in all seasons, an extensive waterfront interconnected with the town, and our strong cultural and built heritage.




In delivering our Vision, we have:

- Strategic projects or work that drive specific transformational changes toward our Vision (this work is our Strategic Plan), and
- Delivery of the Town's ongoing Programs and their component Services (including operations and projects) as governed by Council. The Deloitte assignment (2021) outlined the Town's Programs and drafted a list of Services and potential improvements.

The Operational Plan is not a complete description of the work completed by Town staff, and it is important to note that the large majority of the Town's Programs and Services is not included, as it is core and ongoing work (such as processing planning applications or maintaining streets).

Included in the Operational Plan is anything meeting one or more of these criteria:

- Is a Council Resolution with action required by staff,
- Has significant mention in the Budget (including all capital projects),

- Will need to go to Council for a decision, and/or
- Is a Project (i.e. has a start and end date) and as a rule of thumb takes roughly over 3 person-weeks of time

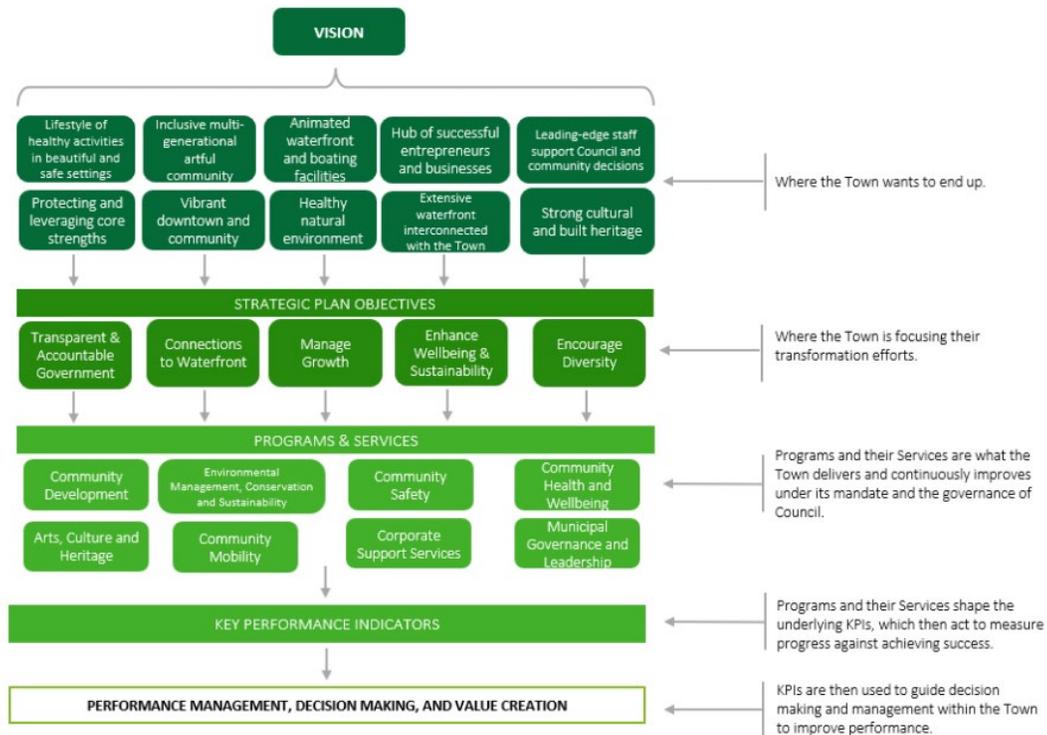
Out of Scope for the Operational Plan:

- Routine service delivery items
- Ongoing delivery of Programs and Services

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



This larger strategic framework and refining the operational planning approach and implementation are part of a larger work in progress. The [Town's Service Delivery Review](#) completed by Deloitte in 2021 also shows how Council governs a full set of Programs and Services, with some (not all) being targeted for transformation through achievement of the goals in the Strategic Plan. Work is continuing through 2024 to further define our programs and services and Council's governance of them. This will enhance the Town's operational planning to enable more holistic consideration of both ongoing work and in-year projects.



Financial Impacts

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

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

Conclusion

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

3. Input from Other Sources

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

4. Applicable Policy or Legislation

Municipal Act, 2001

Collingwood Code of Conduct, which includes that "Under CAO, staff serve Council as a whole, and the combined interests of all members through the decisions of Council" and "Provide advice based on political neutrality and objectivity without undue influence."

Collingwood Council-Staff Relations Policy, which includes that Council Members “Shall refrain from engaging in or interfering with staff carriage of administrative matters, including all Routine and Non-routine matters” and “Are strongly discouraged from interfering in matters such as inspection and enforcement – e.g. Building, Fire.”

5. Considerations

- Community Based Strategic Plan: Progresses towards achieving CBSP Goal
- Services adjusted if any: Not Applicable
- Climate Change / Sustainability: Not Applicable
- Communication / Engagement: Not Applicable
- Accessibility / Equity, Diversity, Inclusion: Not Applicable
- Registered Lobbyist(s) relating to content: Not Applicable

Next steps and future action required following endorsement:

Staff will continue to report quarterly progress reports to Council and the community and continue to update the Operational Plan as new items arise.

6. Appendices and Other Resources

Appendix A: 2024 – Q1 Status Report

Appendix B: [2024 – 2024](#)

(<https://collingwood.civicweb.net/filepro/documents/154152/?preview=154283>)

Appendix C: 2025 and beyond Council Resolutions

7. Approval

Prepared By:

Shelby Verkindt, Executive Assistant

Reviewed By:

Sonya Skinner, Chief Administrative Officer

CAO Comments:

Endorsed on May 1 to proceed to COW

Appendix A: Q1 Status

Item #	Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Department	Lead Division	Implementation Planning
1	FY24 Q1	Complete	Traffic Signal Review 2023	Conduct signal warrant review at Birch and 1st Review signal timing at 6th and Hurontario Commitment to LPI signal advance timing for pedestrians per December 19, 2022 traffic calming update.	Budget - Operational	Medium	Public Works, Engineering & Environmental Services	ENG	Planned / Expected
2	FY24 Q1	Complete	Water Treatment Plant UV Disinfection Upgrades - Construction	THAT Staff Report PW2021-16 Water Treatment Plant Disinfection Upgrades be received; AND THAT staff to proceed with Option 1 (Install UV disinfection within the existing WTP) as part of the WTP Expansion and Upgrade Project, AND THAT staff to include revised budget requirements to support the installation of UV disinfection at the existing WTP as part of the 2022 Capital Budget.	Council - Resolution	High	Public Works, Engineering & Environmental Services	WATER	Planned / Expected
3	FY24 Q1	Complete	Pollinator Master Plan Research - Funded from JDL (non-tax)	with tree donation money, hire consultant to research and background a pollinator master plan, includes public consultation - \$10,000 donated budget (final strategy to be documented in future year subject to funding - possibly 2023) This is related to Council's resolution to adopt the Bee City status and designation (part of requirements to maintain status)	Department Initiated	Low	Parks Recreation & Culture	PRC PARKS	Planned / Expected
4	FY24 Q1	Complete	Pollinator Master Plan Completion	To utilize research collected in 2022, including public consultation, to finalize a document/policy/guidance/procedures related to locally supporting pollinator species - to include short/mid/and longer term objectives as well as overarching policy views that guide Town practices This is related to Council's resolution to adopt the Bee City status and designation (part of requirements to maintain status)	Council - Resolution	Low	Parks Recreation & Culture	PRC PARKS	Planned / Expected
5	FY24 Q1	Complete	Legal Services RFP and Processes Review and Decision to Extend or Renew		Budget - Operational	Medium	Legislative Services	CLERKS	Planned / Expected
6	FY24 Q1	Complete	Employment Lifecycle - Offboarding Process	Mapping the process when an employee exits the organization to ensure relevant divisions are notified in a timely way – coordination is required with H&S, IT, Communications, Purchasing, Clerk Services, etc.). Trial to start with IT after monitoring effectiveness of on-boarding process (hiring requisition form + IT Requirements form)	Department Initiated	Low	Customer and Corporate Services	HR	Planned / Expected
7	FY24 Q1	Complete	Surety Bonds review vs Letters of Credit	Council Direction: RES-343-2023 THAT Staff Report T2023-20 Acceptance of Surety Bonds for Development Agreement Related Securities be deferred to a later meeting, pending receipt of a legal opinion.	Council - Resolution	Medium	Finance	FINANCE	New / Ad Hoc

Item #	Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Department	Lead Division	Implementation Planning
8	FY24 Q1	Complete	Community safety zone review staff report	Review of the current by-lawed Community safety zones and their actual status. Report summarizing current locations and signage/speed limits and by-laws, CSZ standards, recommendations of changes and additions throughout Town with costs and timing for implementation.	Department Initiated	Medium	Public Works, Engineering & Environmental Services	ENG	New / Ad Hoc
9	FY24 Q1	Complete	CS Standards Policy Training & Roll-Out	Once the CS Standards Policy has been approved at Council, work will commence for educating staff on the policy and providing the procedure. Policy is intended to be in effect as of Jan 1, 2024	Department Initiated	High	Customer and Corporate Services	CUSTOMER SERVICE	Planned / Expected
10	FY24 Q1	Complete	E-Draulic Replacement	Replacement of auto extrication equipment (end of life-span 10 years)	Budget - Capital	Medium	Fire	FIRE	Planned / Expected
11	FY24 Q1	Complete	Radio/Pagers	Purchase radio/pager system for the Emergency Control Group. This will allow communication between sectors even if a power outage occurred .	Budget - Operational	Medium	Fire	FIRE	Planned / Expected
12	FY24 Q1	Complete	Ice Rescue Training	Conduct annual ice training to all suppression firefighters	Legislative Requirement	Medium	Fire	FIRE	Planned / Expected
13	FY24 Q1	Complete	Water Annual Compliance Reports - 2023	Annual and Summary reports are prepared in accordance with the requirements of O.Reg.170/03 of the Safe Drinking Water Act and submitted to the Ministry of Environment, Conservation and Parks. Needs to be received by Council.	Department Initiated	High	Public Works, Engineering & Environmental Services	WATER	Planned / Expected
14	FY24 Q1	Complete	Purchase Floor Scrubber for Central Park Arena	Purchase a new floor scrubber to replace the existing unit which is at the end of it's lifecycle. Project 9705 - 2024 (\$12K)	Budget - Capital	Low	Parks Recreation & Culture	PRC FACILITIES	Planned / Expected
15	FY24 Q1	Complete	LICENSING - Prepare for Launch of STA Licensing Program	LICENSING - Prepare for Launch of STA Licensing Program 1) Develop application forms and documents/tools to support implementation (e.g., webpage) - In process 2) Create process for receiving and reviewing application(s) and issuing licences - In process 3) Prepare communication plan and public education campaign, including updates to the Town's website, drafting media release(s), social media posts, radio announcements, etc.	Council - Resolution	Medium	Legislative Services	BYLAW	Planned / Expected
16	FY24 Q1	Complete	2023 Statement of Remuneration		Department Initiated	Medium	Finance	FINANCE	Planned / Expected
17	FY24 Q1	Complete	2023 Public Sector Salary Disclosure		Department Initiated	Medium	Finance	FINANCE	Planned / Expected
18	FY24 Q1	Complete	Available Water Supply Capacity Calcs 2024 - Pt 1	Review available and committed water supply as of January 1, 2024	Department Initiated	High	Public Works, Engineering & Environmental	WATER	Planned / Expected
19	FY24 Q1	Complete	Mayor/Council Administrative/PR Assistant		Budget - Operational	Low	Legislative Services	CLERKS	Planned / Expected

Item #	Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Department	Lead Division	Implementation Planning
20	FY24 Q1	Complete	Implementation of Community Engagement Action Plan recommendations	<p>Roll out of Internal revised Communications Plan template and Public Engagement Toolkit and train staff. Implement external actions based on approval of the Community Engagement Action Plan.</p> <p>Council - January 8, 2024 THAT Staff Report CCS2023-11, Community Engagement Action Plan, be received; AND THAT Council endorse the Community Engagement Action Plan as presented; AND THAT Council rescind the 2015 Community Engagement Strategy</p>	Department Initiated	High	Customer and Corporate Services	COMMS	Planned / Expected
21	FY24 Q1	Complete	Recruitment - Contract Position to Permanent Position - Licensing and Compliance Officer	<p>Requesting that the Licensing Program and Compliance Officer position become permanent (contract to end April 30, 2024).</p> <p>-Seek approval to offer position to current staff member - Completed Jan 2024 -New offer of employment</p>	Budget - Operational	High	Legislative Services	BYLAW	Planned / Expected
22	FY24 Q1	Complete	Recruitment - Mayor/Council Administrative/PR Assistant (FT)	<p>Administrative support is currently being provided to the mayor and council by the Administrative Assistant – Clerk Services with 50% of this role currently dedicated to providing this support. With the change to a full-time mayor position following the 2022 municipal election, the need for administrative support has grown from what was needed in the past. There has also been an increase in additional PR support for the office of the mayor in conjunction with the communications division. A full-time Administrative/PR assistant would provide the support being asked for to fully support the needs of the mayor and council.</p>	Budget - Operational	Medium	Legislative Services	CLERKS	New / Ad Hoc
23	FY24 Q1	Complete	Water Access - Lakeview Avenue	<p>November 20, 2023 - Council THAT Staff Report PRC2023-04, Update to Unopened Road Allowances and Public Water Access Locations, be received; THAT Council approve the revised water access categorization of Location No. 6, Lakeview Avenue from a Category 3 to a Category 2.</p>	Council - Resolution	Low	Parks Recreation & Culture	PRC PARKS	Planned / Expected
24	FY24 Q1	Complete	Policy - non-profit organizations and charitable organizations for donations	<p>Council - December 4, 2023 THAT Staff bring forward a Staff Report outlining a formal process of evaluating requests from community groups, non-profit organizations, and charitable organizations request for donations from the Town in Q12024.</p>	Council - Resolution	Medium	Finance	FINANCE	Planned / Expected

Item #	Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Department	Lead Division	Implementation Planning
25	FY24 Q1	Complete	MOU FCM & Town of Collingwood: PMI-WILL	Council - January 8, 2024 THAT Staff Report CCS2023-12, Memorandum of Understanding with the Federation of Canadian Municipalities, be received; AND THAT Council authorize the execution of a Memorandum of Understanding between the Town and the Federation of Canadian Municipalities regarding the Partnership for Municipal Innovation - Women in Local Leadership Program.	Department Initiated	Low	Customer and Corporate Services	CCS ADMIN	Planned / Expected
26	FY24 Q1	Complete	Recruitment: BY-LAW - Hire 5 Seasonal BLEOs	-Review resumes -Short list candidates -Interview candidates -Offer letter to candidates	Budget - Operational	Low	Legislative Services	BYLAW	Planned / Expected
27	FY24 Q1	Complete	Replace Chemical Feeders at the Pool	Replace both chlorine and muriatic acid chemical feeders at the pool with erosion style feeders. Project 9735 - 2024 (\$30K)	Budget - Capital	Medium	Parks Recreation & Culture	PRC FACILITIES	Planned / Expected
28	FY24 Q1	Complete	Corporate Accessibility Policy	Council - January 8, 2024 THAT Staff Report CCS2023-10, Corporate Accessibility Policy, be received; AND THAT Council approve the Corporate Accessibility Policy, effective January 1, 2024; AND FURTHER THAT Council rescind the AODA – Integrated Accessibility Standards Policy (2015), Customer Service Accessibility Policy (2010) and Accessibility Training Policy (2012).	Council - Resolution	Low	Customer and Corporate Services	CCS ADMIN	Planned / Expected
29	FY24 Q1	Complete	GeoPark endorse application	Council - January 8, 2024 THAT Council support and endorse the aims and objectives of the Georgian Bay Aspiring UNESCO GeoPark (GBAUG) organization and further, that they endorse GBAUG’s application to UNESCO for such designation of a “Georgian Bay GeoPark	Council - Resolution	Low	Legislative Services	CLERKS	Planned / Expected
30	FY24 Q1	Complete	Letter of Support: Illegal car rallies	Council - January 8, 2024 THAT Council authorize a letter of support be prepared regarding the request from the Town of Wasaga Beach in their correspondence received at the October 16, 2023 meeting with respect to illegal car rallies.	Council - Resolution	Low	Legislative Services	CLERKS	Planned / Expected
31	FY24 Q1	Complete	Collingwood Girls Hockey Association - Fee reduction for Thundersnow Classic	THAT Council approve a 50% discount up to a max of \$4,500 for the Collingwood Girls Hockey Association's ice rental time that would be required January 19 to 21, 2024 in recognition of their inaugural event.	Council - Resolution	Low	Parks Recreation & Culture	PRC FACILITIES	Planned / Expected

Item #	Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Department	Lead Division	Implementation Planning
32	FY24 Q1	Complete	WTP - Seek Extension to Tender Bid Validity Date	<p>January 8th, 2024 AND THAT Council direct staff to seek an extension to the tender bid validity date, with parameters as discussed in Closed Session, pending an agreement with New Tecumseth to share any implications;</p> <p>AND THAT Council ask New Tecumseth, The Town of the Blue Mountains and Clearview to reply two weeks prior to extension expiry on their intentions to buy in to capacity or sooner if funding opportunities become available;</p>	Council - Resolution	High	Legislative Services	PROCUREMENT & RISK	New / Ad Hoc
33	FY24 Q1	Complete	WTP - Funding from the Province	AND THAT Council request the Mayor confirm to the Minister of Infrastructure for the Province of Ontario our request that the Province partner in the funding shortfall for the expansion of the water treatment plant expansion on the basis that the expansion will serve the water needs of several municipalities and will accommodate the growth plans of South Georgian Bay and beyond.	Council - Resolution	High	Customer and Corporate Services	COMMS	Planned / Expected
34	FY24 Q1	In Progress	Recruitment - water distribution operator	replacement water dist operator	Budget - Operational	High	Public Works, Engineering & Environmental	WATER	Planned / Expected
35	FY24 Q1	Complete	Digital News Advertising	In the absence of print media (with the loss of the Collingwood Connection in September 2023), it is prudent that the Town establishes a Non-standard service contract with CollingwoodToday, for ongoing digital news advertising. CollingwoodToday is recognized as the established Collingwood specific news source for Collingwood residents. Pricing will also be sought from Simcoe.com (regional news source) for enhanced advertisements as needed.	Budget - Operational	Medium	Customer and Corporate Services	COMMS	Planned / Expected
36	FY24 Q1	Complete	Event - Mayor's Levee & Order of Collingwood Awards		Budget - Operational	Medium	Parks Recreation & Culture	PRC CULTURE &	Planned / Expected
37	FY24 Q1	Complete	Recruitment - Housing Development Coordinator		Department Initiated	Low	Planning, Building and Ec. Dev	PLANNING	Planned / Expected
38	FY24 Q1	Complete	Fireworks Display - Canada Event	THAT Council request that the Festival for Canada event specific to the Fireworks Display be scheduled for July 1st with a fall back date of June 28th only if there are no fireworks display providers available in response to the tender for the July 1st date within approved budget.	Council - Resolution	Low	Parks Recreation & Culture	PRC ADMIN	Planned / Expected
39	FY24 Q1	Complete	Definition for Antisemitism	<p>Council - February 5, 2024 THAT Council direct Staff to provide Council with a staff report including background and recommendation regarding adoption by the Town of Collingwood of a definition for antisemitism.</p>	Council - Resolution	Low	Parks Recreation & Culture	PRC ADMIN	Planned / Expected

Item #	Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Department	Lead Division	Implementation Planning
40	FY24 Q1	Complete	Letter of support of Simcoe County's request for Student Resource Officer (SRO) program	THEREFORE BE IT RESOLVED that Collingwood Council issue a letter of support of Simcoe County's request to encourage the continuance of the SRO program to the Simcoe County School Boards, Simcoe County, other local municipalities, Simcoe MPPs, the Minister of the Solicitor General and Minister of Education.	Council - Resolution	Low	Legislative Services	CLERKS	Planned / Expected
41	FY24 Q1	Complete	FCM National Board of Directors Election	<p>March 4, 2024</p> <p>BE IT RESOLVED THAT Council of the Town of Collingwood endorse Councillor Kathy Jeffery to stand for election on FCM's National Board of Directors and/or a committee appointment;</p> <p>AND FURTHER THAT Council assumes all costs associated with Councillor Kathy Jeffery attending FCM's National Board of Directors meetings up to the allocated approved budgeted amount.</p>	Council - Resolution	Low	Legislative Services	CLERKS	Planned / Expected
42	FY24 Q1	Complete	Letter of Support - provincial-municipal fiscal arrangements are undermining	<p>WHEREAS current provincial-municipal fiscal arrangements are undermining Ontario's economic prosperity and quality of life;</p> <p>WHEREAS nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility and expenditures are outpacing provincial contributions by nearly \$4 billion a year;</p> <p>WHEREAS municipal revenues, such as property taxes, do not grow with the economy or inflation;</p> <p>WHEREAS unprecedented population and housing growth will require significant investments in municipal infrastructure;</p> <p>WHEREAS municipalities are being asked to take on complex health and social challenges – like homelessness, supporting asylum seekers and addressing the mental health and addiction crises;</p> <p>WHEREAS inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity;</p> <p>WHEREAS property taxpayers – including people on fixed incomes and small businesses – can't afford to subsidize income re-distribution programs for those most in need;</p> <p>WHEREAS the province can, and should, invest more in the prosperity of communities;</p> <p>WHEREAS municipalities and the provincial government have a strong history of collaboration;</p> <p>THEREFORE, BE IT RESOLVED THAT the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario;</p> <p>AND FURTHER THAT a copy of this motion be sent to the Premier of Ontario (premiere@ontario.ca); Minister of Municipal Affairs and Housing</p>	Council - Resolution	Low	Legislative Services	CLERKS	New / Ad Hoc

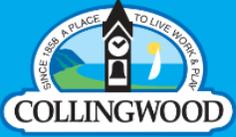
Appendix C: 2025 and beyond Council Resolutions

Item #	Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Department	Lead Division
1	FY25 Q1	In Progress	Examine Potential to Collect a Municipal Accommodation Tax (MAT) and Propose Next Steps	<p>-Brought to Council April 2023. Council endorsed recommendation to pursue, report back by September 2023 with implementation recommendation, including governance structures.</p> <p>P2023-08 - Consideration of Municipal Accommodation Tax (MAT)</p> <ul style="list-style-type: none"> • Recommendation that staff report be received for information and that Council direct staff to investigate the implementation of a MAT, including community and industry stakeholder consultation, and staff report back no later than September 2023 on potential options, including associated governance structures and processes. <p>-Completed market study to estimate amount of potential Municipal Accommodation Tax.</p> <p>- Undertake consultation with tourism accommodators and the public on a MAT. Survey closed in Q4 2023. Framework to be presented in Q1 2024 for input.</p> <p>-Work with Finance on collection strategies + revenue impacts, Clerks and Bylaw on a bylaw to enforce and aid in any potential legal structures needed to accept the MAT.</p> <p>(Early estimates show a potential MAT of over \$2M per year to be allocated in alignment with the Tourism Strategy and Action Plan.</p> <p>-a minimum of 50% to a not for profit for tourism purposes</p> <p>-a maximum of 50% to municipality</p>	Council - Resolution	Medium	Planning, Building and Ec. Dev	EC DEV
2	FY25 Q1	In Progress	PARKING - Update Parking By-law	<p>Create a comprehensive Parking By-law that will, among other things, prohibit parking in bike lanes, on municipal boulevards etc. Original by-law was enacted in 2003 and has been amended over 20 times.</p> <p>Boulevard Parking/Beautification - Option 3 (Part:2 Parking Bylaw)</p> <p>THAT Staff Report PW2022-09 Boulevard Parking and Beautification Update be received;</p> <p>AND THAT Council support Option 3 contained herein;</p> <p>AND THAT Staff bring forward for Council's consideration the necessary amendments to the existing By-laws, including Parking and Road Occupancy By-laws to include the recommended changes as contained in Option 3.</p>	Council - Resolution	Low	Legislative Services	BYLAW
3	FY25 Q1	Not Started	SCAP - 24 month monitoring/reporting update	Updated SCAP approved January 30, 2023 indicating next comprehensive update would be 24 months from the effective date (i.e. completed by January 30, 2025)	Council - Resolution	Medium	Planning, Building and Ec. Dev	PLANNING

Item #	Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Department	Lead Division
4	FY25 Q4	On Hold	Heritage - Comprehensive Review of Heritage Programs	<p>THAT staff bring forward a comprehensive review of the Town's Heritage Programs including committee composition and staff resources in the 2023 Budget.</p> <p>[Council deferred to 2024 in budget SIC Dec. 5th] RES-416-2022 THAT Council receive the Development & Operation Services Standing Committee Report from its meeting held December 12, 2022, and hereby approve the recommendations contained within the report and the associated bylaws, as presented.</p> <p>Heritage Committee Minutes THAT staff consider during the upcoming review of the Heritage by-law, consider the addition of aluminum clad wood windows to the list of types of windows permissible for use on heritage buildings.</p> <p>March 27, 2023 - Council Collingwood Heritage Committee THAT the Collingwood Heritage Committee request that Council undertake a review of the Heritage Grant Program, with special attention to re-evaluating the maximum amount of \$3,000 per project; AND THAT the Heritage grant funding be reviewed as part of the 2024 budget deliberations</p>	Council - Resolution	Low	Planning, Building and Ec. Dev	PLANNING
5	FY25 Q4	On Hold	Corporate Advertising Feasibility Study	<p>Council Resolution - February 27, 2023 PW2023-05 Transit Advertising Update Recommendation to receive report and direct staff to create a Corporate Advertising Policy within a future Operational Plan, proceed with an open-market request for proposal and report back to Council with an update of the outcome. RFP for services to review feasibility of all opportunities for advertising within municipal facilities, transit, programs and events, including cost to implement and revenue projections.</p>	Council - Resolution	Low	Customer and Corporate Services	COMMS

Item #	Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Department	Lead Division
6	FY25 Q1	In Progress	Report back: Taxi and Ride Sharing Licensing	<p>Council - September 25, 2023 THAT Staff Report C2023-18, titled "Taxi Licensing By-law and Ride Share Review", be received; AND THAT Council authorize the elimination of taxi regulation effective January 1, 2024 to lessen the financial and administrative barriers and improve equity within the local taxi and ride share industry, while continuing to promote the use of our enhanced municipal transit opportunities including the contract with Ace Transportation Group Inc. (Ace Cabs) for accessible taxi service; AND THAT Council direct staff to provide notice to the local taxi operator/industry, Collingwood Police, and the public.</p> <p>COW-066-2023 THAT by the end of 2024, staff report back to Council to a status update on other municipalities who are regulating personal transportation vehicles and whether there is interest with other municipalities in south Georgian Bay to undertake a minimum regulation that would include but not be limited to criminal record checks, vehicle safety and insurance requirements.</p>	Council - Resolution	Low	Legislative Services	BYLAW
7	FY25 Q1	Not Started	Ste. Marie Street (south of Hume) parking report	<p>November 20, 2023 - Council THAT Staff bring back a report to Council with options to help identify the existing parking spots between Hume Street and Hamilton Street on the West side of Ste. Marie Street, and future consideration of line painting of parking stalls, parking meters and two-hour parking limit.</p>	Council - Resolution	Low	Public Works, Engineering & Environmental Services	ENG

Item #	Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Department	Lead Division
				<p>Recommendation</p> <p>THAT Staff Report P2023-19 “Dormant File Closure – Staff Delegated Authority” originally presented on June 5, 2023 and amended on November 20, 2023, be received; AND THAT Council enact and pass an amending by-law to By-law 2020-059, being a by-law to delegate certain powers and duties to officers and employees of the Town of Collingwood, to provide staff the delegated authority to close dormant site plan control files;</p> <p>AND THAT the effective date of the amending by-law be March 4, 2024 to provide the development community approximately three months to take action on dormant files or to request voluntarily closure;</p> <p>AND THAT the closure of dormant site plan control files be implemented in accordance with the Dormant File Closure Procedure, attached to this Report as Appendix A;</p> <p>AND THAT all other planning files where decisions have not been rendered and two years or more have elapsed since the application(s) was deemed complete, be prioritized for review and expedited for consideration by Council or for voluntary closure, as staff resources permit;</p> <p>AND THAT staff notify the proponents with existing dormant site plan control files and the development community at large of the impending process changes;</p> <p>AND THAT staff provide updates at approximately six months and one year after the implementation of the recommendations in this report to assess the impact of the process changes, with the one-year review at minimum to consider expansion of the dormant file process to other application types and/or the imposition of file reactivation fees, in consideration of further input from the Development Community.</p>				
8	FY25 Q1	In Progress	Development - Implement Dormant File Closure Procedure for One Year		Council - Resolution	Low	Planning, Building and Ec. Dev	PLANNING
				<p>Town of Collingwood selected to host 2025 OSUM Conference. Council - June 5, 2023</p> <p>Nov 6: RECOMMENDATION: THAT Council support staff prioritizing workplans in 2024 and 2025 to assist Councillor Doherty and the OSUM organizing committee to ensure a successful event in 2025, and report back to Council on additional funds for consideration in the 2025 budget needed to support the event.</p>				
9	FY25 Q1	In Progress	2025 OSUM Conference		Council - Resolution	Low	Parks Recreation & Culture	PRC CULTURE & EVENTS



Operational Plan: 2023 Accomplishments & 2024 Year Start

Staff Report CAO2024-04
May 6, 2024

5/6/2024

TOWN OF COLLINGWOOD





In 2020, Council with Community input updated our Community-based Vision

PEOPLE THRIVE HERE - LIVE MORE NOW



Collingwood offers residents and visitors a healthy lifestyle of activities in beautiful and safe settings, including an active transportation network, an inclusive multi-generational artful community with strong civic pride, an animated waterfront and boating facilities, and is a hub of successful entrepreneurs and businesses offering rewarding jobs.

Leading-edge staff support Council and community decisions that are progressive, accountable and sustainable, protecting and leveraging Collingwood's core strengths: a vibrant downtown and community, a healthy natural environment attractive in all seasons, an extensive waterfront interconnected with the town, and our strong cultural and built heritage.





Operational Plan Framework

Included in the Operational Plan is anything meeting one or more of these criteria:

- Is a Council Resolution with action required by staff,
- Has significant mention in the Budget (including all capital projects),
- Will need to go to Council for a decision, and/or
- Is a Project (i.e. has a start and end date) and as a rule of thumb takes roughly over 3 person-weeks of time

Out of Scope for the Operational Plan:

- Routine service delivery items
- Ongoing delivery of Programs and Services







Operational Plan Accomplishment Highlights

Q1: January to March

- Customer Service Standards Policy Training and Roll Out
- Water Treatment Plan UV Disinfection Upgrades – Construction
- Seek Extension to Tender Bid Validity Date for the Water Treatment Plant
- Pollinator Master Plan
- Corporate Accessibility Policy
- Fireworks Display for Canada Day Event – Vendor Secured
- Definition for Antisemitism





Operational Plan Accomplishment Highlights

Q1: January to March

- Water Annual Compliance Reports
- Recruitment: 5 Seasonal BLEOs By-Law
- Annual Ice Rescue Training
- Community Safety Zone Review
- Traffic Signal Review
- Legal Services RFP and Processes Review
- Event – Mayor’s Levee & Order of Collingwood Awards





Ongoing

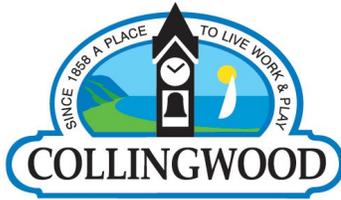
- Staff will continue to report quarterly on the status of items with overall clean up of the 2024 Operational Plan continuing throughout the year.
- Q2 Status Report – July 2024
- Q3 Status Report – Nov 2024





Thank You





Staff Report C2024-04

Committee 2024-04-22

Council 2024-05-06

Amendments

Submitted To: Committee of the Whole | Council
Prepared By: Sara Almas, Director of Legislative Services/Clerk
Subject: **Mechanisms & Processes to Establish an “Official Town Position”**

Recommendation

THAT Staff Report C2024-04, Mechanisms & Processes to Establish an “Official Town Position” be received;

AND THAT Council direct Staff to set up a Special Meeting of Council for the purposes of conducting a workshop with a facilitator to develop an official position related to the Provincial Regional Review for Simcoe County.

Amendments

None.

1. Executive Summary

In response to direction from Council to investigate options to develop an official Town position for the provincial regional government review consultation currently underway. The report identifies the importance of having an official position, ideal steps, challenges as well as mechanisms and process for Council’s consideration. The explored options include conducting a Council Workshop, establishing a sub-committee of Council, have a Council member(s) propose a draft position, request staff to propose a draft position or delegate authority to an individual to establish and approve a position. Staff recommend proceeding with a Council Workshop because of the significance of the Regional Review which ensures an opportunity for the public to participate. The province has not scheduled the anticipated additional opportunity in Simcoe County

to provide input to this Provincially-led review, nor has scheduled other opportunities elsewhere.

2. Analysis

Background

On February 5, 2024, Council approved the following resolution:

WHEREAS the Province of Ontario has initiated a review of certain tier-2 governance structures and has included Simcoe County’s current system as part of that study group;

AND WHEREAS the Standing Committee on Heritage, Infrastructure and Cultural Policy (SCHIC), have been tasked with the review and is conducting public hearing opportunities as part of the process;

AND WHEREAS the SCHIC plans to hold additional public meetings in mid to late February, one of which is anticipated to be conducted in Simcoe County;

AND WHEREAS the Province has very recently amended the scope of the Peel Region Transition Board’ review to land planning, water and wastewater, regional roads and waste management, which may have implications as to the SCHIC review;

AND WHEREAS it is desirable for Collingwood Council to review any applicable information and determine whether to delegate before the SCHIC at the Simcoe County session or some other location if necessary;

THEREFORE BE IT RESOLVED THAT Council request Staff to report back to Committee of the Whole on an appropriate mechanism or process, or potential options, to ensure that Council can consider determining a Town of Collingwood supported position to put forward regarding the Provincial Regional Governance Reviews that are underway.

Occasionally, the Mayor, CAO or members of Council are requested to provide input or feedback to other Orders of government or organizations that is expected to represent the position of the Town of Collingwood. An official position of the Town of Collingwood

is usually through a Council supported decision, that incorporates a series of steps, including:

1. **Research and Analysis:** Council members should thoroughly research the matter at hand, gathering relevant data, expert opinions from Staff, and community feedback. They need to understand the issue from various perspectives.
2. **Public Consultation:** Engage with the community through public meetings, surveys, Town Hall meetings, or online platforms. This ensures that the Council understands the concerns and preferences of residents.
3. **Stakeholder Engagement:** Consult with stakeholders such as local businesses, advocacy groups, non-profits, and relevant government agencies. Their input can provide valuable insights into the potential impacts of the decision.
4. **Internal Discussions:** Within the Council, hold discussions and debates to explore different viewpoints and potential solutions with support from Staff. This may involve committee meetings or workshops.
5. **Drafting a Position Statement:** Based on the research, public input, and internal discussions, draft an official position statement outlining Council's stance on the matter. This document should be clear, concise, and supported by evidence.
6. **Voting:** Bring the proposed position statement to a vote during a Council meeting for consideration and approval.
7. **Communication:** Once the position is established, communicate it to the relevant party(s) and the public through media releases, official statements, social media, and/or other channels. Transparency is crucial in ensuring that residents understand the reasoning behind the Council's decision.
8. **Implementation and Monitoring:** If applicable, take steps to implement the position, and monitor its effects over time. This may involve collaborating with other government agencies, allocating resources, or advocating for policy changes at higher orders of government.

Throughout this process, it's essential for Council to uphold principles of transparency, accountability, and responsiveness to the needs of the community. Regularly revisiting and reassessing the position based on new information or changing circumstances is also important to ensure that it remains relevant and effective.

A Council position could be through a specific resolution or by-law, or through an approved strategic or other master plan document.

Occasionally, a position may be required immediately and there is not enough time to complete all the steps noted above, or some steps may be consolidated for efficiency.

Communicating an unofficial position on behalf of the Municipality or not having a position at all can present several challenges:

- **Confusion and Uncertainty:** Without an official position, Council, staff and residents may be unsure where the Town stands on a particular issue. This can lead to confusion and uncertainty, especially if different Council members or staff express conflicting viewpoints.
- **Lack of Clarity:** Communicating an unofficial position can lack the clarity and authority of an official statement. Orders of Government, other organizations and residents may question the validity and credibility of the position if it is not officially endorsed by the Town Council.
- **Loss of Trust:** Inconsistent or ambiguous communication can erode trust between the Town government and residents. If residents perceive that the Town is indecisive or unresponsive to important issues, it can undermine confidence in the Council's ability to represent their interests effectively.
- **Missed Opportunities for Advocacy:** Without a clear position, the Town may miss opportunities to advocate for its interests or influence decision-making at higher orders of government. An official position provides a platform for the Town to articulate its priorities and seek support from other stakeholders.
- **Risk of Misrepresentation:** Individual statements or unofficial positions expressed by Council members or Town officials may be misconstrued or

misrepresented by the media or other parties. This can lead to misunderstandings and damage the Town's reputation.

- **Ineffective Communication:** Without a coordinated approach to communication, the Town may struggle to convey its message effectively to residents, stakeholders, and policymakers. This can hinder efforts to mobilize support or address concerns related to the issue.
- **Inaction:** In some cases, the decision not to take a position may be interpreted as a lack of engagement or leadership on the part of the Town. This can result in missed opportunities to address pressing issues or advocate for beneficial outcomes.

What is the Provincial Regional Governance Review?

In November 2022, the provincial government announced it was appointing regional facilitators in Ontario's fastest growing regions to eliminate unnecessary or duplicative barriers preventing Towns and cities from hitting their housing targets. In September 2023, Minister Paul Calandra announced that the Standing Committee on Heritage, Infrastructure and Cultural Policy would take over the work originally proposed for facilitators in the six regions, including Simcoe County. The Committee is in charge of 2-tier regional governance reviews. The Standing Committee has the ability to carry out this work in a manner that is public, open and accountable, with opportunities for participation from members of all parties, local governments and the public, including in the affected communities.

An Official Position for the Town of Collingwood would be very beneficial, as there are significant governance, and program and service impacts for all municipalities especially municipalities deemed a settlement area. Mayors of Municipalities were invited to participate in the first round of discussions before in the Standing Committee in January 2024. Additional consultations are expected, and it would be a valuable exercise for Collingwood to explore potential impacts on optimization and streamlining of services from a regional perspective.

The Governance Review can have significant impacts for municipalities, that could include the uploading or downloading of services, boundary adjustments, political representation changes, etc. Establishing a Town position can have inherent bias and conflicts both politically and administratively. What is critical is maintaining a holistic view of what is in the best interest of the community and taxpayers, which could involve various trade offs. Having a knowledgeable external facilitator assisting in the discussion could be helpful to developing a well thought out Collingwood position from a regional context.

In November 2023, the Town of Bradford West-Gwillimbury provided the following submission to the Standing Committee on the Regional Governance Review. Their approach is generalized and not specific to any programs or services.

- A) ensuring there is fair democratic representation for all member municipalities;*
- B) structure and practices are in place that deliver efficient decision-making and good governance;*
- C) service area responsibilities are clearly defined, aligned and avoid duplicative or overly cumbersome processes; and,*
- D) lower-tier municipalities possess greater autonomy.*

Collingwood may want to consider following a similar approach or specify clear examples of programs and services that the Standing Committee should consider such as annexation, regional provider or supplier of services, etc. The latter approach would be better suited for a facilitated discussion as it could have specific impacts (positive and negative) and/or trade-offs with our regional municipalities and County as a whole.

Various mechanisms and potential processes to establish an ‘Official Position’:

(Note: There are numerous variations of processes, however Staff are presenting 5 for consideration)

1. Council Workshop [RECOMMENDED]:

Council could hold a Special Meeting for the purposes of holding a workshop to consider and develop a position, and members of the public could be invited to participate and provide input.

Process: A special meeting would be conducted and members of the public could be invited to participate. The Workshop could produce the official position or it could be held to gather discussion and ideas that Staff could take back and prepare a position and report back to COW or Council for final approval. Once the position is approved, the position would be communicated as appropriate (i.e. the Mayor present the position, or letter drafted and forwarded to the relevant party, etc.) Developing a more comprehensive and specific approach would warrant a knowledgeable external party to assist in a facilitated environment to development the Town's position.

Time Required: 3 – 6 weeks (dependent on final draft ‘position’ preparation requirements, and Council meeting schedule)

2. **Sub-committee of Council:**

A sub-committee of Council could be established with members of Council and could include staff and/or citizen members. Any Committee of Council established where a majority of the members of the Committee are members of Council are required to be open meetings as per the rules of the Municipal Act, meetings advertised in advance and must be open to the public.

Process: Council decide which members will participate or request members to volunteer. Council would determine (or delegate to the sub-committee) if staff members and/or citizens be invited to participate as members. If majority of the membership of the sub-committee are members of Council, agendas would be required and publicly posted. The sub-committee would prepare the position and report back to Council for approval, unless the sub-committee was delegated the authority to prepare and approve the official position. Once the position is approved, the position would be communicated as appropriate (i.e. the Mayor present the position, or letter drafted and forwarded to the relevant party, etc.)

Time Required: 2 – 6 weeks (*Also depends on Council Meeting schedule*)

3. Proposed by a Member of Council:

Any Council Member(s) can present a notice of motion with a position and present their suggestions and research to Council. Council could consider and amend the position as determined appropriate through majority vote.

Process: The Mayor or any member of Council may put forward a draft Official position on a matter as a notice of motion. Council could then debate, amendment, approve or deny the position. The ‘notice of motion’ process still allows the opportunity for the public (and staff if advice was needed) to be aware of the position before it is officially considered by Council.

Time Required: 2 weeks (or 1 week – if notice of motion requirements are waived).

4. Proposed by Staff:

Council could direct staff (or Staff could initiate) to undertake the necessary research and potential community consultation, to develop a draft position for Council’s consideration.

Process: Council can direct staff to prepare a draft position for Council or Committee consideration. Alternatively, Staff may initiate the preparation of a Town position and present to Council or Committee for consideration and approval for important matters or if time is off the essence.

Time Required: 4 – 8 weeks (dependant on staff capacity/resources)

5. Delegate Authority:

Council could delegate authority to a member of Council or Staff to research, prepare and present an official position on behalf of the Town, with the expectation that any position will be consistent with Council approved plans or other established positions. Although this would be the quickest method it

involves a lot of trust and confidence in the delegate.

Process: Council delegates by resolution authority to an individual or group to research, prepare and approve an Official Position on behalf of Council.

Time Required: 1 – 2 weeks

Financial Impacts

Depending on the approved mechanism to prepare and establish an “Official Town Position”, staff capacity and resources would be required and/or legal/consultant support.

Conclusion

An official position of the Town of Collingwood is recommended for the Provincial Regional Review, and for other similar type matters as they arise. Staff recommend utilizing a Council Workshop process which would include all Council opinions and provide opportunity for public consultation and engagement. This step does require additional time, however is the most comprehensive. Alternatively, a sub-committee of Council or direction to staff to initiate the research and analysis to present a draft position for Council consideration may be more efficient, however would impact progress on other corporate or department priorities.

3. Input from Other Sources

Report was reviewed by Department Heads on April 16th and endorsed to proceed to COW/Council.

4. Applicable Policy or Legislation

Municipal Act: Open Meeting Rules, Delegation of Authority, Roles and Responsibilities of Members of Council & Staff

Community Based Strategic Plan: Open and Transparent Local Government

5. Considerations

- Community Based Strategic Plan: Consistent with CBSP
- Services adjusted if any Services may have to be adjusted based on the process approved, Council/Staff priorities and available resources.
- Climate Change / Sustainability: No net effect on climate change/sustainability
- Communication / Engagement: Not Applicable
- Accessibility / Equity, Diversity, Inclusion: Not Applicable
- Registered Lobbyist(s) relating to content: Nil

Next steps and future action required following endorsement:

Clerk Services to support the approved recommendation, and relevant staff identified for expert advice.

6. Appendices and Other Resources

Resource 1: <https://www.ontario.ca/page/consultation-regional-government-review>

Resource 2: [County of Simcoe – Report on Regional Review](#)
[County Staff Report CCW 2023-146](#)

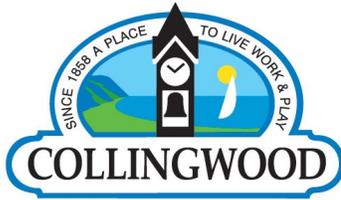
7. Approval

Prepared By:

Sara Almas, Director of Legislative Services / Clerk

CAO Comments:

Endorsed on May 1 to proceed to COW.



Staff Report C2024-05

Committee of the Whole 2024-05-06

Council 2024-05-22

Amendments

Submitted To: Committee of the Whole | Council
Submitted By: Sara Almas, Director, Legislative Services/Clerk
Prepared By: Michael Trueman, Manager, Accountability, Procurement & Risk Management
Subject: 2023 Annual Report of Non-Standard and Emergency Purchases

Recommendation

THAT Staff Report C2024-05, 2023 Annual Report of Non-Standard and Emergency Purchases, be received for information.

Amendments

N/A

1. Executive Summary

The purpose of this report is to present the annual report respecting procurement activities made by the Town that are deemed “Emergency” or “Non-Standard” as required in accordance with Procurement By-law 2021-086.

2. Analysis

Background

Section 270(1) of the Municipal Act, 2001 states that a municipality shall adopt and maintain policies with respect to, among a list of things, its procurement of goods and services.

In December 2021, Procurement By-law 2021-086 was enacted and passed by Council. The By-law provides provisions for purchasing, including where non-standard and emergency purchases can be made by the Town upon satisfying certain criteria. It also

requires that non-standard and emergency purchases, valued equal to or greater than \$25,000, be reported to the public annually to ensure openness, transparency, and accountability of our procurement activities.

To continually improve Town procurement, the Purchasing Division has conducted “Public Procurement Basics” training for Council and staff, and we have also conducted more specific training on topics like running invitational procurements that was offered to managers and supervisors. In collaboration with the Finance and Information Technology teams, the Town also rolled out a more efficient purchase order creation system, using Town owned assets.

Analysis

There are legitimate reasons to proceed with a non-competitive purchase, and these are used thoughtfully. The Town’s by-law has aligned our acceptable reasons for pursuing a non-competitive purchase in line with the recommendations made by the Canadian Fair-Trade Agreement (CFTA) as they have become the accepted standard in much of Canada. The exercise of conducting an annual public report is to clearly explain the reasoning behind purchases for good governance purposes.

The Purchasing Division continues to maintain all the required data for all Non-standard and Emergency of purchases. The data includes a brief description of the purchase, rationale for the requirement, reason for the emergency or non-standard acquisition as well as the estimated total cost. This Data Reporting of Non-Standard Purchases from 2023 spreadsheet is attached as Appendix “B”. The first table of the spreadsheet lists the **non-standard** purchases. The second table lists the **emergency** purchases.

The non-standard and emergency purchases that occurred in 2023 were:

- 1 instance of emergency procurement, totaling \$32,400.
- 15 staff approved non-standard purchases, totaling \$1,217,426.
 - 1 unavoidable non-standard purchase was also required for membrane upgrades at the Raymond A Barker Water Treatment Plant, totalling \$1,453,600.

- 2 are included that have no purchase value, they are being included for informational purposes but are not counted in the 15.

It is important to note that in 2023, three multi-year non-standards were approved. These all represent purchases that require additional years to either ensure continued critical service support, or to bridge a gap to better align similar contracts and allow the Town to go out to open market in the future with a more corporate wide approach when practical. The totals provided only reflect the 2023 costs of the effected non-standards.

Financial Impacts

A total of \$2,703,426.00 was spent on non-standard and emergency purchases in 2023, in 2022 the total amount was \$2,050,562.35.

All purchases identified on Appendix B were accounted for in the 2023 budget or approved by Council separately outside of the budget process.

Conclusion

Reporting Non-Standard and Emergency purchases is for information purposes only and that these types of non-competitive purchases are a fact of efficient and effective programs and procurement at all levels of government.

The Purchasing Division are committed in our continuing efforts to be accountable and transparent while enduring great value for money in all projects.

3. Input from Other Sources

The Purchasing Division, in consultation with the Clerk and all Department Heads, reviewed the reported 2022 procurements that necessitated adherence to the non-standard and emergency purchasing policies.

This report was further reviewed and confirmed by Department Heads on March 28, 2023.

4. Applicable Policy or Legislation

- Municipal Act, 2001;
- Town of Collingwood Procurement By-Law sets out the delegations of authority for procurement and defines Non-Standard and Emergency Procurement as follows:

12. NON-STANDARD PROCUREMENT

12.1 A non-standard procurement is the acquisition of goods, services or construction through a process or method other than the process and method normally required for the type and value of the required goods, services or construction, as identified and described under Schedule “B” of this By-law.

Non-standard procurement processes include:

- a) A Non-Competitive Process, where the goods, services or construction are acquired directly from a particular supplier without conducting a competitive process when an Invitational Competition or an Open Competition would normally be required; or
- b) A Limited Competition, where bids are solicited from a limited number of suppliers when an Open Competition would normally be required.

12.2 The use of a non-standard procurement process is only permitted under the specific circumstances set out in Schedule “C” of this By-law.

12.3 All non-standard procurement process must be approved and conducted in accordance with this By-law and all applicable procedures and protocols.

13. EMERGENCY PURCHASES

13.1 Notwithstanding any other provisions of this By-law, goods, services or construction may be purchased on an emergency basis where they are required as a result of an unforeseeable situation or event occurs that is a potential threat to any of the following:

- a) Public health and/or safety;

- b) The maintenance of essential Town services or to prevent the disruption of essential Town services;
- c) The welfare of persons or of public property; or
- d) The security of the Town's interests, financial or non-financial; and time does not permit the use of a standard procurement process.

13.2 All emergency purchases must be reported to the APR Manager and the CAO as soon as reasonably possible under the circumstances and as deemed appropriate, and members of Council be advised.

5. Considerations

- Community Based Strategic Plan: [Choose an item.](#)
- Services adjusted if any
- Climate Change / Sustainability: [Choose an item.](#)
- Communication / Engagement: [Choose an item.](#)
- Accessibility / Equity, Diversity, Inclusion: [Choose an item.](#)
- Registered Lobbyist(s) relating to content: [add content and meeting dates]

Next steps and future action required following endorsement:

Council to accept report for information.

6. Appendices and Other Resources

Appendix A: 2023 Data of Non-Standard & Emergency Purchases

Resource 1: [Procurement By-Law No. 2021-086](#)

Resource 2: [Non-Standard Procurement Authorization Form](#)

7. Approval

Prepared By:

Michael Trueman, Manager, Accountability, Procurement & Risk Management

Reviewed By:

Sara Almas, Director, Legislative Services/Clerk

CAO Comments:

Endorsed on May 1, 2024 to proceed to COW



Appendix A - 2023 Data of Non-Standard & Emergency Purchases

Non-Standard Purchases

Department	Project Number	Vendor Name	Title	Description of goods, services, construction / Circumstances leading up to procurement decision	Estimated Purchase Value	By-law 2017-008 Schedule "C" Justification
ENV	2023-006NS	ProSpec Technologies Inc	NT Regional High Lift Pump #2 – Rehabilitation/Refurbishment	Collingwood manages the 3 high-light pumps that provide potable drinking water to the Town of New Tecumseth. It is recommended that a pump is rehabilitated every 10 years to ensure it is running efficiently. To understand the work that needs to be done on a pump, it needs to be removed and shipped to an offsite professional to complete an assessment.	\$ 61,210.00	3.2 If the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons: (d) to ensure compatibility with existing goods, or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative.
ENV	2023-008NS	ProSpec Technologies Inc	Collingwood Municipal High Lift Pump #3 – Rehabilitation/Refurbishment	Collingwood has 4 high-light pumps that provide potable drinking water to our municipality. It is recommended that a pump is rehabilitated every 10 years to ensure it is running efficiently. To understand the work that needs to be done on a pump, it needs to be removed and shipped to an offsite professional to complete an assessment.	\$ 32,500.00	3.2 If the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons: (d) to ensure compatibility with existing goods, or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative.
PW	*2023-0012NS	TransitFare and Systems LTD	Fare Management – Support and Maintenance (5 years)	TransitFare was procured by the Town several years ago and continues to be the software used by the County of Simcoe LINX and Wasaga Beach. The software is now well integrated with Town systems like CityView and WorkTech	\$ 15,500.00 (\$77,500.00 for 5 years)	3.2 If the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons: (d) to ensure compatibility with existing goods, or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative.

ENV/PW	2023-013NS	Dig-Smart LLC	Software to manage locates within the Town of Collingwood (3 ye	Dig-Smart is software the helps the Town manage, update, and analyze data for our above and underground infrastructure	\$ 37,100.00	3.2 If the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons: (d) to ensure compatibility with existing goods, or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative.
PW	2023-014NS	Ace Cabs	Accessible Taxi Service	Council directed staff to proceed with a contract with a private taxi company to provide individual, accessible, on-demand taxi service for individuals in the community	\$ 63,000.00	Motion voted on by Council to reinstate the services.
CCS	*2023-016NS	Jim Collis	Collingwood Terminals Maintenance, Access, Escort, Keyholder Services	Jim Collis has provided property management services of the Collingwood Terminals since 1997. The continue use of his services are required as the Town continues to work through the Grain Terminal Revitalization project.	\$ 25,000.00 (\$125,000.00 for 5yrs of service)	3.2 If the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons: b) due to an absence of competition for technical reasons
CCS	2023-020NS	Neeland Group Limited	HVAC Service and Maintenance	Neeland Group Limited was needed to provide maintenance of the library's heating and cooling, including the installation of heat pump systems.	\$ 99,415.00	3.2 If the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons: (d) to ensure compatibility with existing goods, or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative.
LS/BL	*2023-021NS	Hotspot Digital Pass	Parking Permit Module – Support and Maintenance	HotSpot Parking was procured through an open market competition in 2020, the additional functionality of the Digital Parking Pass System was not in the original scope. The module will be required to match the term of overall parking management software.	\$ 15,000.00 (\$60,000.00 for 4yrs)	3.2 If the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons: (d) to ensure compatibility with existing goods, or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative.
ENV	2023-028NS	Wachs Canada Limited	Valve Maintenance Trailer	The water distribution department was scheduled to replace their aging valve maintenance trailer. An open market competition was completed, but no compliant submissions were received.	\$ 130,000.00	3.1 c) If no suppliers satisfied the conditions for participation

ENV	2023-029NS	Northland Chemicals	Wastewater Treatment Plant Polymers	The chemical Norfloc 18165 is required for efficient operations of the Wastewater treatment plant. This request was made to bring this chemical in line so that it can be included the next time our larger chemical procurement is completed in the open market.	\$ 35,000.00	3.3 For additional deliveries by the original supplier of good of services that were not included in the initial procurement, if a change of supplier for such additional goods or services: a) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, software, services, or the installations procured under the initial procurement.
LS	2023-031NS	Information Management Consultant	Information Management Professionals	Legislative Services required a consultant to conduct a review of our digital recordkeeping practices and implement solutions	\$ 25,000.00	3.3 For additional deliveries by the original supplier of good of services that were not included in the initial procurement, if a change of supplier for such additional goods or services: b) would cause significant inconvenience of substantial duplication of costs for the procuring entity.
ENV	2023-034NS	Veolia Water Technologies & Solutions (formally Suez Water Technologies and Solutions)	Water Treatment Plant – Membrane Upgrades	Replacing the oldest membranes to the more current ZeeWeed 500D module membranes and cassettes for water treatment at the Water Treatment Plant	\$ 1,453,600.00	3.2 If the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons: (d) to ensure compatibility with existing goods, or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative.
ENG	2023-040NS	Greenland International	Stormwater Master Plan – Phase 2	Supplier completed the first phase of the master plan and is the best provider to continue their work in phase 2.	\$298,606.00	3.3 For additional deliveries by the original supplier of good of services that were not included in the initial procurement, if a change of supplier for such additional goods or services: b) would cause significant inconvenience of substantial duplication of costs for the procuring entity.
PRC	2023-042NS	Envision Tatham	Design Services – Wilson Sheffield Park	Design and construction management of the Wilson Sheffield Park	\$314,775.00	3.3 For additional deliveries by the original supplier of good of services that were not included in the initial procurement, if a change of supplier for such additional goods or services: b) would cause significant inconvenience of substantial duplication of costs for the procuring entity.

CCS/PW	2021-021NS	Chime Security	Security Services at the Transit Terminal	Continued security required at the un-staffed facility to maintain a presence to provide a safe space for riders to take advantage of	\$ 61,000.00	The town continues to need these services and is receiving good value for money from the provider. A corporate wide approach was agreed upon in late 2023 and a open market procurement will be posted this spring.
ENV	2023-019NS	Allen-Bradley/Rockwell Automation	Programmable Logic Controller (PLC) and Process Automation Controller (PAC)	PLC and PAC equipment is being upgraded and/or replaced as part of major water facility project over the next 5-10 years	No related purchases made in 2023.	Staff reported to Council the Town's decision to standardize equipment from this manufacturer for all upcoming projects. Reported to COW on May 1, 2023.
ENV	2023-032NS	N/A	WWTP Digester No. 1 Refurbishment	Refurbishment of the draft tube mixer is required to extend their useful lifespan	No related purchases made in 2023.	Due to the technical requirements and difficulty of operating a wastewater treatment plant while a digester is offline for repairs, Town staff are decided to run a limited competition with three suppliers we are confident can do the job in a timely and professional manner.

Emergency Purchases

Department	Project Number	Vendor Name	Title	Description of goods, services, construction / Emergency	Estimated Purchase Value
PW & ENG	2022-036EM	Arnott Constructions Ltd	Taylor Creek Culvert Repairs	High levels of rain pushed the culverts under the Town's trail. Immediate repairs were required to rectify the situation	\$32,400.00



2023 Annual Report of Non-Standard and Emergency Purchases

Committee of the Whole/Council

May 6, 2023





What is Public Procurement

- “Procurement” or “Purchasing” means the acquisition by any means, including by purchase, rental, construction, lease or conditional sale, of goods or services.
- Some key goals and objectives for Town’s Procurement
 - To obtain the best value for money
 - To encourage competitive procurement and ensure the principles of fairness, objectivity, transparency and accountability are reflected in the Town’s procurement processes





Reporting Requirements

- In accordance with Procurement By-Law, NO. 2021-086 an informational report is required to be presented to Council on an annual basis. The report is built around the following:
 - a) The circumstances and details of any emergency purchase with a procurement value equal to or greater than \$25,000; and
 - b) The circumstances and details of all non-standard procurements with a procurement value equal to or greater than \$25,000.





Non-Standard Procurement

- The majority of purchases made by the Town follow standard procurement processes, circumstances arise from time-to-time when approaching a project as a non-standard is the best use of Town resources or is required by some of the particulars of the project.
- All non-standard purchases require the approval of the Purchasing Division, the Department Head, and the CAO
- The circumstances under which non-standard purchasing can occur are outlined in Schedule “C” of the Town’s Procurement By-Law.





Schedule “C” Non-Standard Procurements

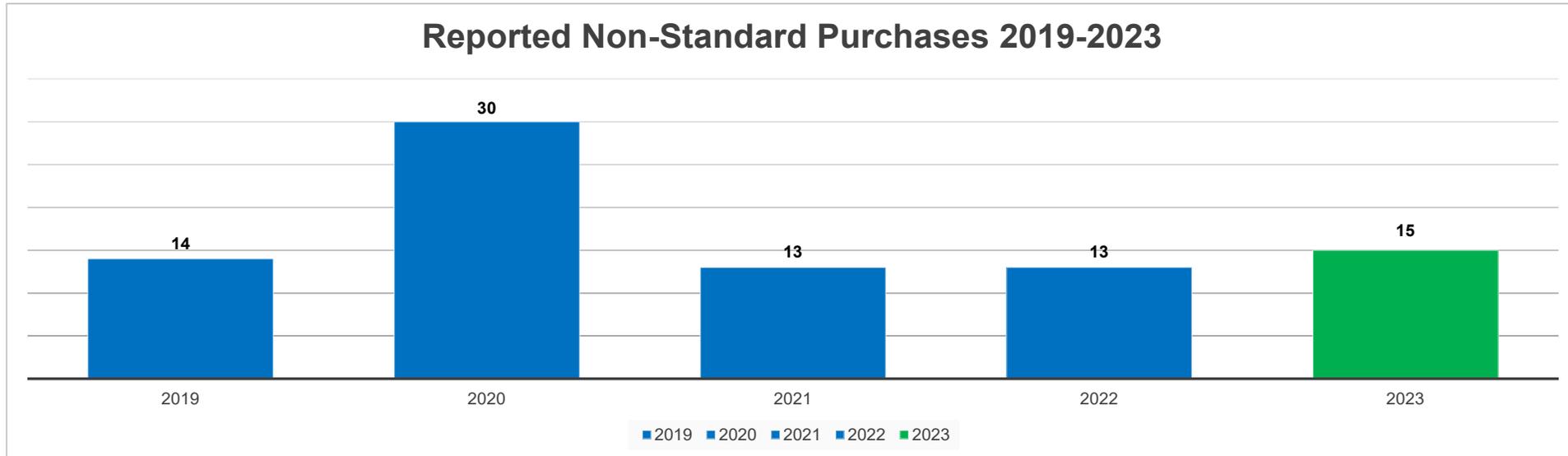
*The allowable exception used by Collingwood completely align with the language used in the Canadian Free Trade Agreement (CFTA)

1. If submission:
 - a) no tenders were submitted, or no suppliers requested participation;
 - b) no tenders that conform to the essential requirements of the tender documentation were submitted;
 - c) no suppliers satisfied the conditions for participation;
 - d) the submitted tenders were collusive,
provided that the requirements of the tender documentation are not substantially modified;
2. If the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons:
 - a) the protection of patents, copyrights, or other exclusive rights;
 - b) due to an absence of competition for technical reasons;
 - c) the supply of goods or services is controlled by a supplier that is a statutory monopoly;
 - d) to ensure compatibility with existing goods, or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative;
 - e) work is to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work;
 - f) work is to be performed on a leased building or related property, or portions thereof, that may be performed only by the lessor;
3. For additional deliveries by the original supplier of goods or services that were not included in the initial procurement, if a change of supplier for such additional goods or services:
 - a) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, software, services, or installations procured under the initial procurement; and
 - b) would cause significant inconvenience or substantial duplication of costs for the procuring entity;
4. If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering;
5. For goods purchased on a commodity market;
6. If a procuring entity procures a prototype or a first good or service that is developed in the course of, and for, a particular contract for research, experiment, study, or original development. Original development of a first good or service may include limited production or supply in order to incorporate the results of field testing and to demonstrate that the good or service is suitable for production or supply in quantity to acceptable quality standards, but does not include quantity production or supply to establish commercial viability or to recover research and development costs;
7. For purchases made under exceptionally advantageous conditions that only arise in the very short term in the case of unusual disposals such as those arising from liquidation, receivership, or bankruptcy, but not for routine purchases from regular suppliers;
8. If a contract is awarded to a winner of a design contest provided that:
 - a) the contest has been organized in a manner that is consistent with the principles of this Chapter, in particular relating to the publication of a tender notice; and
 - b) the participants are judged by an independent jury with a view to a design contract being awarded to a winner; or
9. If goods or consulting services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process could reasonably be expected to compromise government confidentiality, result in the waiver of privilege, cause economic disruption, or otherwise be contrary to the public interest.





Non-Standard Procurement Comparisons



- The estimated cost of non-standard purchases in 2023 was \$2,671,026.00* and in 2022 it was \$ \$1,962,325.87.
- This is an increase of 36.1%
- *This figure includes a high value, unavoidable non-standard purchase of water treatment membranes. The value of that purchase was \$1,453,600.00. Without this purchase the Town would have seen a decrease in non-standard spending by approximately 38% from 2022.





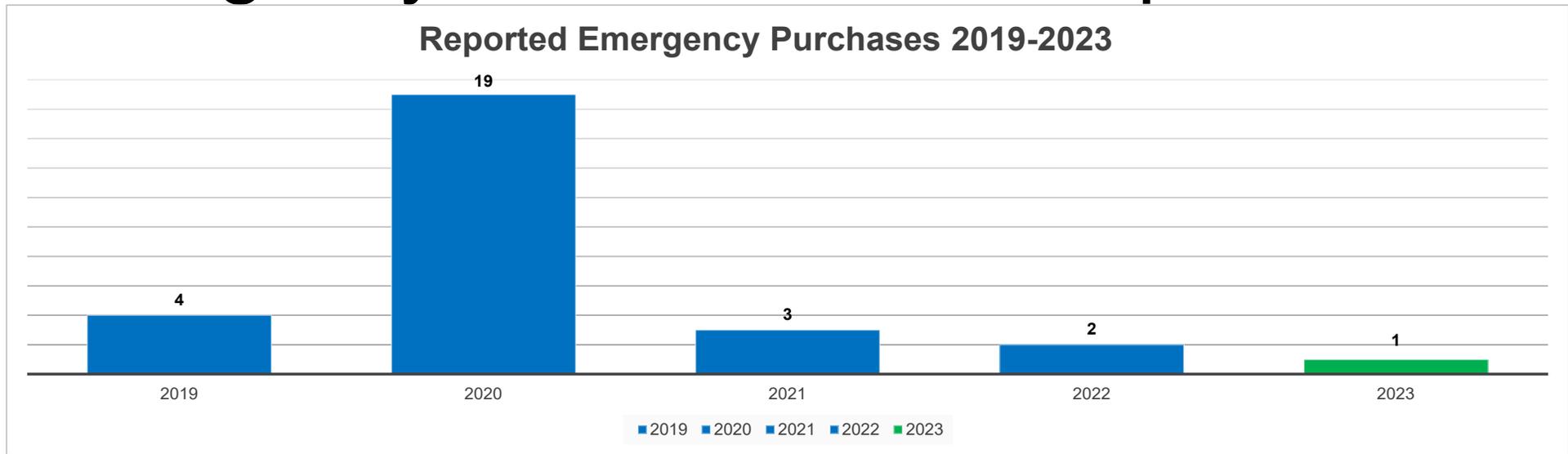
Emergency Procurement

- As established in our by-law, purchases can be made on an emergency basis where they are required as a result of an unforeseeable situation or event occurs that is a potential threat to any of the following:
 - a) Public health and/or safety;
 - b) The maintenance of essential Town services or to prevent the disruption of essential Town services;
 - c) The welfare of persons or of public property; or
 - d) The security of the Town's interests, financial or non-financial; and time does not permit the use of a standard procurement process.
- All emergency purchases must be reported to the Purchasing Division and the CAO as soon as reasonably possible under the circumstances and as deemed appropriate, and members of Council be advised.





Emergency Procurement Comparisons



- The estimated cost of non-standard purchases in 2023 was \$32,400.00 and in 2022 it was \$88,236.48.
- This is a decrease of 63.3%





Continued Improvements in Purchasing

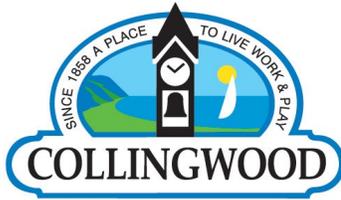
- Changes to Public Purchasing can be influenced by; federal bills, provincial bills, trade agreements and court decisions.
- The Purchasing Division constantly monitors the impacts and changes to ensure that we are on top of new best practices and requirements to offer the best support to suppliers and staff.
- The Purchasing Division is dedicated to supporting accountability and transparency in our purchasing projects, while always achieving great value for tax-payer money.





Questions?





Staff Report T2024-11

Standing Committee 2024-05-06

Council 2024-05-22

Amendments

Submitted To: Committee of the Whole | Council
Submitted By: Monica Quinlan, Treasurer
Prepared By: Monica Quinlan, Treasurer
 Jennifer Graham, Manager of Finance
 Stephanie Ottewell, Financial Analyst
 Lara Janzen, Financial Analyst
Subject: 2024 Quarter One (Q1) Financial Report

Recommendation

THAT Staff Report T2024-11, 2024 Quarter One (Q1) Financial Report, be received for information.

Amendments

N/A

1. Executive Summary

The following information is based on internal financial statements. The purpose of this report is to provide Council a review of the actual versus budget, financial results for the quarter ending March 31st, 2024 for both the tax supported and non-tax supported budgets. The information has been prepared in the Programs & Services format following the budget information, attached as Appendix A is chart explaining each program and the services included to deliver that service.

At this time given the information that is currently available the Town is a surplus position as is expected at this point in the year, given that just under 50% of the taxes have been billed for 2024. Expenses for the tax supported divisions are at 22.3% of

budget, which is slightly below expectations for the first quarter however it is due mainly to the timing of expenditures. Non-tax supported divisions are progressing as expected.

An in-depth Salary review has been prepared, this information is based on actual versus budget and includes analysis of any variances.

Additionally, grant reporting has been incorporated within the report to highlight the activity and success for the first quarter of 2024.

2. Analysis

Operating Variance Analysis (Actual vs. Budget) – see Appendix B:

The table below illustrates the net impact of each department on the year-to-date surplus (* Note that Non-Tax Supported Adjustments represent the reversal of any budgeted transfers to/from reserves, to assist in the monitoring of the departments). Generally, what would be expected is that each department should be at approximately 25% of budgeted values. On average Town departments expenditures currently sit at 19.1% (or slightly behind the expectation) of the overall budget which is due mainly to the timing of some expenditures such as road maintenance and summer staffing.

Program	2024 Annual Budget (in '000's)	2024 YTD Actual (in '000's)	YTD Variance (\$)	YTD Variance (%)
Taxation Revenue	\$ 42,074	\$ 20,047	(\$ 22,027)	47.6%
Development & Growth	(3,392)	(702)	2,691	20.7%
Community Safety Standards	(11,534)	(2,590)	8,943	22.5%
Community Health & Well-being	(4,848)	(933)	3,914	19.3%
Arts Culture & Heritage	(3,324)	(804)	2,519	24.2%
Community Access & Mobility	(7,711)	(1,363)	6,349	17.7%
Municipal Governance and Civic Engagement	(2,596)	(527)	2,069	20.3%
Corporate & Customer Services	(8,670)	(1,589)	7,081	18.3%
Building Department *	(315)	(24)	292	7.5%
Parking Authority *	201	86	(115)	42.8%
Environmental / WW Services *	2,259	1,374	(885)	60.8%
Water Services *	898	868	(31)	96.6%
Total **	\$ 3,043	\$ 13,842	\$ 10,799	
Non-Tax Supported Adjustments	(3,043)	(2,304)	739	75.7%
Grand Total	\$ 0	\$ 11,539	\$ 11,539	

Notes to Table above:

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

** A Positive number indicates a Surplus; and a Negative number indicates a Deficit.

At this point in the year it is expected that departmental YTD variances would meet 25%, where differences appear, explanations follow below.

- 1) **Taxation Division – 47.6% YTD Variance** due mainly to:
 - a. Timing of interim billing – 50% of prior year's taxes are billed in January, the final billing will be issued at the end of June 2024;
 - b. Supplementary Taxation – nothing has yet been received;
 - c. Payments in Lieu of Taxes – no billings issued at this time; and
 - d. Court of Revision – (\$31k) of court of revision amounts have been received to this point in the year (total annual budget of (\$400k)).
- 2) **Development & Growth – 20.7% YTD Variance (below the 25% expectation)**, due mainly to:
 - a. Studies - \$812K – timing of work.
- 3) **Community Safety & Standards – 22.5% YTD Variance (below the 25% expectation)**, due mainly to:
 - a. Salaries - timing of new and seasonal positions, see Appendix D.
- 4) **Community Health & Well-being – 19.3% YTD Variance (below the 25% expectation)**, due mainly to:
 - a. Salaries - timing of new and seasonal positions, see Appendix D.
- 5) **Arts, Culture & Heritage – 24.6% YTD Variance (in-line with the 25% expectation)**
- 6) **Community Access & Mobility – 17.7% YTD Variance (below the 25% expectation)**, due mainly to:
 - a. Salaries - timing of new and seasonal positions, see Appendix D.
 - b. Contracted Services - \$306K - seasonal timing of work (to begin in Q2 of 2024); and

- c. Debenture Principal & Interest - \$136K – timing of payments (payments made on a bi-annual basis).
- 7) **Municipal Governance & Civic Engagement – 20.3% YTD Variance (below the 25% expectation)**, due mainly to:
- a. Legal - \$30k – timing of expenditures; and
 - b. Consulting Fees - \$24k – timing of contracts.
- 8) **Corporate & Customer Services – 18.3% YTD Variance (below the 25% expectation)**, due mainly to:
- a. Debentures - \$419k – timing of payments (payments made on a bi-annual basis);
 - b. Transfer to Capital - \$172k – timing of capital works – majority expected to commence in Q2/Q3 of 2024;
 - c. Contracted Services - \$135k – timing of works; and
 - d. Insurance - \$99k – invoices expected in Q2.
- 9) **Building – Transfer from reserves is 7.5% YTD Variance (below the 25% expectation)**, due mainly to: **(\$4K) unfavourable to budget** due mainly to:
- a. Permit Revenues - \$76k – slightly above expectation for this point in the year.
- 10) **Parking Authority – Transfer to reserves is 42.8% YTD Variance (above the 25% expectation)**, due mainly to:
- a. Parking & Ticket Revenue - \$19K – revenues slightly above seasonal expectations.
- 11) **Environmental Services (Sanitary Sewer) – Transfer to Reserves is 60.8% YTD Variance (above the 25% expectation)**, due mainly to the timing of expenses:
- a. Debentures - \$193k – timing of payments (payments made on a bi-annual basis);
 - b. Contracted Services - \$115k – timing of works;
 - c. Sludge Disposal - \$74K – lower usage to date; and
 - d. Salaries - timing of new/vacant positions, see Appendix D.
- 12) **Water Services – Transfer to Reserves is 96.6% YTD Variance (above the 25% expectation)**, due mainly to the timing of expenses:

- a. Contracted Services - \$150k – timing of works – work expected to begin in Q2/Q3;
- b. Equipment Purchase and Rentals - \$106k - timing of works – work expected to begin in Q2/Q3;
- c. Salaries - timing of new/vacant positions, see Appendix D.

Capital Variance Analysis (Actual vs. Budget) - See Appendix C.1 & C.2:

The total Capital Budget for 2024 is \$71.1 Million, as at the end of Q1 \$2.7 Million has been spent, noting that generally the capital works program commences in Q2 and Q3 of each year. Detail by program information can be found in Appendix C.1 with the status of each project found in Appendix C.2, the table below shows the summary information by department.

Program	2024 Annual Budget (in '000's)	2024 YTD Actual (in '000's)	YTD Variance (\$)	YTD Variance (%)
Development & Growth	\$ -	\$ -	\$ -	0.0%
Community Safety Standards	230,000	66,968	(163,032)	29.1%
Community Health & Well-being	8,664,063	267,368	(8,396,695)	3.1%
Arts Culture & Heritage	175,500	1,878	(173,622)	1.1%
Community Access & Mobility	13,439,015	15,267	(13,423,748)	0.1%
Municipal Governance and Civic Engagement	1,385,000	2,386,959	1,001,959	172.3%
Corporate & Customer Services	1,633,500	111,562	(1,521,938)	6.8%
Building Department *	65,000	-	(65,000)	0.0%
Parking Authority *	50,000	-	(50,000)	0.0%
Environmental / WW Services *	9,158,000	550,745	(8,607,255)	6.0%
Water Services *	36,268,100	443,556	(35,824,544)	1.2%
Grand Total ***	\$ 71,068,178	\$ 3,844,303	-\$ 67,223,875	

** A Positive number indicates a Surplus; and a Negative number 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.

Salaries/Benefits Variance Analysis (Actual vs Budget) - See Appendix D:

In 2024, the total Salaries/Benefits budget is \$28.0M this includes the Salary Contingency (overall budget was reduced by \$390K) that reduced the overall budget to account for vacancies and natural attrition throughout the year. At this time total salaries

and benefits are slightly behind the year to date expectation at 23.5%, Appendix D includes detailed explanations by program. It is important to note that the budget is based on annual amount and although in some cases positions are not expected to be hired until later stages of the year a variance will be present at this point due to the annualization of the budget (i.e. the budget is not broken down on a quarterly basis).

Grant Activity – Q1 2024:

Throughout the first quarter of 2024 a majority of the grant activity has been the submission of final reports for 2023. Only one application was submitted to the Housing Enabling Water Systems Fund for a total of \$70M and it was submitted as a joint application with the Town of New Tecumseth for the Water Treatment Plant Expansion project.

3. Applicable Policy or Legislation

Municipal Act

Community Based Strategic Plan - transparent and accountable.

4. Considerations

- Community Based Strategic Plan: Consistent with CBSP
- Services adjusted if any
- Climate Change / Sustainability: [Choose an item.](#)
- Communication / Engagement: [Choose an item.](#)
- Accessibility / Equity, Diversity, Inclusion: [Choose an item.](#)
- Registered Lobbyist(s) relating to content: [add content and meeting dates]

Next steps and future action required following endorsement:

The final financial statements for 2023 will be presented by the town auditors from Baker Tilly in June 2024.

5. Appendices and Other Resources

Appendix A: Programs and Services Detailed Chart

Appendix B: Quarter 1 – Operating Financials by Department

Appendix C.1: Quarter 1 – Capital Financials by Department

Appendix C.2: Quarter 1 – Capital Project Status

Appendix D: Quarter 1 - Salary Variance Analysis

6. Approval

Prepared By:

Monica Quinlan, CPA CMA, Treasurer

Reviewed By:

Sonya Skinner, CAO

CAO Comments:

Endorsed on May 1 to proceed to Committee of the Whole

PROGRAMS & SERVICES

PROGRAMS	Development & Growth	Environmental Management, Conservation & Sustainability	Community Safety & Standards	Community Health & Well-being	Arts, Culture & Heritage	Community Access & Mobility	Municipal Governance & Civic Engagement	Corporate & Customer Services
SERVICES	<p>Growth Planning* Land Use Parks, Rec and Culture* Roads & Active Transportation Stormwater Wastewater Linear* Wastewater Overall* Water* Development Charges*</p> <p>Development Management* Planning Act Applications Committee of Adjustment Third Party Peer Reviews Development Agreements Provision of Conditions & Requirements * Administration of Approved Planning Applications & Agreements Rights of Way, Encroachments & Easements</p> <p>Right of Way Utility Consents</p> <p>Economic Development* Business Retention & Expansion Investment Attraction Tourism Promotion & Support Business Support Business Encroachments *</p> <p>Housing Supports Affordable Housing Initiative Social Housing</p>	<p>Climate Change Action Climate Action Plans Energy Mgmt</p> <p>Wastewater Non-linear & Treatment Operations & Maintenance - Pump Stations - Third Party Services - Septage treatment Non-Linear Asset Management Planning Non-Linear Capital Projects Delivery</p> <p>Stormwater Management Asset Mgt & Capital Work Operations & Maintenance</p> <p>Environmental Containment</p> <p>Source Water Protection</p> <p>Ontario Building Code Admin & Enforcement</p>	<p>Community Standards* Bylaw Development & Enforcement Private Enforcement Animal Control Business Licencing * Property By-law Admin *</p> <p>Police</p> <p>Fire Fire Prevention & Public Education Fire Suppression & Emergency Response</p> <p>Emergency Management</p>	<p>Parks, Trails & Amenities Parks, Trails and Amenities Marina & In-Water services Noxious Species Mgt Urban Forestry/ Tree Canopy Protection**</p> <p>Community Recreation Spaces*</p> <p>Community Gathering Space (Library)</p> <p>Community Recreation Activities*</p> <p>Library Community Activities</p> <p>Building Community Well-being & Inclusion</p> <p>Water Treatment & Distribution Asset Mgt Planning Capital Project Delivery Operations & Maintenance - Operations - Third Party Services Backflow Prevention</p>	<p>Conservation & Promotion of Heritage & Culture * Museum Collection Cultural Diversity & Inclusion Heritage Permits Heritage Incentives Heritage Committee</p> <p>Community Arts & Culture Build Arts & Culture Capacity Public Art Promotion & Awareness Museum Activities*</p> <p>Community & Public Events</p> <p>Circulation & Curation of Library Materials</p>	<p>Roads & Active Transportation* Asset Mgt Capital & Minor Capital Projects Delivery Operations & Maintenance ROW Permits and Locates Parking Payment & Enforcement * Crossing Guards *</p> <p>Transit</p> <p>HR Operations Compliance, Health & Safety</p> <p>Talent Management Labour Relations Succession Planning Performance Management Compensation & Benefits Talent Acquisition</p> <p>Employee Experience</p> <p>Other Engineering Services *</p>	<p>Governance Support* Parliamentary Procedures & Clerking Accountability Council Relations & Support</p> <p>Communications Internal Communications External Communications</p> <p>Public Commissioner*</p> <p>Vital Statistics*</p> <p>Municipal Elections Support*</p> <p>Records* Records Management FOI</p> <p>Council Representation</p> <p>Corp Facilities Mgmt</p> <p>Corp Fleet Mgmt Corp Fleet Mgmt Asset Disposal & Sale</p> <p>Municipal Law Enforcement*</p> <p>Customer Service* Corp Office Support</p>	<p>Strategic Planning & Leadership (CAO)</p> <p>Strategic Planning & Leadership (Library CEO)</p> <p>Legal* Legal Advice & Corp Agreements Land Needs, Acquisition & Disposal By-Law Appeals and Municipal & Provincial Prosecution*</p> <p>Risk Mgmt* Enterprise Risk Management Insurance</p> <p>Procurement Support *</p> <p>Corporate Finance Financial Budgeting & Planning Financial Accounting & Reporting Cash Mgmt Debt Mgmt Taxation Asset Management</p> <p>Information Technology Network Infrastructure Maintenance & Support Business Applications GIS and Data Telecommunications Support End User Technology Support Asset Disposal and Sale</p>

Tasks Included in All Services

(Effort spent on these tasks should be considered in determining FTE hours to produce the service deliverables.)

- Customer Service delivery, unless MOU'd to Corporate Customer Service and website information management
- Management (including hiring/terminations), supervision, training and performance review of staff
- Engaging in professional development for skills to deliver the service/contribute to the organization
- Creating and monitoring Service's budget including the updating of service fees and charges
- Setting and seeking endorsement of Service's levels of service; community engagement
- Strategic and Operational Planning for the Service including Master Plans
- Procurement (developing and issuing PO's, managing deliverables), coding and approving accounts payable invoices
- Applying for funding and managing grants
- Asset management including maintenance/updating
- Prepare reports (memos, staff reports), make recommendations/ presentations, and attend Council/Committee, Senior Management, community group, public and/or other meetings, as required.
- Providing input to Council and initiatives corporately or in other Services related to this Service
- Development and continuous improvement of Service's bylaws, policies, procedures, guidelines, etc , including keeping up with industry/service best practices and legislative requirements
- Participating in committees and task forces directly related to the service or organizational goals/legislative compliance
- Managing office supplies, unless MOU'd to someone else (e.g. CCS for Town Hall)
- Input to Risk Management, Insurance and Claims
- Understanding and complying with internal policies such as document management, privacy and FOI requirements
- Ensuring decision making and administration is done in a professional, accountable and transparent manner (BD)

Appendix B - Operating Variance

T2024-11 - 2024 Quarter 1 - Financial Report

Department	2024 Actual YTD as at Mar-31-2024	2024 Annual Budget	YTD Variance \$\$	YTD Variance %	2024 Actual YTD as at Mar-31-2023	Variance \$\$ '24 vs '23	Variance % '24 vs '23
Taxation							
Revenue	(\$ 20,079,050)	(\$ 42,503,980)	\$ 22,424,931	47.2%	(\$ 19,232,289)	(\$ 846,760)	4.4%
Expenditure	31,742	430,000	(398,258)	7.4%	116,780	(85,038)	-72.8%
Taxation Total	(\$ 20,047,308)	(\$ 42,073,980)	\$ 22,026,672	47.6%	(\$ 19,115,509)	(\$ 931,798)	47.6%
Development & Growth							
Revenue	(\$ 344,863)	(\$ 2,344,162)	\$ 1,999,299	14.7%	(\$ 364,029)	\$ 19,166	14.7%
Expenditure	1,046,528	5,736,541	(4,690,013)	18.2%	1,300,119	(253,592)	18.2%
Development & Growth Total	\$ 701,664	\$ 3,392,379	(\$ 2,690,714)	20.7%	\$ 936,091	(\$ 234,426)	20.7%
Community Safety and Standards							
Revenue	(\$ 187,680)	(\$ 622,125)	\$ 434,445	30.2%	(\$ 41,184)	(\$ 146,496)	30.2%
Expenditure	2,777,998	12,155,739	(9,377,741)	22.9%	2,733,987	44,011	22.9%
Community Safety & Stds Total	\$ 2,590,318	\$ 11,533,614	(\$ 8,943,296)	22.5%	\$ 2,692,803	(\$ 102,485)	22.5%
Community Health & Well-being							
Revenue	(\$ 367,741)	(\$ 1,860,994)	\$ 1,493,253	19.8%	(\$ 407,815)	\$ 40,073	19.8%
Expenditure	1,300,944	6,708,517	(5,407,573)	19.4%	1,380,460	(79,516)	19.4%
Community H&W Total	\$ 933,203	\$ 4,847,523	(\$ 3,914,320)	19.3%	\$ 972,645	(\$ 39,442)	19.3%
Arts, Culture & Heritage							
Revenue	(\$ 54,754)	(\$ 363,054)	\$ 308,300	15.1%	(\$ 39,841)	(\$ 14,913)	15.1%
Expenditure	859,214	3,686,635	(2,827,422)	23.3%	827,973	31,241	23.3%
Arts, Culture & Heritage Total	\$ 804,460	\$ 3,323,581	(\$ 2,519,122)	24.2%	\$ 788,132	\$ 16,328	24.2%
Community Access & Mobility							
Revenue	(\$ 373,874)	(\$ 985,495)	\$ 611,621	37.9%	(\$ 885,358)	\$ 511,483	37.9%
Expenditure	1,736,532	8,696,688	(6,960,155)	20.0%	2,171,231	(434,699)	20.0%
Community Access & Mobility Total	\$ 1,362,658	\$ 7,711,193	(\$ 6,348,535)	17.7%	\$ 1,285,874	\$ 76,785	17.7%
Municipal Governance & Civic Engagement							
Revenue	(\$ 6,454)	(\$ 154,979)	\$ 148,525	4.2%	(\$ 6,858)	\$ 404	4.2%
Expenditure	533,771	2,750,903	(2,217,132)	19.4%	475,128	58,643	19.4%
Municipal Gov. & Civic Eng. Total	\$ 527,317	\$ 2,595,925	(\$ 2,068,607)	20.3%	\$ 468,270	\$ 59,047	20.3%
Corporate & Customer Services							
Revenue	(\$ 672,084)	(\$ 4,060,456)	\$ 3,388,372	16.6%	(\$ 1,289,675)	\$ 617,590	16.6%
Expenditure	2,261,053	12,730,222	(10,469,170)	17.8%	2,094,735	166,317	17.8%
Corporate & Cust. Services Total	\$ 1,588,968	\$ 8,669,766	(\$ 7,080,797)	18.3%	\$ 805,061	\$ 783,907	18.3%
Building Department *							
Revenue	(\$ 234,200)	(\$ 857,000)	\$ 622,800	27.3%	(\$ 88,511)	(\$ 145,688)	27.3%
Expenditure	257,893	1,172,210	(914,317)	22.0%	293,500	(35,607)	22.0%

Appendix B - Operating Variance

T2024-11 - 2024 Quarter 1 - Financial Report

Department	2024 Actual YTD as at Mar-31-2024	2024 Annual Budget	YTD Variance \$\$	YTD Variance %	2024 Actual YTD as at Mar-31-2023	Variance \$\$ '24 vs '23	Variance % '24 vs '23
Building Department Total	\$ 23,693	\$ 315,210	(\$ 291,517)	7.5%	\$ 204,989	(\$ 181,295)	7.5%
Parking Authority *							
Revenue	(\$ 177,037)	(\$ 635,000)	\$ 457,963	27.9%	(\$ 158,050)	(\$ 18,987)	27.9%
Expenditure	91,092	434,375	(343,283)	21.0%	87,042	4,050	21.0%
Parking Authority Total	(\$ 85,945)	(\$ 200,625)	\$ 114,680	42.8%	(\$ 71,008)	(\$ 14,937)	42.8%
Wastewater Services *							
Revenue	(\$ 2,337,618)	(\$ 8,803,171)	\$ 6,465,553	26.6%	(\$ 2,051,904)	(\$ 285,714)	26.6%
Expenditure	963,763	6,543,923	(5,580,160)	14.7%	773,249	190,514	14.7%
Wastewater Services Total	(\$ 1,373,855)	(\$ 2,259,249)	\$ 885,393	60.8%	(\$ 1,278,656)	(\$ 95,199)	60.8%
Water Services *							
Revenue	(\$ 2,102,358)	(\$ 8,367,476)	\$ 6,265,118	25.1%	(\$ 1,966,254)	(\$ 136,105)	25.1%
Expenditure	1,234,728	7,469,176	(6,234,448)	16.5%	1,151,384	83,344	16.5%
Water Services Total	(\$ 867,631)	(\$ 898,300)	\$ 30,669	96.6%	(\$ 814,870)	(\$ 52,761)	96.6%
Total - Defecit/(Surplus)	(\$ 13,842,456)	(\$ 3,042,964)	(\$ 10,799,492)	454.9%	(\$ 13,126,179)	(\$ 716,277)	454.9%
Non-Tax Supported Adjustments *	\$ 2,303,738	\$ 3,042,964	(\$ 739,226)		\$ 1,959,545	\$ 344,193	
Grand Total - Defecit/(Surplus)	(\$ 11,538,718)	(\$ 0)	(\$ 11,538,718)		(\$ 11,166,634)	(\$ 372,084)	

Appendix C.1 - Capital Variance

T2024-11 - 2024 Quarter 1 - Financial Report

Department	2023 Actual YTD as at Mar-31-2024	2024 Annual Budget	YTD Variance \$\$	YTD Variance %	2023 Actual YTD as at Mar-31-2023	Variance \$\$ '24 vs '23	Variance % '24 vs '23
Development & Growth							
Revenue	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Expenditure	-	-	-	0.0%	-	-	0.0%
Development & Growth Total	\$ -	\$ -	\$ -		\$ -	\$ -	
Community Safety and Standards							
Revenue	\$ -	(\$ 230,000)	\$ 230,000	0.0%	\$ -	\$ -	0.0%
Expenditure	66,968	230,000	(163,032)	29.1%	-	66,968	29.1%
Community Safety & Stds Total	\$ 66,968	\$ -	\$ 66,968		\$ -	\$ 66,968	
Community Health & Well-being							
Revenue	(\$ 48,640)	(\$ 8,664,063)	\$ 8,615,423	0.6%	\$ -	(\$ 48,640)	0.6%
Expenditure	267,368	8,664,063	(8,396,695)	3.1%	38,452	228,917	3.1%
Community H&W Total	\$ 218,728	\$ -	\$ 218,728		\$ 38,452	\$ 180,277	
Arts, Culture & Heritage							
Revenue	\$ -	(\$ 175,500)	\$ 175,500	0.0%	\$ -	\$ -	0.0%
Expenditure	1,878	175,500	(173,622)	1.1%	-	1,878	1.1%
Arts, Culture & Heritage Total	\$ 1,878	\$ -	\$ 1,878		\$ -	\$ 1,878	
Community Access & Mobility							
Revenue	(\$ 1,060,085)	(\$ 13,439,015)	\$ 12,378,930	7.9%	\$ -	(\$ 1,060,085)	7.9%
Expenditure	15,267	13,439,015	(13,423,748)	0.1%	321,814	(306,547)	0.1%
Community Access & Mobility Total	(\$ 1,044,818)	\$ -	(\$ 1,044,818)		\$ 321,814	(\$ 1,366,632)	
Municipal Governance & Civic Engagement							
Revenue	\$ -	(\$ 1,385,000)	\$ 1,385,000	0.0%	\$ -	\$ -	0.0%
Expenditure	2,386,959	1,385,000	1,001,959	172.3%	865	2,386,094	172.3%
Municipal Gov. & Civic Eng. Total	\$ 2,386,959	\$ -	\$ 2,386,959		\$ 865	\$ 2,386,094	
Corporate & Customer Services							
Revenue	(\$ 8,550)	(\$ 1,633,500)	\$ 1,624,950	0.5%	(\$ 1,176)	(\$ 7,374)	0.5%
Expenditure	111,562	1,633,500	(1,521,938)	6.8%	76,812	34,749	6.8%
Corporate & Cust. Services Total	\$ 103,012	\$ -	\$ 103,012		\$ 75,636	\$ 27,376	
Building Department *							
Revenue	\$ -	(\$ 65,000)	\$ 65,000	0.0%	-	\$ -	0.0%
Expenditure	-	65,000	(65,000)	0.0%	-	-	0.0%
Building Department Total	\$ -	\$ -	\$ -		\$ -	\$ -	
Parking Authority *							
Revenue	\$ -	(\$ 50,000)	\$ 50,000	0.0%	\$ -	\$ -	0.0%
Expenditure	-	50,000	(50,000)	0.0%	-	-	0.0%

Appendix C.1 - Capital Variance

T2024-11 - 2024 Quarter 1 - Financial Report

Department	2023 Actual YTD as at Mar-31-2024	2024 Annual Budget	YTD Variance \$\$	YTD Variance %	2023 Actual YTD as at Mar-31-2023	Variance \$\$ '24 vs '23	Variance % '24 vs '23
Parking Authority Total	\$ -	\$ -	\$ -		\$ -	\$ -	
Wastewater Services *							
Revenue	\$ -	(\$ 9,158,000)	\$ 9,158,000	0.0%		\$ -	0.0%
Expenditure	550,745	9,158,000	(8,607,255)	6.0%		550,745	6.0%
Wastewater Services Total	\$ 550,745	\$ -	\$ 550,745		\$ -	\$ 550,745	
Water Services *							
Revenue	(\$ 8,467)	(\$ 36,268,100)	\$ 36,259,633	0.0%	\$ -	(\$ 8,467)	0.0%
Expenditure	443,556	36,268,100	(35,824,544)	1.2%	3,166,821	(2,723,265)	1.2%
Water Services Total	\$ 435,089	\$ -	\$ 435,089		\$ 3,166,821	(\$ 2,731,732)	
Total - Defecit/(Surplus)	\$ 2,718,562	\$ -	\$ 2,718,562		\$ 3,603,587	(\$ 885,026)	
Non-Tax Supported Adjustments *	(\$ 985,834)	\$ -	(\$ 985,834)		(\$ 3,166,821)	\$ 2,180,986	
Grand Total - Defecit/(Surplus)	\$ 1,732,728	\$ -	\$ 1,732,728		\$ 436,767	\$ 1,295,961	

Appendix C.2 - Capital Project Status

T2024-11 - 2024 Quarter 1 - Financial Report

	2024 Actual	2024 Budget	Progress
Circulation & Curation of Library Materials Service	\$ 29,743	\$ 224,500	
9752 - I.T. Replacement - Training Room & Public Computers	4,423	7,000	In-progress
9757 - Library Heat Pump Replacement	24,651	150,000	On-going as required
9759 - Library Building Lifecycle	669	50,000	On-going as required
975H - Library - Meeting Rooms Audio/Video Equipment	-	10,000	Not started
975I - Security Camera Replacement	-	7,500	Not started
Community Arts & Culture	\$ -	\$ 171,000	
970C - Simcoe Street Theatre Improvements	-	51,000	Not started
970E - Amphitheatre Seasonal Washrooms	0	100,000	Data Analysis / Development
9739 - Heading Dockside Mural Replacement	0	20,000	Not started
Community Recreation Spaces	\$ 84,415	\$ 1,064,000	
9705 - PRC Facility Equipment	75,529	12,000	Complete - note includes vehicle purchase to be reallocated to project below.
970H - Facilities Vehicles	-	160,000	In-progress
9711 - Central Park Arena - Facility Maintenance / Improvements	4,350	70,000	In-progress
9712 - EBMA - Facility Maintenance / Improvements	-	135,000	With Procurement
9714 - Central Park Outdoor Rink - Facility Maintenance / Improvements	-	370,000	Awarded
9716 - Curling Facility - Facility Maintenance / Improvements	940	75,000	Awarded

Appendix C.2 - Capital Project Status

T2024-11 - 2024 Quarter 1 - Financial Report

	2024 Actual	2024 Budget	Progress
9718 - Museum Building - Facility Maintenance / Improvements	1,718	70,000	Works in-progress
9760 - Museum Gallery Retrofit	1,878	4,500	Works in-progress
9735 - Centennial Aquatic Centre - Facility Maintenance / Improvements	-	42,500	Works in-progress
9763 - Multi-Purpose Facility Feasibility Study	-	125,000	Works in-progress
Community Standards	\$ -	\$ 75,000	
926X - New By-law Vehicle	-	75,000	Tender Closed
Corp Fleet & Other Asset Mgmt	\$ 21,719	\$ 1,185,000	
9104 - Facility LED Lighting Retrofit	-	275,000	Works in-progress
9105 - Roof Replacements	-	75,000	Not started
9106 - BDC HVAC Replacement	-	70,000	Data Analysis / Development
9107 - Fleet EV Charging Stations	-	25,000	Data Analysis / Development
9108 - GHG Reduction Project Design	-	100,000	Data Analysis / Development
9121 - Town Hall Refurbishment Program	-	60,000	Data Analysis / Development
9136 - New Accommodation Townhall - Retrofit	4,986	100,000	Data Analysis / Development
9210 - Collingwood Police Building	15,131	60,000	Works in-progress
9364 - New Accommodation - P/W Building and Shop renovations - tied to Accommodation Plan	-	400,000	Data Analysis / Development
9366 - 545 10th Line Lifecycle - Shop Improvements tied to Lifecycle and Operations	1,601	20,000	Works in-progress
Council Representation	\$ -	\$ 15,000	
9103 - Audio/Video Equipment Braniff Room	-	15,000	Works in-progress

Appendix C.2 - Capital Project Status

T2024-11 - 2024 Quarter 1 - Financial Report

	2024 Actual	2024 Budget	Progress
Fire Services	\$ 66,968	\$ 155,000	
9203 - Fire - Vehicle Replacements	-	80,000	
9205 - Edraulic Tools	66,124	65,000	Complete
9208 - Training Trailer	844	-	
920j - Storage Unit	-	10,000	Data Analysis / Development
Governance Support	\$ 2,386,959	\$ 1,370,000	
910B - Agenda Management Software	-	20,000	With Procurement
910C - Land Acquisition Funds	-	1,300,000	On-going as required
910D - Procurement Software	-	30,000	Data Analysis / Development
9129 - Strategic Land Acquisition	2,386,959	20,000	On-going as required
Information Technology	\$ 89,843	\$ 348,500	
9125 - Server Asset Management	46,626	50,000	Data Analysis / Development
9141 - Computer Hardware	-	9,000	On-going as required
9143 - Computer Software	-	2,500	On-going as required
9144 - Networking - WAN & LAN Infrastructure	431	117,000	Data Analysis / Development
9145 - Doorlock Replacement / Installation - Corporate Wide (incl Library)	-	120,000	Tender Complete
9148 - Desktop/Laptop Replacements	42,785	50,000	In-progress
Ontario Building Code Administration & Enforcement Service	\$ -	\$ 65,000	
9230 - Building Fleet	-	65,000	With Procurement

Appendix C.2 - Capital Project Status

T2024-11 - 2024 Quarter 1 - Financial Report

	2024 Actual	2024 Budget	Progress
Parks, Trails & Amenities	\$ 155,088	\$ 7,380,063	
9703 - Shade Shelters	-	30,000	
9704 - Trail Development	-	150,000	Works in-progress
9708 - Neighbourhood Park Replacement/Enhancements	6,748	200,000	Not started
9710 - Trail Bridges - (Hen and Chickens)	4,264	475,000	
9713 - Fisher Field Improvements	2,860	185,000	Data Analysis / Development
971U - Shipyards Side Launch Way (Curb, Furnishings, Lighting, Trees, Paving)	-	150,000	Not started
9723 - Harbour East Wall Docking phases	-	100,000	With Procurement
9724 - Wilson Sheffield Park	20,540	850,000	Data Analysis / Development
9728 - PRC Summit View Park	9,705	1,750,000	Tender Closed
9720 - Heritage Park Improvements	1,320		
9721 - Sunset Point Raised Crosswalk	-	100,000	With Procurement
9733 - Asphalt Walkways	-	15,000	On-going as required
9741 - Truck Replacements	-	130,000	Not started
9743 - Town Signage	-	10,000	On-going as required
9744 - Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	72,358	86,000	Not started
9745 - Parks Equipment	29,328	59,000	Not started
9747 - St. Marie St North Block 9 Park - Public Realm Plan	3,989	2,000,000	
9773 - Heritage Drive Reconstruction and Parking	-	95,000	Data Analysis / Development
9776 - Healing Forest	-	15,000	

Appendix C.2 - Capital Project Status

T2024-11 - 2024 Quarter 1 - Financial Report

	2024 Actual	2024 Budget	Progress
9782 - Active Transportation	3,976	60,000	On-going as required
9784 - Urban Forestry Equipment	-	50,000	Not started
9786 - Harbourview Park Floating Docks	-	45,063	Not started
9787 - Old Village Park Washroom	-	450,000	Not started
9788 - Irrigation Downtown Gardens	-	100,000	Awarded
978XX - Sunset Point Volleyball Improvements	-	100,000	Not started
978XY - Pump Track Installation	-	175,000	Data Analysis / Development
Roads & Active Transportation	\$ 15,267	\$ 13,006,265	
9301 - Cameron St - Walnut to Hurontario	3,533	18,000	Works in-progress
9304 - Sixth Street Trunk Watermain - High to Hurontario	8,001	525,000	Data Analysis / Development
9306 - Hurontario St - Hume to Findlay	6,160	198,000	Works in-progress
9308 - Third St Bridge Rehabilitation	-	89,000	Data Analysis / Development
9309 - Highway 26 - Longpoint (Osler Bluff) to Cranberry Trail W	-	100,000	Data Analysis / Development
9302 - Public Works Staff Communication and Information Improvements	-	10,075	Data Analysis / Development
9311 - Stanley Street Drainage Improvements	-	200,000	Data Analysis / Development
9312 - First Street/Pretty River Parkway Street Side Enhancements	-	490,000	Data Analysis / Development
9324 - Provision for Development-Related Vehicles	-	387,000	Awarded
9329 - Pedestrian Traffic Signals & PXOs	9,265	230,000	Works in-progress
9330 - Traffic Calming Improvements	-	180,000	
9331 - Peel Street - Hume to Bush	-	85,000	

Appendix C.2 - Capital Project Status

T2024-11 - 2024 Quarter 1 - Financial Report

	2024 Actual	2024 Budget	Progress
9332 - Large Tools & Office Equipment Replacement PW 04	386	10,000	
9334 - Traffic Signal Controller Upgrades	-	60,000	Works in-progress
9352 - Sidewalk Repairs	-	120,000	Awarded
9371 - High St - 10th St to Poplar Sideroad	845	635,000	Not started
9377 - Guide Rail Repairs	-	225,000	Data Analysis / Development
9378 - Connaught Storm Sewer	7,134	70,000	Data Analysis / Development
9379 - Pretty River Channelization	-	58,000	
9380 - Asphalt Resurfacing PW 09	-	2,050,000	With Procurement
9382 - Vehicle Replacement PW 02	1,822	713,040	Awarded
9387 - Bridge Rehabilitation	5,416	1,476,150	Data Analysis / Development
9388 - Mountain Road Widening	- 29,085	3,445,000	Data Analysis / Development
9389 - Minnesota Storm Sewer Repair	1,791	1,272,000	Works in-progress
9390 - High St - 2nd to 5th	-	200,000	
9393 - Community Safety Zone Improvements (CSZ)	-	100,000	Data Analysis / Development
9433 - Streetlight Installation	-	10,000	On-going as required
9483 - Meter Replacement	-	50,000	On-going as required
Talent Mgmt (HR)	\$ -	\$ 100,000	
9132 - HRIS	-	100,000	Data Analysis / Development

Appendix C.2 - Capital Project Status

T2024-11 - 2024 Quarter 1 - Financial Report

	2024 Actual	2024 Budget	Progress
Transit Service	\$ -	\$ 482,750	
9423 - Bus Shelters	-	7,750	On-going as required
9424 - Bus replacement and Refurbishment	0	475,000	Not started
Wastewater	\$ 550,745	\$ 9,158,000	
9505 - Sanitary Renewal Program	8,026	162,000	Not started
9506 - Sanitary Sewer Grouting and Manhole Repairs	-	50,000	Data Analysis / Development
9509 - Digester #2 Repairs	38,370	4,500,000	Works in-progress
950Q - WWTP - Boiler Replacement	-	1,215,000	Not started
9511 - WW Vehicles	-	71,000	Not started
9532 - Sewage Pumping Station Refurbishments	-	70,000	On-going as required
9550 - Wastewater Treatment Plant Refurbishment	6,384	739,500	Data Analysis / Development
9553 - Inflow & Infiltration	-	200,000	Data Analysis / Development
9554 - Paterson SPS Pump Replacements	614	5,000	Works in-progress
9558 - Osler Bluff Lagoon	1,166	150,000	Not started
9582 - WWTP Blower Replacement	-	115,000	Not started
9583 - WWTP Screw Pump Rehabilitation	496,184	1,880,500	Works in-progress

Appendix C.2 - Capital Project Status

T2024-11 - 2024 Quarter 1 - Financial Report

	2024 Actual	2024 Budget	Progress
Water Treatment & Distribution	\$ 443,556	\$ 36,268,100	
9610 - Vehicles & Equipment	5,699	380,500	Data Analysis / Development
9611 - Large Tools	-	30,000	Data Analysis / Development
9612 - 100mm Watermain Replacement	-	1,873,000	Data Analysis / Development
9613 - Booster Pumping Station Refurbishments	11,285	742,000	
9620 - Carmichael Reservoir Upgrades	293,434	3,430,000	Works in-progress
9621 - In Ground Reservoirs	7,075	445,000	
9624 - Water Tower Refurbishments	-	432,600	With Procurement
9625 - Water Meter Data Analytics Software	-	50,000	Data Analysis / Development
9627 - New Water Meters/Transmitters	1,298	-	
9640 - Water Treatment Plant Refurbishment	-	295,000	Awarded
9641 - Water Treatment Plant Expansion	17,784	27,255,000	Awarded
9642 - Stewart Road Reservoir and Booster Pumping Station	-	110,000	On hold
9643 - Membrane Replacements	50,165	-	
9644 - Water SCADA Improvements	50,191	100,000	Works in-progress
9645 - New Residential and General Water Services	-	92,000	On-going as required
9646 - Water Services Replacement	-	122,000	On-going as required
9648 - New Watermains	-	205,000	
9649 - Watermain Replacement	6,481	641,000	

Appendix C.2 - Capital Project Status

T2024-11 - 2024 Quarter 1 - Financial Report

	2024 Actual	2024 Budget	Progress
9650 - Hydrants	145	25,000	
9652 - Valve Additions and Replacements	-	40,000	
Grand Total	\$ 3,844,303	\$ 71,068,178	

Appendix D - Salaries Variance

T2024-11 - 2024 Quarter 1 - Financial Report

The expectation is that salaries should be approximately 25% of the total 2024 budget at the end of Q1. Variances that are +/- 1% of expectation have been investigated and noted by

	2024 Actual YTD as at Mar-31-2024	2024 Annual Budget	%	YTD Expectation	Variance	%	Budget Remaining	%	Notes
Development And Growth									1
Salaries	\$ 675,414	\$ 2,618,803	25.8%	\$ 654,701	\$ (20,713)	-0.8%	\$ 1,943,389	74.2%	
Overtime	2,604	37,500	6.9%	9,375	6,771	18.1%	34,896	93.1%	
Benefits	176,292	772,467	22.8%	193,117	16,825	2.2%	596,175	77.2%	
Total	\$ 854,310	\$ 3,428,770	24.9%	\$ 857,193	\$ 2,883	0.1%	\$ 2,574,460	75.1%	
Environmental Management, Conservation &									2
Salaries	\$ 170,331	\$ 851,217	20.0%	\$ 212,804	\$ 42,473	5.0%	\$ 680,886	80.0%	
Overtime	16,859	62,000	27.2%	15,500	(1,359)	-2.2%	45,141	72.8%	
Benefits	45,973	251,385	18.3%	62,846	16,873	6.7%	205,412	81.7%	
Total	\$ 233,163	\$ 1,164,602	20.0%	\$ 291,151	\$ 57,988	5.0%	\$ 931,439	80.0%	
Community Safety & Standards									3
Salaries	\$ 956,734	\$ 4,290,003	22.3%	\$ 1,072,501	\$ 115,767	2.7%	\$ 3,333,269	77.7%	
Overtime	48,730	164,500	29.6%	41,125	(7,605)	-4.6%	115,770	70.4%	
Benefits	303,369	1,262,825	24.0%	315,706	12,338	1.0%	959,457	76.0%	
Total	\$ 1,308,832	\$ 5,717,328	22.9%	\$ 1,429,332	\$ 120,500	2.1%	\$ 4,408,496	77.1%	
Community Health & Well-Being									4
Salaries	\$ 1,056,504	\$ 5,012,471	21.1%	\$ 1,253,118	\$ 196,614	3.9%	\$ 3,955,967	78.9%	
Overtime	37,839	92,500	40.9%	23,125	(14,714)	-15.9%	54,661	59.1%	
Benefits	305,024	1,336,414	22.8%	334,103	29,079	2.2%	1,031,389	77.2%	
Total	\$ 1,399,367	\$ 6,441,384	21.7%	\$ 1,610,346	\$ 210,979	3.3%	\$ 5,042,017	78.3%	
Arts, Culture & Heritage									5
Salaries	\$ 444,215	\$ 1,876,880	23.7%	\$ 469,220	\$ 25,005	1.3%	\$ 1,432,665	76.3%	
Overtime	894	1,500	59.6%	375	(519)	-34.6%	606	40.4%	
Benefits	119,173	490,344	24.3%	122,586	3,413	0.7%	371,171	75.7%	
Total	\$ 564,282	\$ 2,368,725	23.8%	\$ 592,181	\$ 27,899	1.2%	\$ 1,804,442	76.2%	
Community Access & Mobility									6
Salaries	\$ 511,755	\$ 2,621,238	19.5%	\$ 655,310	\$ 143,555	5.5%	\$ 2,109,483	80.5%	
Overtime	74,379	39,125	190.1%	9,781	(64,598)	-165.1%	(35,254)	-90.1%	
Benefits	184,737	669,026	27.6%	167,257	(17,480)	-2.6%	484,290	72.4%	
Total	\$ 770,871	\$ 3,329,390	23.2%	\$ 832,347	\$ 61,477	1.8%	\$ 2,558,519	76.8%	
Municipal Governance & Civic Engagement									7
Salaries	\$ 336,707	\$ 1,362,266	24.7%	\$ 340,567	\$ 3,860	0.3%	\$ 1,025,559	75.3%	
Overtime	1,060	9,500	11.2%	2,375	1,315	13.8%	8,440	88.8%	
Benefits	98,094	378,386	25.9%	94,596	(3,498)	-0.9%	280,292	74.1%	
Total	\$ 435,861	\$ 1,750,152	24.9%	\$ 437,538	\$ 1,677	0.1%	\$ 1,314,291	75.1%	

Appendix D - Salaries Variance

T2024-11 - 2024 Quarter 1 - Financial Report

The expectation is that salaries should be approximately 25% of the total 2024 budget at the end of Q1. Variances that are +/- 1% of expectation have been investigated and noted below.

	2024 Actual YTD as at Mar-31-2024	2024 Annual Budget	%	YTD Expectation	Variance	%	Budget Remaining	%	Notes
Corporate & Customer Service									8
Salaries	\$ 779,915	\$ 3,233,931	24.1%	\$ 808,483	\$ 28,568	0.9%	\$ 2,454,016	75.9%	
Overtime	2,955	21,500	13.7%	5,375	2,420	11.3%	18,545	86.3%	
Benefits	231,019	952,348	24.3%	238,087	7,068	0.7%	721,329	75.7%	
Total	\$ 1,013,889	\$ 4,207,779	24.1%	\$ 1,051,945	\$ 38,055	0.9%	\$ 3,193,889	75.9%	
Grand Total (excluding Salary Contingency) *									
Total Salaries	\$ 4,931,575	\$ 21,866,810	22.6%	\$ 5,466,702	\$ 535,128	2.4%	\$ 16,935,235	77.4%	
Total Overtime	185,319	428,125	43.3%	107,031	(78,288)	-18.3%	242,806	56.7%	
Total Benefits	1,463,681	6,113,195	23.9%	1,528,299	64,618	1.1%	4,649,514	76.1%	
Total	\$ 6,580,575	\$ 28,408,130	23.2%	\$ 7,102,033	\$ 521,457	1.8%	\$ 21,827,555	76.8%	
Grand Total (including Salary Contingency) *									
Total Salaries	\$ 4,931,575	\$ 21,476,810	23.0%	\$ 5,369,202	\$ 437,628	2.0%	\$ 16,545,235	77.0%	
Total Overtime	185,319	428,125	43.3%	107,031	(78,288)	-18.3%	242,806	56.7%	
Total Benefits	1,463,681	6,113,195	23.9%	1,528,299	64,618	1.1%	4,649,514	76.1%	
Total	\$ 6,580,575	\$ 28,018,130	23.5%	\$ 7,004,533	\$ 423,957	1.5%	\$ 21,437,555	76.5%	

* The 2024 approved budget included a reduction in Salaries in the amount of \$390,000 to reflect past hiring and vacancies trend.

Appendix D - Salaries Variance

T2024-11 - 2024 Quarter 1 - Financial Report

Notes

1		Meeting expectations.
2	\$ 14,000	New Position - Project Manager, Env Services (50% Water, 50% Wastewater) not hired. Posting date TBD.
	\$ 20,000	WasteWater Operator, position vacant. Recruitment on hold and follow up TBD.
	\$ 30,000	Less time spent on Environmental Management projects by Public Work staff
	<u>\$ 64,000</u>	
3	\$ 10,000	Volunter Firefighters
	\$ 8,000	New Position - Fire Prevention Inspector (to be hired 4th Q - based on implementation of STA)
	\$ 5,000	New Position - MLEO II (to be hired 4th Q - based on implementation of STA)
	\$ 16,000	New Position - By-Law Coordinator. In process of recruitment.
	\$ 35,000	Fire Prevention Inspector, backfilling position. Position filled end of March.
	\$ 36,000	Summer By-Law officers (start date in Q2)
	<u>\$ 110,000</u>	
4	\$ 5,000	New Position - Splash Pad Operator additional hours
	\$ 14,000	New Position - Project Manager, Env Services (50% Water, 50% Wastewater) not hired. Posting date TBD.
	\$ 35,000	Lifeguards - hiring done at end of Q1
	\$ 80,000	Parks General Labourers - in process of recruitment with start date Q2
	\$ 20,000	Compliance Officer - vacant, recruitment on hold.
	\$ 20,000	Forestry Coordinator - recruitment to start Q2
	\$ 23,000	Water Distribution Operator - currently posted.
	<u>\$ 197,000</u>	
5		Meeting expectations.
6	\$ 40,000	New Position - Engineering Manager
	\$ 9,000	Crossing Guards (2 vacancies and bonuses paid in June)
	\$ 18,000	Additional CUPE
	\$ 22,000	Transit Coordinator (recruitment in process)
	\$ 12,000	Seasonal Truck Drivers (hire date Q3)
	\$ 18,000	Seasonal By-Law Officers (start date Q2)
	\$ 25,000	Engineering Technician (hired and start date in Q2)
	<u>\$ 144,000</u>	
7		Meeting expectations.
8		Meeting expectations.



TOWN OF COLLINGWOOD
**Museum Advisory
Committee Minutes**
Thursday, March 21, 2024

A Museum Advisory Committee meeting was held Thursday, March 21, 2024, in the Collingwood Museum, 45 St. Paul Street at 5:30 PM for the specific reasons provided below.

Present: Ken Maher, Member
Councillor Baines, Council Member (ex officio)
Stuart Beeston, Member
Allison Hunwicks, Member
Melissa Shaw, Museum Supervisor
Jenny Haines, Administrative Coordinator, Clerk Services

Regrets: Jennifer Belanger, Chair
Tim Garland, Member

1. CALL TO ORDER

Vice-Chair Hunwicks called the Museum Advisory Committee meeting to order at 5:31 p.m.

2. ADOPTION OF AGENDA

MUS-001-2024

Moved by Ken Maher
Seconded by Stuart Beeston

THAT the content of the Museum Advisory Committee agenda for March 21, 2024, be adopted as presented.

CARRIED.

3. DECLARATIONS OF PECUNIARY INTEREST

None.

4. ADOPTION OF MINUTES

- 4.1. For information purposes: The minutes of the regular meeting of the Museum Advisory Committee held on January 18, 2024 , were approved electronically by the Committee.

5. BUSINESS ARISING FROM THE PREVIOUS MEETING

Committee discussed the Strategic Planning session held with Strategy Corp and Supervisor Shaw confirmed that comments were received at the meeting and nothing in addition has been submitted on behalf of the Museum Advisory Committee. Councillor Baines noted the Leisure Time Club and suggested that the Museum consider the property as a potential location for the Museum should the building become an option.

6. DEPUTATIONS

None.

7. Staff Updates

- 7.1. Supervisor's Report, *Melissa Shaw*
**report attached by addendum*

Supervisor Shaw briefed Committee on the Supervisor's Report noting programing information from January and February 2024. Supervisor Shaw reviewed the programing for the PA Day Program; Black History Month, Family Day and noted the release of Member Maher's podcast episodes 6 and 7.

Supervisor Shaw confirmed that the public can subscribe to the Museum's e-mail distribution list which will advise when podcast episodes are released. Supervisor Shaw also noted that information regarding the podcast is shared on the Town's social channels, including Experience Collingwood on Instagram.

Supervisor Shaw briefed Committee on newsletter subscriber information, social media traffic, gallery visits and gift shop sales for January and February.

MUS-002-2024

Moved by Stuart Beeston
Seconded by Ken Maher

THAT the Museum Advisory Committee accept the Supervisor's Report as presented.

CARRIED.

- 7.2. Upcoming Events, Programming, etc., *Melissa Shaw*

Canadian Gift and Tableware Association (CGTA) Show

Supervisor Shaw provided Committee with examples of items she and Museum Coordinator Lindsay Cook picked up from the Canadian Gift and Tableware

Association (CGTA) Show in Toronto which will now be sold in the Museum gift shop. Supervisor Shaw noted that Coordinator Cook is working with Susan Nicholson from the BIA to create a 'Collingwood' magnet using the graphic on the wall in the parkette on Hurontario Street.

Children's Programming Updates

Supervisor Shaw provided an update on children's programming noting that the Museum had a successful March Break with sold-out programming. Supervisor Shaw noted that programming for April has been cancelled as the local school boards changed the PA Day to April 8, 2024, due to the solar eclipse, and sufficient Staff are not available that day for a normal program. Supervisor Shaw confirmed that free activity kits will be available for pick-up on Saturday, April 6, 2024. Supervisor Shaw noted that registration for the June PA Day program and summer programs will open next week.

International Women's Day installation

Supervisor Shaw noted the installation of the 'Women and Local History' display at the Museum using the new Art Hanging System, noting that displays were set up in the foyer at Town Hall and that the Women in History display is portable and could be circulated to school or community groups. Supervisor Shaw noted that patrons have come to the Museum to see it and Councillor Baines suggested bringing the display to women's community groups and clubs.

Chi-Cheemaun 50th anniversary

Supervisor Shaw noted that the Museum is providing reproductions of archival items in the collection for display aboard the ship for the 2024 sailing season. Photographs of objects, including ship models, will also be shared with accompanying text. Staff are in the process of arranging a complimentary tour of the ship for former shipyard employees and their families while the ship remains docked in Owen Sound. Supervisor Shaw confirmed that the Chi-Cheemaun will not be coming to Collingwood and that she will advise when dates are set for tours.

ADDITION: Art Climate Quest Exhibit

Supervisor Shaw confirmed that Staff are working with Science North to bring the Our Climate Quest Traveling Exhibit to Collingwood to be displayed at Central Park Arena between May 8 to May 29, 2024. Supervisor Shaw noted that a media release will be issued mid-April and Science North will be reaching out to schools to consider the exhibit as a field trip. Supervisor Shaw noted that the exhibit will be staffed by two Science North Staff members and there will be a kick-off event on May 8, 2024

7.3. Craigleith Heritage Depot Exhibit Installation

Supervisor Shaw briefed Committee on the Craigleith Heritage Depot Exhibit Installation which highlights the institution's collecting mandate and diverse history including the history of skiing and the railway, noting that the exhibit has been extended until the end of May.

Supervisor Shaw noted that the "Small Museums of Southern Georgian Bay" meet bi-monthly and the meetings have been well attended.

8. CORRESPONDENCE RECEIVED

None.

9. COMMITTEE BUSINESS

9.1. MAC 2023 Goals & 2024 Accomplishments

Vice-Chair Hunwicks suggested that this agenda item be reviewed at the next Committee meeting as there will be new Committee members joining. Committee discussed the status of the Museum Master Plan and reason the Plan is no longer called a Strategic Plan. Vice-Chair Hunwicks noted the importance of the Museum Advisory Committee's strategic goals and their continued alignment with the Museum Master Plan.

9.2. New Gifts (show and share in the Museum), *Melissa Shaw*
**donation recommendation report attached by addendum*

Supervisor Shaw provided details about the new gifts received by the Museum as outlined below:

- **Temporary Receipt # 1907**
 Collection of original watercolour paintings by John Haines, including one (1) two-piece aerial map of Nottawasaga and Georgian Bay; one (1) aerial map of Collingwood's downtown, the Terminals, Curling Club and Hospital; and thirty-seven (37) miniature paintings of various buildings, including houses, churches, businesses, and areas of interest in and around Collingwood mounted onto sections of foamboard.
- **Temporary Receipt # 1908**
 One (1) 8"x10" colour photograph of keel laying group for Hull 218 (Nanticoke), May 15, 1979.
- **Temporary Receipt # 1909**
 One (1) 8" x 10" colour photograph of railway tracks being removal along Heritage Drive, south of the Collingwood Terminals. One (1) 8" x 10" colour photograph of railway tracks removal on Collingwood Museum property, May 1997.
- **Temporary Receipt # 1910**
 One (1) Black and white mounted photograph of Twigger home on Cedar Street.

MUS-003-2024

Moved by Stuart Beeston
 Seconded by Ken Maher

THAT the Museum Advisory Committee accept the Recommended List of New Gifts as presented.

CARRIED.

- 9.3. Collingwood Museum podcast: Stories from Another Day Update, Ken Maher
- Escarpment Magazine Spring edition

Member Maher provided an update on Collingwood Museum podcast: Stories from Another Day. Supervisor Shaw noted that the Spring edition of Escarpment Magazine will be coming out in April and two of Member Maher's podcasts will be featured.

Supervisor Shaw noted that she and Member Maher attended a presentation regarding the Collingwood Grain Terminals revitalization project via the Historical Society and noted that there was great interest from the public with various questions and discussion.

Supervisor Shaw noted that the Collections Support seasonal Staff member will be tasked with uploading the Collingwood Terminals collection to Past Perfect Online and suggested that Member Maher consider a podcast episode focused on the history of the Collingwood Grain Terminals.

- 9.4. Save the Date - Volunteer Appreciation Week Flag Raising

Coordinator Haines noted that the Town will be raising a flag in support of Volunteer Appreciation Week on April 15, 2024 at the Community Flag Pole at 1:00 p.m. Coordinator Haines noted that following the flag raising there will be a special meeting of Council at 1:30 p.m. in which the Museum's 2023 Accomplishments and 2024 Goals will be presented.

Supervisor Shaw acknowledged Committee members in attendance and noted that this is the last Museum Advisory Committee meeting for Member Maher, Member Beeston and Vice-Chair Hunwicks. Supervisor Shaw thanked Committee members for their time and dedication.

10. NEXT MEETING

The next meeting of the Museum Advisory Committee will be on April 18, 2024 commencing at 5:30 p.m.

11. ADJOURNMENT

Moved by Member Maher

THAT the meeting of the Museum Advisory Committee be hereby adjourned at 6:37 p.m.

CARRIED.

Chair

**BY-LAW No. 2024-041
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:
 - a regular meeting of Council held May 6, 2024
2. **THAT** the Mayor and the proper officials of The Corporation of the Town of Collingwood are hereby authorized and directed to do all things necessary to give effect to the action of the Council referred to in Section 1.
3. **THAT** the Mayor, or in the absence of the Mayor, the Deputy Mayor, and the Clerk, or in the absence of the Clerk, the Chief Administrative Officer;
 - a) are authorized and directed to execute all documents to the action taken by Council as described in Section 1;
 - b) are authorized and directed to affix the seal of The Corporation of the Town of Collingwood to all such documents referred to in Section 1.
4. **THAT** this by-law shall come into effect upon the passing thereof.

ENACTED AND PASSED this 6th day of May, 2024.

MAYOR

CLERK