TOWN OF COLLINGWOOD

REVISED AGENDA: Council - Committee of the Whole Meeting Agenda

Monday, April 20, 2026, 2:00 p.m.

Council Chambers and by Videoconference

97 Hurontario Street, Collingwood ON

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

This meeting can be viewed on 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.

Pages

1. **National Anthem**

2. **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.

3. **Adoption of the Agenda**

   Recommendation:
   THAT the content of the Council-Committee of the Whole Agenda for April 20, 2026, be adopted as amended:

   - Addition of Item 16 In-Camera

4. **Declarations of Pecuniary and/or Code of Conduct Conflict of Interests**

   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.

5. Community Announcements

6. Deputations

None.

7. Public Meetings

None.

8. Adoption of Minutes

8.1 Council Minutes 9

Recommendation:
THAT the minutes of Council-Committee of the Whole meeting held April 8th, 2026 (excluding Committee of the Whole recommendations) and Council Meeting held April 13th, 2026, be approved as presented.

8.2 Business Arising from Previous Minutes

8.3 Approval of Committee of the Whole Recommendations

8.3.1 Committee of the Whole - April 8, 2026 29

Recommendation:
THAT the Committee of the Whole recommendations from its meeting held April 8, 2026, is be hereby approved as presented.

- *CCS2026-02 2026-2030 Multi-Year Accessibility Plan - Operational Update and Consultation Findings*
- *T2026-01 Long Term Strategic Financial Plan - Part One*
- *T2026-03 Council Community Grant Award*
- *IN2026-03 Semi-Annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity Update*
- Reports/Minutes of Other Committees and Boards

8.3.1.1 P2026-11 Proposed Concurrent Official Plan/ Zoning By-law Amendments - Gateway Centre (853 and 869 Hurontario Street; 7564 Poplar Sideroad) 305

Recommendation:
AND THAT Council provide relief to certain provisions of the Tree Permit under By-law 2012-084 that would allow for permit issuance prior to the County of Simcoe rendering a decision on the Official Plan Amendment, with appropriate conditions as outlined in Report P2026-11.

(Carried 8:1 at Council - Committee of the Whole on April 8, 2026)

9. Staff Reports

None.

10. By-Laws

Recommendation:
THAT the following By-laws be hereby enacted and passed this 20th day of April, 2026.

10.1 By-law No. 2026-027, being a bylaw to appoint Seasonal By-law Officers 445

10.2 By-law No 2026-028, Official Plan Amendment - Gateway Centre (853 and 869 Hurontario Street; 7564 Poplar Sideroad) 446

*Staff Report P2026-11

10.3 By-law No. 2026-029, Zoning By-law Amendment - Gateway Centre (853 and 869 Hurontario Street; 7564 Poplar Sideroad) 454

*Staff Report P2026-11

11. Departmental Updates

11.1 OLT Update, Director Valentine

11.2 Collingwood Public Library 2025 Annual Report, Library CEO Kulchycki

11.3 Election Update, Clerk Almas, Deputy Clerk Dahl

11.4 One Community Solutions Update, Clerk Almas

11.5 Short-Term Accommodation Update, Clerk Almas

11.6 Community Efficiency Feasibility (CEF) Update, Executive Director Pegg

12. Consent Agenda

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

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.

12.1 Proclamation: National Volunteer Week 460

12.2 Collingwood/New Tecumseth Joint Water Committee Minutes - March 5, 461

2026

12.3 L.Millar Letter re: Request to Prohibit Patrons from loitering activities in the Library 466

12.4 Simcoe Muskoka Health Unit Letter re: Alcohol Harms and Availability in Simcoe Muskoka 470

12.5 Miller Thompson Letter re: Strong Mayor Powers and Chief Administrative Officer 476

13. Motions

None.

14. Move into Committee of the Whole

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

If you wish to participate virtually, please view the meeting using the following link:
https://us02web.zoom.us/j/82528638508?pwd=kPb9sPQMeeSS6aM8tznoJv19teYoGY.1

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

Webinar ID: 825 2863 8508
Passcode: 878577

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

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

14.2 Staff Reports

14.2.1 T2026-03 2026 Amended Development Charges Background Study: Water Treatment Plant 477

Recommendation:
THAT Staff Report T2026-03, 2026 Amended Development Charges Background Study: Water Treatment Plant, be received; and
AND THAT Council approve the 2026 Amended Development Charges (DC) Background Study: Water Treatment Plant prepared (“Amended DC Background Study”) by Hemson Consulting.
AND THAT Council approve the resulting reductions to

Development Charges for the Water Treatment Plant as identified in the Amended DC Background Study.

14.2.2 PRC2026-02 Bring Your Own (BYO) Events 503

Recommendation:
WHEREAS the sale and service of alcohol in Ontario is regulated by the Liquor Licence and Control Act which is administered by the Alcohol and Gaming Commission of Ontario,
AND WHEREAS the sale or service of alcohol at special occasions and events open to the public requiring a Special Occasion Permit (SOP) through the AGCO is contingent upon municipal authorization,
BE IT RESOLVED THAT Staff Report PRC2026-02, Bring-Your-Own (BYO) Events, be received,
AND THAT Council prohibit the permitting of Bring-Your-Own events within the Town of Collingwood.

14.2.3 C2026-04 New Long Grass & Nuisance Weeds By-law 511

Recommendation:
THAT Staff Report C2026-04, New Long Grass & Nuisance Weeds By-law, be received;
AND THAT the proposed Long Grass and Nuisance Weeds By-law, attached as Appendix A, be enacted.

14.2.4 P2026-13 Proposed Zoning By-law Amendment – 4 Elm StreetTown File No. PLZAMA2025428 541

Recommendation:
THAT Staff Report P2026-13, “Proposed Zoning By-law Amendment – 4 Elm Street”, dated April 20, 2026, be received;

AND THAT the amending Zoning By-law, attached as Appendix “A” to this Report, be enacted and passed.

14.2.5 P2026-14 Collingwood Housing Incentives Pilot Program and Town-owned Lands 564

Recommendation:
THAT Staff Report P2026-14, Collingwood Housing Incentives Pilot Program and Town-owned Lands, dated April 20, 2026, be received;
AND THAT Council direct staff to revise the Collingwood Housing Incentives Pilot Program (CHIPP) policy and take any other steps necessary to include and implement an additional incentive stream related to the [lease, sale or donation]* of Town-owned lands located at High Street and Poplar Sideroad.
AND THAT Council direct staff to maintain the offer for donation of the lands under the County of Simcoe’s Municipal Partnership in Affordable Rental Development program until

such time as a **[lease, sale or donation]*** through the CHIPP is confirmed.
AND THAT should the County of Simcoe's prioritization of the lands for development under the Municipal Partnership in Affordable Rental Development program be expedited, that staff be directed to provide an update to Council to allow re-consideration of their inclusion in the CHIPP.
*** Alternative options to be selected**

14.2.6 P2026-15 Tourism Collingwood Update 579

Recommendation:
THAT Staff Report P2026-15, Tourism Collingwood Update, dated 2026-04-20, be received;
AND THAT Corporate By-law 20261 of Tourism Collingwood attached hereto as Appendix A be confirmed by Council, representing the Town of Collingwood as the sole Member of the Municipal Services Corporation in accordance with the Ontario Not-for-Profit Corporations Act, 2010;
AND THAT Council select from the following options:

1. Council directs the CAO to appoint senior staff as the Member Representative and Alternate; or
2. Council directs the Clerk to proceed with a nomination process to appoint political officials as the Member Representative and Alternate.

14.3 Deputations (unregistered)

Unregistered deputations are provided 5 minutes to address Committee.

14.4 Reports/Minutes of Other Committees/Boards

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

14.5 Old or Deferred Business

14.6 Other Business

14.7 Notice of Motions

14.8 Rise from Committee of the Whole

14.8.1 Motion to rise from Committee of the Whole (Deputy Mayor Fryer)

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

15. Approval of Committee of the Whole Recommendations

*Council approval required prior to April 30, 2026

15.1 PRC2026-02 Bring Your Own (BYO) Events

Recommendation (Unless otherwise amended):
WHEREAS the sale and service of alcohol in Ontario is regulated by the Liquor Licence and Control Act which is administered by the Alcohol and Gaming Commission of Ontario,
AND WHEREAS the sale or service of alcohol at special occasions and events open to the public requiring a Special Occasion Permit (SOP) through the AGCO is contingent upon municipal authorization,
BE IT RESOLVED THAT Staff Report PRC2026-02, Bring-Your-Own (BYO) Events, be received,
AND THAT Council prohibit the permitting of Bring-Your-Own events within the Town of Collingwood.

*16. In-Camera

16.1 Proceed In-Camera

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

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

- a proposed or pending acquisition or disposition of land by the municipality or local board (16.2);
- a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization (16.2);
- a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board. (16.2)

Items for Discussion:

16.2 Non-profit Funding and Agreement Adjustment Request

16.3 Rise (and Report if available)

Recommendation:
THAT Council herein rise from in-camera and return to open session.

17. Confirmatory By-Law

Recommendation:
THAT By-law No. 2026-030, being a by-law to confirm the proceedings of the regular meeting of Council held April 20, 2026, be enacted and passed this 20th day of April, 2026.

18. Adjournment

TOWN OF COLLINGWOOD

Council - Committee of the Whole Meeting Minutes

April 8, 2026, 2:00 p.m.
Council Chambers and by Videoconference
97 Hurontario Street, Collingwood ON

Council Present:	Mayor Yvonne Hamlin Deputy Mayor Tim Fryer Councillor Kathy Jeffery Councillor Deb Doherty Councillor Chris Potts Councillor Rob Ring Councillor Christopher Baines Councillor Steve Perry Councillor Ian MacCulloch
Staff Present:	Sonya Skinner, CAO Sara Almas, Director of Legislative Services/Clerk Amanda Pegg, Executive Director, Customer and Corporate Services Jennifer Graham, Treasurer Karen Cubitt, Director, Parks Recreation and Culture Summer Valentine, Director, Growth and Development Mohamed Alkoka, Director of Infrastructure Jenny Haines, Administrative Coordinator

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1. National Anthem

Council and Staff rose for the playing of the Canadian National Anthem.

2. Call of Council to Order

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

3. Adoption of the Agenda

RES-125-2026
Moved by: Councillor Deb Doherty
Seconded by: Councillor Christopher Baines

THAT the content of the Council-Committee of the Whole Agenda for April 8, 2026 be adopted as amended:

- Revision of the Motion in Item 14.1 Recognizing Achievement of Collingwood Resident at the 2026 Milano Cortina Paralympic Winter Game;
- Addition of Item 14.3 100th Anniversary of the Royal Canadian Legion;
- Addition of Item 14.4 Update Flood Modelling Standard;
- Addition of Item 14.5 Use of 2-D Flood Modelling for Town Projects;
- Addition of Item 14.6 Land Acquisition Review

For (9): Mayor Yvonne Hamlin, Deputy Mayor Tim Fryer, Councillor Kathy Jeffery, Councillor Deb Doherty, Councillor Chris Potts, Councillor Rob Ring, Councillor Christopher Baines, Councillor Steve Perry, and Councillor Ian MacCulloch

CARRIED (9 to 0)

4. Declarations of Pecuniary and/or Code of Conduct Conflict of Interests

Councillor Doherty and Councillor Baines declared a conflict regarding Agenda Items 14.4 - Update Flood Modelling Standards and 14.5 - Use of 2-D Flood Modelling for Town Projects, noting that as a Board Members on the BMWTF, they will stay present at the Council table during the discussions, but will not engage in debate or voting.

5. Community Announcements

Council reported on various community announcements and events.

6. Deputations

6.1 Request to move the Farmers Market to the Museum Property, Sean Brady, Blue Ridge Meats

Sean Brady, owner of Blue Ridge Meats, addressed Council with request that consideration be made to move the Farmers' Market from the Pine Street parking lot to the Museum Property, noting the beauty of the landscape of the Museum grounds, the proximity to the entrance of the Terminals, and the increase of parking if the Farmers' Market was moved.

Sean Brady noted concern raised with the Bus Shelter being so close to the Farmers' Market, EV Charging Stations being unavailable, cost savings associated with parking; and the importance of forward thinking.

7. Public Meetings

None.

8. Adoption of Minutes

8.1 Council Minutes

RES-126-2026
Moved by: Councillor Ian MacCulloch
Seconded by: Councillor Steve Perry

THAT the minutes of Council-Committee of the Whole meeting held March 23, 2026 (excluding Committee of the Whole recommendations) and Council Meeting held March 30, 2026, be approved as amended:

- Correction - Councillor Ring moved RES-096-2026 on the March 23, 2026 meeting minutes.

CARRIED

8.2 Business Arising from Previous Minutes

None.

8.3 Approval of Committee of the Whole Recommendations

8.3.1 Committee of the Whole - March 23, 2026

RES-127-2026
Moved by: Councillor Christopher Baines
Seconded by: Councillor Deb Doherty

THAT the Committee of the Whole recommendations from its meeting held March 23, 2026, be hereby approved as presented.

- CAO2026-04 Operational Plan - 2025 Year End & 2026 Year Start Strategic Plan Update
- P2026-10 Resolution of Non-Decision 3 - Black Ash Creek Special Policy Area
- C2026-03 Participation in the Joint Compliance Audit Committee –Municipal and School Board Election
- Reports/Minutes of Other Committees and Boards

CARRIED

9. Staff Reports

None.

10. By-Laws

None.

11. Departmental Updates

11.1 Community Recreations & Culture Grant Results Announcement, Coordinator Henry

Amanda Henry, Coordinator, Arts and Culture briefed Council on the Community Recreation & Culture Grant Program (CRCG) confirming its alignment with the Town's Programs and Community Based Strategic Plan. Coordinator Henry reviewed eligibility requirements and provided Council with a review of 2026 grant results noting budget, applications received, successful applicants and the value of grants issued.

Coordinator Henry provided clarification to Council regarding the process in which the public submits grant applications; communication provided to those who submit a grant application; and how it is determined whether a grant application should go to the Council or CRCG funding stream.

11.2 Physician Attraction Update, Executive Director Pegg

Executive Director Amanda Pegg provided Council with an update on Physician Attraction noting that two family physicians have formally signed agreements to establish practices in Collingwood and will be established in the community by the end of the year. Executive Director Pegg also noted that the Town is supporting the upcoming Doctors on Ice event with hockey games held around the local region including the use of both Collingwood arenas. Executive Director Pegg addressed comments and questions from Council and will confirm the number of physicians ideal for Collingwood and if there is a cost to participate in the Central Ontario Physician Recruitment Alliance.

12. Consent Agenda

None.

13. County Report

Deputy Mayor Fryer provided an update from the County noting the Regional Governance Act and changes to County Council structure confirming that as more information is provided he will provide an update at an upcoming meeting.

Council members discussed concerns regarding the accessibility and use of the park located at Second and High Street and looked to Staff for an update on the County's One Community Solutions initiative. Clerk Almas confirmed that confidential discussions are occurring at the County level and that if she has any information that can be made public she will ensure it is shared with Council.

Council members noted recent changes to the County's recycling program and questioned if the County will be reporting on the status of the program and how it was rolled out.

14. Motions

14.1 Recognizing Achievement of Collingwood Resident at the the 2026 Milano Cortina Paralympic Winter Game, Councillor MacCulloch

Councillor MacCulloch briefed Council on the motion put forward to recognize Michaela Gosselin for her achievements at the Paralympic Winter Game. Council members provided comments and sought clarification from Staff regarding whether a Staff report or policy is necessary for this initiative; if the Town could support Paralympians by accessing funds from the paralympic reserve fund; that nominations for inductees into the Sports Hall of Fame are brought forward by members of the public and careful consideration should be made as to how involved the Town and Council are in bringing forward nominations.

Moved by: Councillor Ian MacCulloch
Seconded by: Councillor Deb Doherty

WHEREAS Michaela Gosselin, a resident of Collingwood, represented Canada at the 2026 Milano Cortina Paralympic Winter Games and earned a bronze medal in Women's Slalom (Standing), achieving a significant milestone in her athletic career, and the community wishes to recognize her efforts and accomplishments;

AND WHEREAS the Community Based Strategic Plan is seeking action to encourage and support events, festivals, and celebrations that bring people together, foster inclusion, and showcase the richness of our culture, diversity, heritage, and community;

NOW THEREFORE BE IT RESOLVED THAT Council directs staff to review options to formally recognize athletic achievements of Collingwood residents and report back to Council with recommendations, including any associated costs and considerations.

AND THAT Council invite 2026 Paralympian Michaela Gosselin to a future meeting of Council to be recognized for her significant achievement, and support submitting her nomination to the Hall of Fame Awards Committee.

Amendment:
RES-128-2026
Moved by: Councillor Kathy Jeffery
Seconded by: Councillor Rob Ring

DELETE: and support submitting her nomination to the Hall of Fame Awards Committee.

CARRIED

RES-129-2026
Moved by: Councillor Ian MacCulloch
Seconded by: Councillor Deb Doherty

NOW THEREFORE BE IT RESOLVED THAT Council directs staff to review options to formally recognize athletic achievements of Collingwood residents and report back to Council with recommendations, including any associated costs and considerations.

DEFEATED

RES-130-2026
Moved by: Councillor Ian MacCulloch
Seconded by: Councillor Deb Doherty

WHEREAS Michaela Gosselin, a resident of Collingwood, represented Canada at the 2026 Milano Cortina Paralympic Winter Games and earned a bronze medal in Women's Slalom (Standing), achieving a significant milestone in her athletic career, and the community wishes to recognize her efforts and accomplishments;

AND WHEREAS the Community Based Strategic Plan is seeking action to encourage and support events, festivals, and celebrations that bring people together, foster inclusion, and showcase the richness of our culture, diversity, heritage, and community;

THEREFORE BE IT RESOLVED THAT Council invite 2026 Paralympian Michaela Gosselin to a future meeting of Council to be recognized for her significant achievement.

CARRIED

14.2 Committee of the Whole Chair and Vice Chair Rotation, Mayor Hamlin

Mayor Hamlin withdrew her motion.

14.3 100th Anniversary of the Royal Canadian Legion, Councillor Jeffery

RES-131-2026
Moved by: Councillor Kathy Jeffery
Seconded by: Councillor Steve Perry

WHEREAS the Royal Canadian Legion nationally is celebrating its 100th anniversary in 2026, marking a century of service to veterans, their families and communities since its incorporation in July 1926;

AND WHEREAS the Royal Canadian Legion Branch #63, Collingwood is celebrating its 100th anniversary having been officially chartered on September 21st, 1926;

AND WHEREAS Collingwood Branch #63 has been an integral part of our community with sponsorships in sports, the arts and community needs in addition to its support of veterans and their families;

THEREFORE BE IT RESOLVED THAT Council direct staff to collaborate with Royal Canadian Legion Branch #63 and return with a recommendation(s) as to how the Town of Collingwood can recognize their historic milestone, their significant community contributions, and their integral role in our community for the past hundred years.

CARRIED

14.4 Update Flood Modelling Standards, Councillor Jeffery

Councillor Doherty and Councillor Baines declared that as Board Members on the Blue Mountain Watershed Trust (BMWT), further to their previous conflicts related to the BMWT's involvement in the recent OLT appeal, that they will remain at the Council table at this time but not participate in discussions, debate or voting on the matter.

RES-132-2026
Moved by: Councillor Kathy Jeffery
Seconded by: Deputy Mayor Tim Fryer

THAT Council directs Staff to provide a response and recommendation(s) regarding the following BMWT requests to a Committee of the Whole meeting as soon as practicable following receipt of the Huntingwood Trails OLT decision pending imminently.

> **THAT** Council of the Town of Collingwood request that the Nottawasaga Valley Conservation Authority (NVCA) review and update its flood modelling standards to require the use of two-dimensional (2D) flood modelling, particularly in complex or high-risk floodplain areas.
>
> **THAT** Council direct staff to investigate the feasibility, implications, and potential costs of incorporating two-dimensional (2D) flood modelling into applicable Town-initiated projects where, at the Town’s discretion, enhanced modelling may provide a clear and demonstrable benefit over one-dimensional (1D) approaches, and to report back to Council with recommendations.

AND THAT the Blue Mountain Watershed Trust (BMWT) requests be referred to the Storm Water Master Plan or equivalent process.

CARRIED

14.5 Land Acquisition Review, Mayor Hamlin

Deputy Mayor Fryer assumed the role of Chair.

Moved by: Mayor Yvonne Hamlin
Seconded by: Councillor Deb Doherty

WHEREAS the Community Based Strategic Plan identifies exploring the creation of a Mulit-Use Recreation Facility (MURF) and potential development of an Arts Centre; and

WHEREAS Council is seeking locations for uses including an Arts Centre and a Multi-Use Recreation Facility; and

WHEREAS there are experts in Collingwood who would volunteer their expertise to support Town projects, including in land acquisition, development, and building;

THEREFORE IT BE RESOLVED THAT Council agree that the Mayor supported by senior staff select and confer with volunteer experts as may be helpful, for the purpose of receiving strategic advice related to potential property acquisition, in support of the development of recommendations to be made to Council related to the Multi‑Use Recreation Facility (MURF) and Arts Centre projects,

AND THAT any such consultations are subject to robust Non‑Disclosure Agreements that protect confidentiality, and preclude participation in future procurement processes related to the projects.

Amendment:
RES-133-2026
Moved by: Councillor Kathy Jeffery
Seconded by: Councillor Chris Potts

THAT "the Mayor supported by" be removed from the following recommendation:

> **THEREFORE IT BE RESOLVED THAT** Council agree that ~~the Mayor supported by~~ senior staff select and confer with volunteer experts as may be helpful, for the purpose of receiving strategic advice related to potential property acquisition, in support of the development of recommendations to be made to Council related to the Multi‑Use Recreation Facility (MURF) and Arts Centre projects.

CARRIED

Amendment:
RES-134-2026
Moved by: Councillor Kathy Jeffery
Seconded by: Councillor Chris Potts

THAT the following be added to the recommendation:

> **AND THAT** Senior Staff report on an ongoing basis to Council on expert advise received.

CARRIED

Mayor Hamlin withdrew her motion at this time.
Mayor Hamlin resumed the role of Chair.

RES-135-2026
Moved by: Councillor Kathy Jeffery
Seconded by: Councillor Deb Doherty

WHEREAS the Community Based Strategic Plan identifies exploring the creation of a Mulit-Use Recreation Facility (MURF) and potential development of an Arts Centre; and
WHEREAS Council is seeking locations for uses including an Arts Centre and a Multi-Use Recreation Facility; and
WHEREAS there are experts in Collingwood who would volunteer their expertise to support Town projects, including in land acquisition, development, and building;
THEREFORE IT BE RESOLVED THAT Council agree that Senior Staff select and confer with volunteer experts as may be helpful, for the purpose of receiving strategic advice related to potential property acquisition, in support of the development of recommendations to be made to Council related to the Multi‑Use Recreation Facility (MURF) and Arts Centre projects,
AND THAT any such consultations are subject to robust Non‑Disclosure Agreements that protect confidentiality, and preclude participation in future procurement processes related to the projects;
AND THAT Senior Staff report on an ongoing basis to Council on expert advice received.

CARRIED

15. Move into Committee of the Whole

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

RES-136-2026
Moved by: Councillor Ian MacCulloch
Seconded by: Deputy Mayor Tim Fryer

THAT Council herein move into Committee of the Whole Session.

CARRIED

Committee recessed at 4:16 p.m. and reconvened at 4:33 p.m.

15.2 Staff Reports

15.2.1 CCS2026-02 2026-2030 Multi-Year Accessibility Plan – Operational Update and Consultation Findings

Executive Director Pegg provided introductory comments and Accessibility Coordinator Julia Joseph briefed Committee on the 2026-2030 Multi-Year Accessibility Plan (MYAP) Consultation Findings. Staff and the Consultants from BDO addressed comments and questions from Committee regarding whether considerations have been made to address both physical and non-apparent disabilities; if the Accessibility Advisory Committee was consulted to provide feedback on the MYAP; and if snowbank clearing and removal of snow are included in the Plan.

RES-137-2026
Moved by: Councillor Ian MacCulloch
Seconded by: Councillor Christopher Baines

THAT Staff Report CCS2026-02, 2026-2030 Multi-Year Accessibility Plan – Operational Update and Consultation Findings, be received.

CARRIED

15.2.2 T2026-01 Long Term Strategic Financial Plan - Part One

Treasurer Graham addressed Committee noting the focus of Part One of the Long Term Strategic Plan is on strengthening the Town's financial governance framework and that Part Two will focus on the multi-year financial forecast to 2035 and provide Council the tools to assess long-term affordability, financial risks, funding gaps, and overall fiscal sustainability, while enabling annual updates and continuous improvement of the Town's financial planning framework.

Sean-Michael Stephen from Watson & Associates provided Committee with an overview of the Financial Policy Framework noting three main components: Reserve and Reserve Fund Policies; User Fees; and Town Financial Policies, confirmed next steps and noted that Part Two will focus on preparing the Long Term Strategic Financial Plan and a model for Staff use as part of the annual budget process.

Sean-Michael Stephen and Treasurer Graham addressed comments and questions regarding whether there is a rush to approve Part 1 and if there is anything in Part 2 that would impact Part 1. Staff answered questions regarding whether a timeline has been established pertaining to updated policies being approved, and that there is no

comments or feedback regarding the Town's programs and services based budget.

Staff provided clarification regarding the CAO and Treasurers' delegated authority and their ability to re-allocate funds and when the last review was conducted and when the next one will be done.

Committee sought clarification from Staff regarding whether procurement practices such as buying local and buying Canadian were incorporated into this plan; if consideration is being made regarding a fee-structure for non-residents who use Town facilitates; and if there are any limitations that precludes internal borrowing.

RES-138-2026
Moved by: Councillor Kathy Jeffery
Seconded by: Councillor Chris Potts

THAT Staff Report T2026-01, Long Term Strategic Financial Plan – Part One, be received;

AND THAT Council approve the recommended revisions to existing financial policies as outlined in Appendix A - Recommended Revisions to Existing Policies;

AND THAT Council direct staff to develop and prepare draft versions of the following policies for Council's review and consideration:

- Tax Arrears Collection and Tax Sale Policy
- User Fee Setting Policy
- Non-Tax Revenue Collection Policy
- Development Charge Credit Policy
- Municipal Act Part XII Capital Charges Policy

AND THAT Council direct staff to consider the findings of the User Fee Comparator Analysis when developing recommendations for amendments to the Fees and Charges By-law for 2027, ensuring that proposed updates reflect comparative market data, industry practices, and alignment with Council's service delivery objectives;

AND THAT Council approve the recommendations outlined in Chapter Four of Appendix C with respect to the Town's Reserve and Reserve Funds, including those proposed to be continued, modified and combined, newly created, and terminated and bring forward the necessary by-law amendments for Council consideration where applicable.

CARRIED

15.2.3 P2026-11 Proposed Concurrent Official Plan/Zoning By-law Amendments-Gateway Centre (853 and 869 Hurontario St; 7564 Poplar SR) Town File PLOPN22024374

Director Valentine provided introductory remarks noting that pre-consultation began in 2020 under the 2004 Official Plan and that Staff and the developer have been working to ensure that the goals of the property are in alignment with the 2024 Official Plan. Senior Planner Teakle provided a detailed presentation regarding the Official Plan and Zoning By-law Amendment for The Gateway Centre, reviewing the file history and providing Committee with and overview of the conceptual site plan and architectural renderings. Senior Planner Teakle noted existing Zoning and Official Plan designations and confirmed the proposed Official Plan and Zoning By-law amendments and effects of the proposed amendments.

Senior Planner Teakle noted public comments, studies and reports, planning analysis and outcomes and next steps noting Site Plan Control and Holding “H” Zone removal, confirming Staff's recommendation with an optional Tree Permit relief recommendation.

David Finbow, authorized agent on behalf of the property owner Charis Developments Ltd., addressed the Committee, noting the collaborative work with the Town and support for the recommendation presented by Staff. David Finbow emphasized the importance of proceeding with tree removal this year, citing potential risks related to bird and bat migration, and advised that any delay would postpone the start of work until 2027.

Deputy Mayor Fryer called for public comment. Robert Kowalski addressed Committee noting that he will provide Council with feedback via e-mail.

Planner Teakle and David Finbow answered questions and received comments from Committee regarding whether consideration has been made to put residential units on-top of the commercial buildings; the requirement and function of the vernal pool; if a precedent is being set regarding the removal of trees and why it is crucial the trees be removed this year.

Committee members discussed the tree removal compensation approach and Staff confirmed that details regarding tree replacement will be added to the amended Staff report presented to Council.

RES-139-2026
Moved by: Mayor Yvonne Hamlin
Seconded by: Councillor Rob Ring

THAT Staff Report P2026-11, “Proposed Concurrent Official Plan and Zoning By-law Amendments – Gateway Centre (853 and 869

Hurontario Street; 7564 Poplar Sideroad)", dated April 8, 2026 be received;

AND THAT Official Plan Amendment 2 attached as Appendix "A" to this Report, be adopted and submitted to the County of Simcoe for approval;

AND THAT an amending Zoning By-law, attached as Appendix "B", to this Report be enacted and passed.

CARRIED

RES-140-2026
Moved by: Mayor Yvonne Hamlin
Seconded by: Councillor Rob Ring

THAT Council provide relief to certain provisions of the Tree Permit under By-law 2012-084 that would allow for permit issuance prior to the County of Simcoe rendering a decision on the Official Plan Amendment, with appropriate conditions as outlined in Staff Report P2026-11.

CARRIED

Committee took a 10 minute recess and reconvened at 7:01 p.m.

15.2.4 T2026-03 Council Community Grants Award

Treasurer Graham briefed Committee on the Council Community Grant Award program confirming its purpose, evaluation procedures; and that all 22 applicants met the minimum eligibility threshold. Treasurer Graham confirmed that grants are awarded based on the average amounts recommended by Council, which resulted in all applicants receiving some level of funding within the approved budget.

RES-141-2026
Moved by: Councillor Kathy Jeffery
Seconded by: Councillor Steve Perry

THAT Staff Report T2026-02, 2026 Council Community Grant Award, be received;

AND THAT Council award eligible 2026 applicants funding based on the average amount allocated by each member of Council, from the 2026 operating budget, totaling $102,626.

CARRIED

15.2.5 IN2026-03 2025 Year End: Water and Wastewater Uncommitted Hydraulic Reserve Capacity Update

Director Alkoka provided introductory remarks confirming the Semi-Annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity Update Report is required to be presented on a semi-annual basis. Amber Leal, Manager of Development Engineering addressed Committee providing a review of the background of the Serving Capacity Allocation Policy (SCAP); Hydraulic Reserve Capacity; and Uncommitted Hydraulic Reserve Capacity. Manager Leal reviewed Committed versus Uncommitted Servicing Capacity and a Servicing Capacity Allocation Forecast.

RES-142-2026
Moved by: Councillor Chris Potts
Seconded by: Councillor Ian MacCulloch

THAT Staff Report IN2026-03, Semi-Annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity Update, dated April 8th, 2026, be received.

CARRIED

15.3 Deputations (unregistered)

None.

15.4 Reports/Minutes of Other Committees/Boards

RES-143-2026
Moved by: Councillor Rob Ring
Seconded by: Councillor Deb Doherty

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

- Minutes - Collingwood Heritage Committee - March 5, 2026
- Minutes - Downtown Collingwood BIA Board of Management - March 12, 2026
- Minutes - Collingwood Public Library Board - February 26, 2026

CARRIED

15.5 Old or Deferred Business

None.

15.6 Other Business

15.6.1 Update on Parking Reserves, MAT Tax Allocations & STA's

Councillor Potts requested that Staff provide an update on short term accommodations (STA). Clerk Almas advised she would discuss the request further with the Councillor and provide an appropriate update at a future meeting as needed.

15.6.2 Community Efficiency Financing (CEF)

Councillor Jeffery requested an update on the CEF feasibility study. CAO Skinner confirmed that Staff will provide an update via email to Council.

15.7 Notice of Motions

None.

15.8 Rise from Committee of the Whole

15.8.1 Motion to rise from Committee of the Whole (Deputy Mayor Fryer)

RES-144-2026
Moved by: Councillor Rob Ring
Seconded by: Councillor Deb Doherty

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

CARRIED

16. Confirmatory By-Law

RES-145-2026
Moved by: Councillor Deb Doherty
Seconded by: Councillor Steve Perry

THAT By-law No. 2026-025, being a by-law to confirm the proceedings of the regular meeting of Council held April 8, 2026, be enacted and passed this 8th day of April, 2026.

CARRIED

17. Adjournment

Moved by: Councillor Jeffery

THAT the Council meeting be hereby adjourned at 7:20 p.m. **CARRIED**

_____

Mayor

_____

Clerk

TOWN OF COLLINGWOOD

COUNCIL MINUTES

April 13, 2026, 2:00 p.m.
Council Chambers and by Videoconference
97 Hurontario Street, Collingwood ON

Council Present:	Mayor Yvonne Hamlin (participated remotely) Deputy Mayor Tim Fryer Councillor Kathy Jeffery Councillor Deb Doherty Councillor Chris Potts Councillor Rob Ring Councillor Christopher Baines Councillor Steve Perry Councillor Ian MacCulloch
Staff Present:	Sonya Skinner, CAO Sara Almas, Director of Legislative Services/Clerk

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

---

1. National Anthem

Council and Staff rose for the playing of the Canadian National Anthem.

2. Call of Council to Order

Deputy Mayor Fryer 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.

3. Adoption of the Agenda

RES-146
Moved by: Councillor Kathy Jeffery
Seconded by: Councillor Chris Potts

THAT the content of the Council Agenda for April 13, 2026 be adopted as presented.

CARRIED

4. Declarations of Pecuniary and/or Code of Conduct Conflict of Interests

Deputy Mayor Fryer noted a conflict under the Code of Conduct with a matter to be discussed in closed session. More details to the conflict are to be provided in closed session to maintain confidentially on the item being discussed.

5. In-Camera

5.1 Proceed In-Camera

RES-147-2026
Moved by: Councillor Rob Ring
Seconded by: Councillor Deb Doherty

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

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

- the security of the property of the municipality or local board; (5.1.3)
- personal matters about an identifiable individual, including municipal or local board employees (5.1.2);
- a proposed or pending acquisition or disposition of land by the municipality or local board (5.1.4);
- labour relations or employee negotiations (5.1.2);
- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (5.1.1, 5.1.7);
- advice that is subject to solicitor-client privilege, including communications necessary for that purpose (5.1.1, 5.1.3, 5.1.6, 5.1.7);
- information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them; (5.1.5)
- a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (5.1.3, 5.1.5).

Items for discussion are listed below:

CARRIED

5.1.1 OLT Appeal Update

5.1.2 Legal Advice re: Strong Mayor Powers

5.1.3 Personnel Matter

5.1.4 Collingwood OPP Detachment Lease Negotiations

5.1.5 Land Updates

5.1.6 Update on Servicing Negotiations

5.1.7 Liability / Risk Management Concerns

5.1.8 Approval of In-camera Minutes

5.2 Rise (and Report if available)

RES-148-2026
Moved by: Councillor Chris Potts
Seconded by: Councillor Ian MacCulloch

THAT Council herein rise from in-camera and return to open session.

CARRIED

6. Rise and Report from In-Camera

RES-149-2026
Moved by: Councillor Deb Doherty
Seconded by: Councillor Christopher Baines

THAT Council authorize the use of the Operating Contingency Reserve pertaining to the confidential In-camera Item 5.1.3 Personnel Matter.

CARRIED

7. Confirmatory By-Law

RES-150-2026
Moved by: Councillor Chris Potts
Seconded by: Councillor Deb Doherty

THAT By-law No. 2026-026, being a by-law to confirm the proceedings of the regular meeting of Council held April 13, 2026, be enacted and passed this 13th day of April, 2026.

CARRIED

8. Adjournment

Moved by: Councillor Jeffery

THAT the Council Meeting be hereby adjourned at 6:50 p.m. **CARRIED**

_____

Mayor

_____

Clerk

Staff Report CCS2026-02

Committee 2026-04-08
Council 2026-04-20
Amendments ☐

Submitted To:	Committee of the Whole | Council
Submitted By:	Amanda Pegg, Executive Director, CCS
Prepared By:	Julia Joseph, Accessibility Coordinator
Subject:	2026-2030 Multi-Year Accessibility Plan – Operational Update and Consultation Findings

Recommendation

THAT Staff Report CCS2026-02, 2026-2030 Multi-Year Accessibility Plan – Operational Update and Consultation Findings, be received.

Amendments

None.

1. Executive Summary

The Town of Collingwood continues to make meaningful progress towards improving accessibility and inclusion across the organization and in public spaces. This report provides an important update on the development of the 2026–2030 Multi-Year Accessibility Plan (MYAP) that will be presented to Council in due course for consideration of endorsement. Key findings are the result of extensive community engagement and consultations involving residents, visitors, youth, people with lived experience of disability, members of Council, and staff. Work completed to date fulfills requirements under the Accessibility for Ontarians with Disabilities Act (AODA) and builds on important initiatives advanced with Council's direction and ongoing support. Findings reaffirm that the Town has a strong foundation for accessibility, with modernized digital systems, accessible customer service features, inclusive recreation programming, dedicated staff support, and strengthened governance structures. These

successes reflect Council and staffs ongoing commitment to ensuring that programs and services are accessible, equitable, and welcoming to persons with all abilities.

2. Analysis

Background

Preparing the 2026–2030 MYAP involves reviewing existing policies, identifying barriers, and conducting broad community engagement. Council's commitment to improving accessibility has enabled significant advancements in recent years, including website modernization aligned with Web Content Accessibility Guidelines (WCAG) standards, strengthened digital document accessibility, improvements to accessible transit services, inclusive recreation programming, and enhanced customer service delivery through Service Collingwood. To further support this work, the Town engaged BDO Canada LLP through a formal procurement process to conduct a comprehensive review and lead community consultations with, youth, interested community members, and individuals with lived experience of disability as well as employees. The resulting data offers clear insights into both organizational strengths and opportunities to further embed accessibility into municipal programs and services.

Consultation Findings

Consultation activities confirmed that the Town has a strong culture of accessibility supported by Council, staff, and community partners. Participants consistently reported that accessibility is seen as a shared value. Strengths identified included the introduction of a dedicated Accessibility Coordinator role, the Town's improved digital and web accessibility practices, investment in accessible transit infrastructure, the inclusive approach of library and recreation services, and the active involvement of the Accessibility Advisory Committee. Employees also highlighted the Town's willingness to respond to accessibility needs and deliver service with compassion and flexibility.

Consultation participants also identified opportunities to continue strengthening accessibility. Many noted that accessibility considerations could be embedded earlier in project planning and decision-making processes. Others raised the need for enhanced training, particularly related to non-apparent disabilities and complex service

interactions. Built environment challenges remain a concern in older facilities and public spaces, as do winter maintenance impacts on sidewalks, transit stops, curb cuts, and accessible parking areas. Transportation, particularly specialized transit capacity and reliability was among the most frequently cited areas for improvement. Feedback further emphasized the importance of stronger communication supports, consistent customer service practices, and greater visibility of ongoing accessibility initiatives across departments.

Youth perspectives provided additional insight, highlighting the need for more inclusive programming, better accessibility in public spaces, and enhanced opportunities for young people with disabilities to participate in planning and decision-making processes. Many youths identified the Collingwood Public Library as a positive example of an accessible and welcoming community space.

Key Themes Across Focus Areas

Across all areas of review, Governance and Culture, Customer Service, Employment, Information and Communication, Library Services, Design of Public Spaces, and Transportation, the findings demonstrate that the Town has laid important groundwork for improved accessibility. The next phase of work provides an opportunity to formalize processes, strengthen accountability mechanisms, and continue building on the progress supported by Council throughout this term. Key opportunities include enhancing accessibility governance, improving barrier tracking, embedding accessibility requirements into procurement and planning processes, strengthening training, and continuing to modernize public spaces and transit services.

Financial Impacts

There are no immediate financial impacts associated with receiving this report. Work to develop the MYAP is being completed within existing Council approved budget. Any future initiatives stemming from the finalized MYAP will be brought forward through the appropriate budget processes.

Conclusion

The work completed to date confirms that Collingwood has a strong foundation for accessibility, The consultation findings reflect substantial progress and provide clear direction for the development of the 2026–2030 MYAP. As the Town transitions into the plan development phase, there is an opportunity to further formalize accessibility practices, strengthen governance, and expand upon the successes already achieved. The draft MYAP will undergo internal review and will be presented to Council within Q2 of 2026.

3. Input from Other Sources

This report was prepared with input from BDO Canada LLP, Department Heads, staff from multiple departments.

The consultation findings in this report have been reviewed by the Accessibility Advisory Committee.

4. Applicable Policy or Legislation

- Accessibility for Ontarians with Disabilities Act (AODA)
- Integrated Accessibility Standards Regulation (IASR)

5. Considerations

2024-2028 Community Based Strategic Plan: Not Applicable

☐ Sustainable ☐ Connected ☐ Vibrant ☐ Responsible

☐ Services adjusted if any	Not Applicable
☐ Climate Change / Sustainability:	Not Applicable
☒ Communication / Engagement:	Public Engagement has occurred
☒ Accessibility / Equity, Diversity, Inclusion:	Consistent with Multi-Year Accessibility Plan
☐ Registered Lobbyist(s) relating to content:	Not Applicable

☒ Rights of Indigenous Peoples (UNDRIP): Consultation and engagement with equity deserving groups including the Unity Collective

Next steps and future action required following endorsement:

Completion of draft MYAP and internal review.

6. Approval

Prepared By:

Julia Joseph, Accessibility Coordinator

Reviewed By:

Amanda Pegg, Executive Director, CCS

CAO Comments:

☒ Endorsed by CAO Skinner on April 2, 2026 to proceed to COW.

Staff Report T2026-01

Committee 2026-04-08
Council 2026-04-20
Amendments ☐

Submitted To:	Committee of the Whole | Council
Submitted By:	Jennifer Graham, Director, Finance/Treasurer
Prepared By:	Jennifer Graham, Director, Finance/Treasurer
Subject:	T2026-01 Long Term Strategic Financial Plan – Part One

Recommendation

THAT Staff Report T2026-01, **Long Term Strategic Financial Plan – Part One**, be received;

AND THAT Council approve the recommended revisions to existing financial policies as outlined in Appendix A - Recommended Revisions to Existing Policies;

AND THAT Council direct staff to develop and prepare draft versions of the following policies for Council's review and consideration:

- Tax Arrears Collection and Tax Sale Policy
- User Fee Setting Policy
- Non-Tax Revenue Collection Policy
- Development Charge Credit Policy
- Municipal Act Part XII Capital Charges Policy

AND THAT Council direct staff to consider the findings of the User Fee Comparator Analysis when developing recommendations for amendments to the Fees and Charges By-law for 2027, ensuring that proposed updates reflect comparative market data, industry practices, and alignment with Council's service delivery objectives;

AND THAT Council approve the recommendations outlined in Chapter Four of Appendix C with respect to the Town's Reserve and Reserve Funds, including those proposed to be continued, modified and combined, newly created, and terminated and

bring forward the necessary by-law amendments for Council consideration where applicable.

Amendments

None.

1. Executive Summary

Council approved funding in the 2025 Budget to develop a Long-Term Strategic Financial Plan (LTSFP) as a key initiative under Pillar 4 – Responsible of the Community-Based Strategic Plan, which commits the Town to maintaining strong financial health and assets through the implementation of a multi-year financial forecast and 10-year capital plan. Following a competitive procurement process, Watson & Associates Economists Ltd. was retained to support this work. The LTSFP is being presented in two parts to allow Council to review and provide direction on foundational policy and structural components prior to consideration of long-term projections and fiscal sustainability analysis.

Part One focuses on strengthening the Town's financial governance framework through a comprehensive review of financial policies, a user fee analysis, and a detailed assessment of reserves and reserve funds. These reviews identify refinements to existing policies, recommend the development of new policies, evaluate cost recovery opportunities, and establish clearer reserve strategies aligned with asset management requirements.

Part Two will introduce a multi-year financial forecast to 2035, supported by a dynamic financial model and fiscal health reporting framework, along with recommendations on additional work to refine the financial model and accuracy over time. Together, these components will provide Council with enhanced tools to assess long-term affordability, financial risks, funding gaps, and overall fiscal sustainability, while enabling annual updates and continuous improvement of the Town's financial planning framework.

2. Analysis

Background

Council approved funding in the 2025 Budget to develop a Long-Term Strategic Financial Plan (LTSFP) as part of the 2025 Corporate Finance work plan.

Following a competitive Request for Proposal (RFP) process, Watson & Associates Economists Ltd. was awarded the contract to support the development of the Plan.

The LTSFP is a key action item under the Town's Community-Based Strategic Plan:

Pillar 4 – Responsible

Goal: Maintain the Town's strong financial health and assets

Key Action: Implement a multi-year financial forecast, including the 10-year capital plan, to assess future financial health and identify potential risks.

The Plan is being presented to Council in two parts to allow Council time to review and provide direction on policy and structural components prior to consideration of long-term financial projections and sustainability analysis.

Part One – Financial Policy and Framework Review

Part One focuses on strengthening the financial governance framework that supports the Town's long-term sustainability.

1 – Financial Policies and Framework

This phase includes a comprehensive review of existing financial policies to identify any gaps, assess alignment with current legislative requirements and best practices, and recommend refinements or new policies for Council's consideration. The objective is to ensure the Town's financial decision-making framework effectively supports sustainable growth, asset stewardship, and long-term fiscal stability.

2. User Fee Analysis

A comparative review of surrounding and similar municipalities has been undertaken to identify potential new fees, assess opportunities for fee adjustments, and evaluate cost recovery levels. The intent is to promote fairness, transparency, and an appropriate balance between user-pay principles and the broader tax base.

3. Reserve and Reserve Funds

In addition, a detailed review of the Town's reserve and reserve fund policies has been completed to assess their completeness, the adequacy of minimum and maximum target balances, and alignment with increasing asset management requirements. Given growing lifecycle funding pressures, this review is essential to ensuring reserves remain sufficient to support infrastructure renewal and mitigate financial risk.

Part Two – Multi-Year Financial Forecast and Fiscal Sustainability Assessment

Part Two builds upon the policy foundation established in Part One and introduces a first effort multi-year financial forecast extending to 2035. The forecast will be the first time that the Town has integrated multiple years of the Town's 10-year capital plan, reflect growth projections and infrastructure needs, incorporated master plans and strategic initiatives, and modeled various financial scenarios. This will enable Council to understand the long-term impacts of policy choices and investment decisions.

A dynamic financial model will be developed to allow adjustments to capital timing and scope, alignment with growth assumptions, updates to lifecycle cost estimates, and variation of key financial assumptions such as inflation, interest rates, debt terms, and assessment growth. This model will provide the foundation for continuous improvements in modeling accuracy, as well as annual updates to the Long-Term Strategic Financial Plan and ongoing reporting to Council.

Part Two will also initiate a proposed financial reporting framework that identifies key fiscal health indicators to be monitored annually. An overall assessment of the Town's financial sustainability, growth capacity, vulnerability, and flexibility will be undertaken, along with a gap and issue analysis identifying risks, funding pressures, opportunities for improved financial management, enhanced use of revenue tools, and potential areas for advocacy, including climate-related and other external pressures. Draft recommendations will be provided based on the forecast results, policy findings, and identified funding gaps to support long-term financial resilience.

Analysis

Financial Policies and Framework

As a foundational component of the LTSFP, a review of the Town's financial policies has been undertaken to ensure a complete and coherent financial governance framework. This review includes an assessment of existing policies, comparison with peer municipalities, and recommended refinements to strengthen alignment with best practices and long-term sustainability objectives. The financial policy framework provides Council and staff with guiding principles, defined targets, and clear accountability in the management of public funds.

The detailed policy review is contained in **Appendix A – Financial Policies and Framework**, including tracked changes to existing policies to assist Council in its consideration.

In addition to refinements to existing policies, staff are recommending that Council consider the development of the following new policies to further strengthen the Town's financial framework:

- Tax Arrears Collection and Tax Sale Policy
- User Fee Setting Policy
- Non-Tax Revenue Collection Policy
- Development Charge Credit Policy
- Municipal Act Part XII Capital Charges Policy

These policies have not yet been developed. Subject to Council's direction, draft versions will be prepared and brought forward for future consideration.

Together, these refinements and proposed new policies will enhance financial clarity, strengthen risk management, and support the Town's long-term fiscal sustainability.

User Fee Review and Analysis

A comprehensive user fee review was undertaken to assess the fees currently imposed by the Town and compare them to those charged by neighbouring and similar municipalities. The review examined service areas including Miscellaneous services, Corporate and Customer Services, Municipal Government and Civic Engagement, Community Access and Mobility, Arts, Culture and Heritage, Community Health and

Well-being, and Community Safety and Standards. The objective was to identify potential fee adjustments or new fees that may be considered in future budget cycles. The fees within the scope of this review are imposed under the general fees and charges authority provided in section 391 of the Municipal Act, 2001. While the Act does not prescribe specific cost-justification requirements or a mandatory public process for establishing fees, municipalities are expected to act within their statutory authority and ensure fees are reasonable and transparent. In practice, this means that when considering fee changes, the Town should have regard to the cost of delivering the service, the structure of the charge, and alignment with legislative requirements and procedural by-laws.

In many cases, municipal fees do not fully recover the cost of providing a service, resulting in continued reliance on tax-based funding. The comparative Review prepared as part of this review provides information on fee ranges and structures used by peer municipalities, as well as the potential order-of-magnitude revenue impacts if fees were adjusted within those ranges. The full Review is provided in **Appendix B – User Fee Review** and is intended to guide staff and Council in evaluating cost recovery levels and revenue implications during future budget deliberations.

The review also examined options related to non-resident surcharges. Common approaches include charging higher rates to non-residents or providing priority access to residents for programs and facility bookings. These strategies can improve cost recovery and utilization levels while maintaining service access for residents. Allowing non-residents to fill remaining capacity in programs or facilities can enhance revenue generation without reducing service levels for residents, thereby reducing pressure on the tax base and supporting overall financial sustainability.

Reserve and Reserve Fund Review

Municipalities in Ontario are authorized under section 417 of the Municipal Act, 2001 to establish and maintain reserves and reserve funds (R.R.F.s) for any purpose within their jurisdiction. These tools are fundamental components of long-term financial management and are commonly used to set aside funds for known future expenditures, capital replacement, or contingent purposes. Properly structured reserves and reserve

funds help smooth tax and rate fluctuations over time, reduce reliance on debt financing, and provide financial flexibility during periods of economic uncertainty.

Best practice dictates that reserves and reserve funds be established with clear purpose, defined funding strategies, and, where appropriate, replenishment plans. They should not function as general holding accounts for surplus funds, but rather as intentional financial tools aligned with long-term asset management and service delivery objectives.

The Town of Collingwood has historically established and utilized reserves and reserve funds for a variety of purposes under its existing Reserve and Reserve Fund Management Policy (FIN-004-04). While this framework has guided the creation of numerous reserves, the policy intent, funding targets, and usage parameters for several individual reserve and reserve funds have not been clearly articulated or consistently documented. Accordingly, this review was undertaken to strengthen and formalize the policy framework governing the Town's existing reserves and reserve funds.

The review, contained in **Appendix C – Reserve and Reserve Funds**, provides a comprehensive assessment of the Town's current reserves and reserve funds, outlines the historical context and policy framework, and establishes clear policies for specific reserve and reserve funds.

Based on the findings of this review, staff are recommending that Council approve the specific reserve and reserve fund policies as detailed in **Chapter 4 of Appendix C – Reserves and Reserve Funds**, direct staff to prepare a consolidated reserve fund by-law incorporating these policies, and repeal existing non-obligatory reserve and reserve fund by-laws to ensure consistency and clarity within the Town's financial framework.

These updates will enhance transparency, strengthen financial discipline, and better align reserve strategies with asset management requirements and long-term fiscal sustainability objectives.

3. Input from Other Sources

Reviewed by Department Heads on February 24, 2026.

4. Applicable Policy or Legislation

Municipal Act

Development Charges Act

5. Considerations

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

☐ Sustainable ☐ Connected ☐ Vibrant ☒ Responsible

☐ Services adjusted if any	Corporate Finance
☐ Climate Change / Sustainability:	Not Applicable
☐ Communication / Engagement:	Not Applicable
☐ Accessibility / Equity, Diversity, Inclusion:	Not Applicable
☐ Registered Lobbyist(s) relating to content:	[add content and meeting dates]
☐ Rights of Indigenous Peoples (UNDRIP):	[add content]

Next steps and future action required following endorsement:

Staff to adjust policies based on recommendations, draft new policies as directed by Council for consideration and prepare necessary By-Law amendments as required.

6. Appendices and Other Resources

Appendix A: Financial Policies and Framework

Appendix B: User Fee Review

Appendix C: Reserves and Reserve Funds

7. Approval

Prepared By:

Jennifer Graham, CPA CA, Director, Finance/Treasurer

Reviewed By:

[Name, Title]

CAO Comments:

☒ Endorsed by CAO Skinner on April 2, 2026 to proceed to COW.



Long-Term Strategic Financial Plan – Financial Policy Framework

Town of Collingwood

Report

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

March 31, 2026

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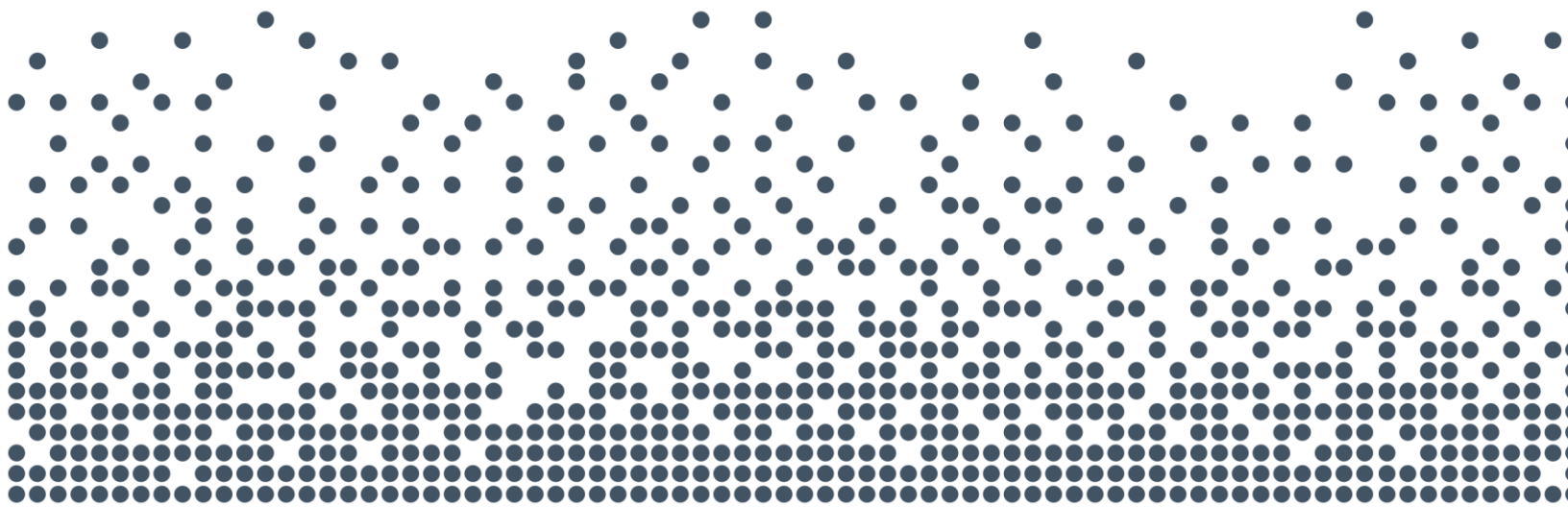
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Appendix B – Details from User Fee Survey B-1

List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
CAO	Chief Administrative Officer
CBSP	Community Based Strategic Plan
D.C.	Development Charges
D.C.A.	*Development Charges Act, 1997*
LAS	Local Authorities Services
LTSFP	Long-term Strategic Financial Plan
O. Reg.	Ontario Regulation



Report

Chapter 1
Introduction

1. Introduction

The main objective of a long-term strategic financial plan (LTSFP) is to assess a municipality's overall financial condition and existing financial policies to formulate an approach that allows the municipality to continue to deliver services over time in a manner that is fiscally sustainable and affordable. In addition, the plan should provide a sufficiently documented framework to enable continual improvement and updates of the plan, thus ensuring its relevancy well into the future.

The Town's Community Based Strategic Plan (CBSP), identifies a number of pillars, including Pillar #4: Responsible. Under this pillar, the Town is committed to service excellence through collaboration, continuous improvement and fiscal prudence. The CBSP further provides goals which include the need to maintain strong financial health and assets through the implantation of a multi-year financial forecast, to asset future financial health and identify potential risks. This multi-year financial forecast includes the Town's 10-year capital plan. Additionally, the goals require that options are considered in relation to user fees, grants, public-private partnerships, and other innovative funding sources, to increase and diversify revenues and balance affordability for the tax base.

The Town of Collingwood (Town) retained Watson & Associates Economists Ltd. (Watson) to assist with the development of a LTSFP, which will serve as a tool for the Town to measure and optimize financial planning outcomes over a 10-year forecast horizon covering fiscal years 2025 to 2034. Alongside the development of the LTSFP, Watson also assisted with the development of a comprehensive financial model that will enable the Town to analyze the impacts of changes in growth, capital requirements, and operating cost pressures on the Town's tax and user rates, debt funding requirements in relation to its debt utilization capacity, user fees, and reserves/reserve fund (R&RFs) sustainability. Furthermore, key performance indicators have been utilized to assess the affordability of the LTSFP for existing and new residents. Additionally, recommendations on refinements to reserve/reserve funds, user fees, and policies have been provided.

As part of the Town's LTSFP, a review of financial policies was required to provide insight into a complete financial framework. Therefore, the following provides a review of the Town's current financial policies, a survey of comparator municipalities similar policies, recommendations on refinements to current policies, as well as recommendations related to new policies to consider.

The financial policies framework will provide Council, Town staff, and constituents interested in municipal financial matters, with guiding principles, various targets, and accountability in managing public funds, while also providing direction internally on financial management.

It is noted that a review of the Town's reserve and reserve funds has been undertaken and the recommendations are provided under separate cover. Furthermore, a user fee review was undertaken to review the user fees imposed by the Town and comparator municipalities.

1.1 Financial Policy Framework

The financial policies framework assessment included a review of the following current policies:

- Budget Principles Policy
- Operating Budget and Business Plan Preparation
- Capital Budget Preparation
- Tangible Capital Asset Policy
- Surplus Management Policy
- Operating Surplus Deficit Policy
- Parking Surplus Deficit Policy
- Debt Management Policy
- Development Charge Interest Policy
- Assessment Growth Policy
- Investment Policy
- Donations Policy
- Collingwood Indicators
- Reserve and Reserve Fund Policies (under separate cover).

The following chapters provide for a summary of the existing financial policies (Chapter 2), including their purpose, except for the reserve and reserve fund policies which are provided under separate cover, a summary of financial policies in other comparator municipalities (Chapter 3), recommendations related refinements to the existing policies for consideration (Chapter 4), and recommendations on new policies for consideration (Chapter 5).

Chapter 2
Current Financial Policies

2. Summary of Existing Financial Policies

2.1 Overview

The Town has had several financial policies in place for many years. Each of these policies has been reviewed, and recommendations have been made for refinement. Some of the refinements related to updating the policies to align with the most current legislation, sections of legislation, and/or to references. Red line revisions and recommended refinements of each policy are provided in the appendices to this report.

2.1.1 Budget Principles Policy

The purpose of the Budget Principles Policy is to ensure fiscally responsible decisions are made in response to services offered, service levels offered, and other uses and applications of the taxpayers' funding while considering the short-term and long-term impacts on the Town and its taxpayers.

The policy provides a summary of the types of external pressures that the Town is faced with when budgeting, including legislative requirements, growth needs, expectations of the community, the requirement for funding capacity to meet current and future capital needs, interest rate fluctuations and inflationary impacts, the cost of wages and benefits, including those set out in collective agreements, and service/supply contract renewals and existing committed multi-year contracts.

The policy also sets out guiding principles to be followed in the preparation and evaluation of budgets to ensure it meets the goals of the Council-approved CBSP.

2.1.2 Operating Budget and Business Plan Preparation and Financial Controls Policy

The Operating Budget and Business Plan Preparation and Financial Controls Policy sets out the framework related to the establishment and control of operating budgets for the Town, its boards, committees, and other organizations falling within the Town's reporting requirements.

The policy sets out the requirements for department heads to prepare and submit their annual operating budget requests, subsequent three-year operating pro-forma requests and four-year business plans. The policy also provides direction on the budget process

that is to be followed, the level at which spending can occur prior to Council approval of the annual budget, procedures for gaining approval for emergency spending, quarterly reporting requirements, and authority limits to budget changes by the Treasurer, Chief Administrative Officer (CAO), and Council. The policy also provides principles for planning and funding the expenditures. Finally, the policy notes that it should be reviewed annually prior to the initiation of the budget process.

2.1.3 Capital Budget Preparation

The Capital Budget Preparation Policy establishes the framework and control of capital budgets for Town departments, boards, committees and other organizations falling within the reporting requirements of the Town.

The policy defines what capital expenditures are and sets out a minimum cost threshold to determine if an expenditure will be considered capital. The policy also provides how wages and benefits will be capitalized for staff that work a significant amount of time on project management of capital projects. Further, the policy provides the format that capital requests are to be submitted to the Treasurer in and level of detailed required.

Procedures related to spending prior to budget approval by Council under regular and emergency situations are also included in the policy, along with report requirements. The policy also sets out the value of approvals that the Treasurer and Chief Administrative Officer can approved where a project in the approved budget and an increase to the budget is required, and the threshold value for additional costs that must be approved for Council.

Finally, the policy provides the principles for capital planning and funding of growth and non-growth projects.

2.1.4 Tangible Capital Asset Policy

The purpose of the Tangible Capital Asset Policy is to provide the accounting and reporting requirements related to tangible capital assets, in accordance with the Public Sector Accounting Board Standard PS 3150. The policy outlines responsibilities of Town departments, the classes and functional classes of capital assets, items that are excluded, the handling of heritage assets, work in progress, donated and contributed assets, and complex assets.

The policy also outlines the types of costs included in the value of the capital assets, capitalization thresholds, how opening costs will be valued, and where assets will be pooled. Additionally, the policy outlines how betterments will be recorded, estimated useful lives that will be assigned to various types of assets, how disposals will be accounted for, and how write-downs will be measured. The amortization method is also identified along with the treatment of capital leases, timing of when and reporting requirements.

2.1.5 Surplus Management Policy

The Surplus Management Policy ensures that operating surpluses are returned to tax/rate payers and to establish a priority framework to allocate the any operating surplus to eliminate operating deficits through the use of the framework. The principles include ensuring that deficits are funded and that surpluses will be utilized to ensure thresholds for reserve balances are met and/or to offset higher than expected sending in one area through savings in another.

The policy provides priority allocations for surpluses for tax support services and the authority for the Treasurer to authorize utilizing funds to offset operating deficits. Reporting requirements to Council are provided, and the need to review the policy annually is identified.

2.1.6 Operating Surplus/Deficit Policy

The purpose of the Operating Surplus/Deficit Policy is to provide guidelines for allocating operating surpluses and funding operating deficits. The policy sets out specific percentages of the surplus that should be allocated to various reserves/reserve funds, and the priorities of where deficits should be funded from. The policy also directs how deficits remaining at the end of a fiscal year, where funding is not available to mitigate the deficit, need to be carried into the subsequent years' budget, as required by legislation.

2.1.7 Parking Surplus/Deficit Policy

The Parking Surplus/Deficit Reserve Policy's purpose is to set out guiding principles and targets related to the management of operating surpluses from parking revenues. The policy provides where surpluses should be distributed to and where deficits are to be funded from. The policy also provides for repayment terms where parking reserves

are not sufficient to cover the deficits, to ensure that the deficits are repaid first before any subsequent surpluses are allocated to parking specific reserves.

2.1.8 Debt Management Policy

The Debt Management Policy is in place to govern the use and administration of debt as a financing tools for capital infrastructure needs. The policy must comply with statutory requirements as per the *Municipal Act, 2001*, related to incurring debt for operating or capital purposes, including the prescribed financial instruments in relation to the debt. Debt instruments include debt and financial obligations related to agreements, lease financing agreements for capital entered into by the Town, its boards and subsidiaries. The policy also covers the administration and management of capital financing and debt issuance activities.

The purpose of the policy is to establish objectives, standards of care, authorized financing instruments, reporting requirements, and responsibilities for financing the Town's operating and infrastructure needs.

Debt is defined as "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."

2.1.9 Development Charge Interest Policy

The Development Charge (D.C.) interest policy was put in place to set out the interest rate that would be applied to D.C. rate freezes for development proceeding through site plan or zoning amendment planning application process and for rental housing and institutional developments paying their D.C.s in instalments, as per the *Development Charges Act, 1997* (D.C.A.).

When the D.C.A. was amended to introduce the rate freeze and instalment payments, which could include interest, municipalities were able to set the interest rate. Since the time of passing the D.C.A. has prescribed the maximum interest rate that can be applied, and refined the rules related to when the interest can be applied. Chapter 4 provides for the recommended refinements to this policy that are required.

2.1.10 Assessment Growth Policy

The Assessment Growth Policy provides an outline of procedures and steps to ensure the Town plans and allocates additional tax revenues generated through assessment growth appropriately and in accordance with the CBSP priorities.

The principles are to utilize the additional tax revenues to offset additional costs that are experienced with growth such as providing the same level of service to new residents and business employees as what has been provided to the existing community, needing to provide additional Town staff to service a higher population and employment base. Additional costs arising from growth also include increase operating costs to maintain new growth-related capital infrastructure and the increased asset management needs related to the additional capital infrastructure, by way of increasing reserve transfers needed.

2.1.11 Investment Policy

The Town's Investment Policy is to ensure integrity of the investment management process, while striving for optimal utilization of cash resources to provide the highest risk adjusted return while protecting and preserving capital, maintaining solvency and liquidity within applicable laws and legislative limitations. The policy provides how surplus funds and the Town's investment portfolio will be managed and the priorities that must be followed.

The policy also provides the responsibility and delegated authority, internal controls, suitable and authorized investments that can be made, parameters related to investment diversification, maximum maturity horizons, reporting requirements, due diligence requirements related to liability and responsibility, and implementation matters.

2.1.12 Donations Policy

The Donation Policy provides where the Town may accept donations and issue official income tax receipts, in compliance with the Canada Revenue Agency. The policy sets out when a donation will and will not be accepted, including providing the type of donation that is considered a qualifying donation and a non-qualifying donation. The policy also provides direction on when an official tax receipt will be issued, and how donations will be accounted for related to donations of money, and donations and gifts in-kind, and donations of cultural property and ecologically sensitive property. The policy

also provides direction on accounting for donations that are provided for a specific purpose and those that are to support organizations independent of the Town.

Further, the policy notes financial implications of accepting a donation that should be considered and control of receipt of donations.

Chapter 3
Municipal Comparator Financial Policies

3. Municipal Comparator Financial Policies

As part of the financial policy framework review, a survey of municipal comparators was undertaken to review similar policies to provide insight into potential policy gaps, along with best practices. The municipalities included in the survey included the Towns of Innisfil, New Tecumseth, The Blue Mountains, and Wasaga Beach, and the City of Orillia. In many cases financial policies are not made publicly available. Table 3-1 provides a summary of the policies that were available and reviewed from the municipal comparators survey, which were similar to the financial policies of the Town.

In reviewing the policies that were available from the municipal comparators to Collingwood's policies, there were many similarities, with no significant differences that signaled that significant changes were required to the Town's policies. As the sample size available for some of the financial policies was limited or not available at all, additional policies were reviewed in other municipalities, including those from the Midland, Bradford West Gwillimbury, Barrie, Guelph and Hamilton.

It is noted that the Town's program and service-based budgeting is very unique in comparison to most other municipalities and therefore, budget policies differ.

Based on the broader review of financial policies, there were a number of financial policies that other municipalities have in place, that the Town does not. The following list provides the type of financial policies that other municipalities have that the Town may want to consider in the future:

- User Fee Policy;
- Collection of Non-Tax Revenue Policy;
- Tax collection and Tax Sale Policy;
- Development Charge Credit Policy;
- Security Deposits/Retention Policy;
- Cash Handling Policy;
- Purchasing Card Policy; and
- High Water Bill Adjustment Policy

These policies formed the basis for new policy recommendations that we have included in Chapter 6 of this report.

Table 3-1
Summary of Municipal Comparator Financial Policies Survey Results

Municipality	Policies												
	Multi-Year Budgeting Policy	Capital Budget Policy	Community Grant Program Policy	Development Charge Interest Policy	Donations Policy	Debt Management Policy	Budget Principle Policy	Surplus Management Policy	Assessment Growth Policy	Reserve and Reserve Fund Management Policy	Operating Surplus Deficit Policy	Investment Policy	Asset Management/ Tangible Capital Asset Policy
Collingwood, Town of	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Innisfil, Town of	✓	✓		✓		✓					✓		
New Tecumseth, Town of			✓	✓									✓
Orillia, City of		✓		✓	✓	✓				✓	✓	✓	
The Blue Mountains, Town of						✓							✓
Wasaga Beach, Town of				✓									

Chapter 4
Recommended Refinements to Existing Policies

4. Recommended Refinements to Existing Policies

4.1 Overview

The review of existing financial policies has identified a number of refinements that are required to reflect current legislation and/or terminology, as well, as other specific refinements that are being provided for Council's consideration. The following sections provide for the refinements recommended for each policy. Redline versions with the recommended refinements are contained in Appendix A.

Setting the framework for the financial policies is key to ensuring the financial health of the Town, it is noted that many of the financial policies are dated more than five years ago, and the table provided to track reviews does not seem to have been maintained, based on copies of the policies provided for review. As most of the policies do have clauses for annual review, it is very important that the reviews take place to ensure compliance with the most recent legislative requirements, and to reflect the most recent requirements of Council, in additional to ensuring actual practices are in compliance with the approved policies.

4.1 Recommended Refinements to Existing Policies

4.1.1 Budget Preparation Policy (formerly Budget Principles Policy)

Refinements recommended for the Budget Principles Policy include:

- Renaming the policy from Budget Principles Policy to Budget Preparation Policy;
- Refinement to the policy statement;
- Updates to the cost management strategies, to reference the revised names of recommended reserve funds, as per the Reserve and Reserve Funds Policy Review Report, dated February 19, 2026;
- Updates to include "programs and services" (versus just services), where strategies are to be employed to reduce costs, or improve efficiency or effectiveness of operations;
- Update to the cost control strategies, whereby, the mandatory use of purchase orders for all capital projects and operating expenditures over $7,500 will be employed, versus $2,500, a limit set back in 2018;

- Update to reflect that capital costs should be inflated based on the Stats Canada Non-Residential Building Construction Price index, vs. the Canadian Consumer Price Index utilized for Operating cost inflationary adjustments;
- Update the amount to be recovered through special capital levy to represent the needs as provided for in the Town's Asset Management Plan; and combining the Operating budget and Business Plan Preparation and Financial Controls Policy and the Capital Budget Preparation Policy, that there is one Budget Preparation Policy;
- Update the cost management strategies, to ensure that performance measures within departmental business places and budgets and that the evaluation and monitoring of new initiatives, budget results, and resource allocations through the use of a mixture of output/outcome, and efficiency measures are included by 2030; and
  Update the policy to reference the Strong Mayors legislative powers.

4.1.2 Operating Budget and Business Plan Preparation and Financial Controls Policy

As noted above, it is recommended that this policy be incorporated into the Budget Preparation Policy, allowing the Town to have one overarching budget preparation policy.

Currently, the Operating Budget and Business Plan Preparation and Financial Controls Policy provides the level of detail that is required to prepare a multi-year operating budget/forecast. There are a number of minor refinements recommended to refer to the Town's programs and service-based budget. In addition, the following refinements are recommended to the Authority limits for budget changes:

- That the Treasurer may approve additional expenditures of up to 10% for any line items budgeted;
- That the Chief Administrative Officer may approve additional expenditures, as per the Chief Administrative Officer Roles and Duties By-law; and
- That Council approval be required for additional expenditures in excess of 10% of any line items budgeted.

As the Town has moved a program and service-based budget approach, the annual review of this policy should include making refinements related to aligning any future enhancements to the approach.

Further, it is recommended that the value of foregone D.C. revenues, due to exemptions and discounts required by the D.C.A., and/or the Town's D.C. by-law, be tracked to assess the impact on taxes and rates. It is further recommended that the Town include in future operating budgets, transfers to the D.C. Reserve Funds related to exemptions and discounts, to ensure funding is available. The transfer to the D.C. Reserve Funds would be based on actuals at year-end and the variance between the amount budgeted and the actual costs should be reported to Council as part of the reporting process.

4.1.3 Capital Budget Preparation

As noted above, it is recommended that the Capital Budget Preparation policy be incorporated into the Budget Preparation Policy, allowing for one overarching policy for budget preparation and control.

In regard to the specifics of the Capital Budget Preparation Policy component, the following recommended refinements are provided:

- Under budget preparation section:
    - Added a requirement where a capital project is growth related, for staff to indicate the corresponding capital project as identified in the Town's Development Charge Background Study, to ensure D.C. funding is applied based on the growth-related share identified in the D.C. Study;
    - Updated the reference to the Community Based Strategic Plan;
- Under the priority ranking:
    - Added growth-related projects under Priority Ranking 1, where the project was identified in the Town's D.C. Study fully as a post period benefit for growth outside the D.C. Study forecast period, but where growth has accelerated and the project is determined to be needed sooner than anticipated and/or where other external funding opportunities have been identified that justify accelerating the project. This will assist staff in aligning the growth needs with actual growth, and to identify projects in future years of the forecast where the Town's 10-year forecast end period is beyond the forecast period included in the D.C. Study.
- Under the Capital Budget Process:
    - That the Treasurer, when meeting with each department, will also verify inflation impacts to project costing. This will assist in aligning the capital costs to actual tender prices and ensure that growth-related projects

included in the D.C. are costed in the most current valuation year (as the costs in the D.C. study are valued in the year the study was undertaken, and the charges are indexed annually to align with inflation, so should the capital costs be inflated by the same index);
    - That capital budgets being presented to Council for approval should include future asset management impacts, in additional to associated operating costs.
- In regard to the Principles for Capital Planning and Funding, refinements have been made to:
    - Identified where portions of growth-related projects will be funded from, including the portion related to foregone revenue due to exemptions and discounts contained in the D.C.A. and Town's D.C. by-law;
    - Identify that the portion of growth-related projects that have costs associated with post period benefit must be identified so that the future growth commitment can be tracked, reported in the annual D.C. treasurer's statement, and included in future D.C. by-laws;
    - Identify that asset replacement must be planned as outlined in and consistent with the Asset Management Plan; and
    - Identify that the capital budget decisions are in line with the CBSP and the Corporate Climate Change Action Plan.
- For capital budget reporting: that the quarterly reporting/forecasting system be established for all accounts in the capital budget and that Departments report all account variances in excess of 10% (versus 5%) to the Treasurer, that would then be forwarded to Council for June, September, and December each year.
- For Authority for Budget Changes:
    - Where authority has been given in the capital budget of a particular project, that the Treasurer be able to authorize an increase to the approved budget based on the lesser of 10% or $250,000 for all projects. This closes the gap that was missing between what the Treasurer could approve and the amount that required Council approval.
    - The Chief Administrative Officer may also approve additional expenditures as per the Chief Administrative Officer Roles and Duties By-law.
    - Currently, funding for the budget increases by the Treasurer and CAO, is to be funded from the operating budget of the department needing the increase. It is recommended that the policy also allow for the increases to be funded by general reserves.

- Finally, the requirement for the policy to be reviewed has been updated to reflect an annual review by the Treasurer and a review by Council at least once within each term of Council, has been identified.

4.1.4 Tangible Capital Asset Policy

Revisions to the existing Tangible Capital Asset Policy include minor refinements to provide the following:

- Refinement to the effective date of the policy;
- Removal of The Collinwood Public Utilities Service Board from the scope of who the policy applies to; and
- A generic overview of the annual operating and capital budget process, so that it does not identify specific years that relate to the current fiscal year, the following fiscal year, or forecast years.

Appendix A provides for a table that identifies classes and subclasses of capital assets, pooled assets, thresholds and useful life in years for each asset class or subclass.

As the Town is currently undertaking an Asset Management Plan (AMP), this policy should be reviewed again upon completion of the AMP, to ensure that the appendix and references throughout the body of the policy identify, reflect the findings and recommendations of the AMP.

4.1.5 Surplus Management Policy

Currently, the Surplus Management Policy relates to tax supported operating surpluses. It is recommended that the policy be updated to also provide for how rate supported surpluses will be allocated to service specific reserves and then to service specific asset management reserve funds. Further, transfers to the D.C. reserve funds related to the foregone D.C. revenues based on exemptions and discounts provided in the D.C.A. and/or D.C. by-law are recommended to ensure the D.C. reserve funds are kept whole.

For operating deficits, it is recommended that that the funds are to come from the operating contingency reserve for tax-supported services, excluding parking services, and from the service-specific reserves for rate supported services.

Finally, it is recommended that the annual review of the policy be undertaken by the Treasurer and that the policy be reviewed at least once every four years, within a term of Council.

4.1.6 Operating Surplus/Deficit Policy

The operating Surplus/Deficit Policy provides the similar rules related to the management of operating surpluses and deficits as the Surplus Management Policy. Revisions to this policy include identifying water and a user-fee funded operation in the scope of the policy, referring to the Surplus Management Policy to ensure alignment for priority allocation of operating surpluses, and refinement to the priority application for operating deficits to reference the appropriate reserve and reserve funds, and remove the require to fund the 10% Non-DC Growth Reserve Fund, as that reserve fund is no longer in place.

The Town may consider revoking this policy and further refining the Surplus Management Policy due to the similarities of these two policies, with the expansion of the Surplus Management Policy to also contain the priority guidelines for management of deficits.

4.1.7 Parking Surplus/Deficit Policy

The Parking Surplus/Deficit Policy is recommended to be updated to reflect the guiding principles and targets related to:

- where operating surpluses will be allocated to, based on the new reserve and reserve funds being recommended the Reserve and Reserve Funds Policy Report; and
- where operating deficits will be funded from, based on the new reserve and reserve funds being recommended the Reserve and Reserve Funds Policy Report.

The Town may want to consider including the details of this policy in the Surplus Management Policy to reduce the number of policies required to be reviewed annually.

4.1.8 Debt Management Policy

There are a few recommended refinements to the Town's Debt Management Policy which include:

- Restating the policy statement to emphasize that the policy governs the use and administration of capital and operating financing through debt, ensuring compliance with legislation, the requirements for issuing debt and prescribed financial instruments in relation to debt;
- Refining the purpose of the policy to identify the policy is to set out the strategy, methods, goals, and controls for managing debt while complying to legislation; and
- Updating references to the Ontario Land Tribunal from what was previously known as the Ontario Municipal Board, quoting the most recent legislative regulations, and removing from the references legislation that has been revoked.

Further, the existing policy sets out a goal that provides that tax-supported debt, water rate-supported debt and wastewater rate-supported debt not exceed 7% each. It is recommended that these thresholds be maintained for tax-supported purposes, and where possible for water and wastewater supported purposes. However, the Town has significant costs associated with the expansion of water and wastewater infrastructure anticipated to service growth. Further, as there are opportunities for external funding to support some of these significant projects, through grants and/or partnerships with other municipalities, it is recommended that where one rate supported service does not need to utilize all or a portion of the 7% allocation, that the other rate supported service be able to utilize the allocation up to a combined 14% basis. This may allow the necessary infrastructure to proceed, to meet growth and/or legislative needs in the future.

4.1.9 Development Charge Interest Policy

As the D.C.A. has been amended since the passage of the Town's current D.C. interest policy, to prescribe the maximum interest rate that a municipality can impose, under certain circumstances, the development charge interest policy is recommended to be updated to reflect the most recent legislation, including:

- Defining the maximum interest rate, as prescribed by the D.C.A.;
- Removal of Non-Profit Housing from instalment payments and definitions, as they are not fully exempt from the payment of D.C.s
- Refining the applicable timing related to the rate freeze based on the approval date of a site plan control or zoning amendment application;

- Providing that the D.C. applicable is based on the lower of the rate in effect or the rate freeze for developments proceeding through site plan control or zoning amendment application process;
- Providing a section related to deferral agreements under subsection 27(1) of the D.C.A., including that interest would be charged at the maximum interest rate;
- When interest can be charged on instalment payments;
- Confirming that an early payment agreement is not required where the D.C. instalment payments are not preferred by the payee; and
- Updating the policy review section to ensure that statutory authority is quoted as the D.C.A. not the *Municipal Act*.

It is recommended that the Town consider embracing the D.C. interest policies in future D.C. by-laws, so that this policy is not required.

4.1.10 Assessment Growth Policy

The Assessment Growth Policy statement is recommended to be refined to emphasize the need for the policy to provide transparency on the use of funds received through property taxes due to assessment growth.

Currently, the policy's guiding principles do not identify that increased funding from assessment growth could be allocated to increased lifecycle (i.e., asset management) costs due to increased capital infrastructure put in place to service growth. Therefore, it is recommended that the policy be updated to allow for assessment growth funding to be utilized for additional lifecycle needs.

4.1.11 Investment Policy

The Town's existing Investment Policy is strong and requires only minor refinements to address reference to current legislation, to revise terminology related to the Local Authorities Services (LAS), and to add the requirement for Town staff to review the policy annually to ensure current legislative changes are embraced.

4.1.12 Donations Policy

The only refinements required to the Donations Policy related to the date of the policy and value related to the general rules for the fair market value are considered of nominal value, based on Canada Revenue Agency's most recent provisions whereby no benefit of any kind may be provided to the donor or anyone designated by the donor

except where the benefit is of nominal value. The benefit is considered “nominal value” where its fair market value does not exceed the lesser of $75 (previously $50) or 10% of the amount of the donation.

Chapter 5
User Fee Review

5. User Fee Review

5.1 Introduction

A user fee review was undertaken to review the user fees imposed by the Town and neighbouring municipalities to identify potential fee increases or new fees that could be imposed. The programs/service areas within the scope of the review, included:

- Miscellaneous
- Corporate and Customer Services
- Municipal Government & Civic Engagement
- Community Access & Mobility
- Arts, Culture & Heritage
- Community Health & Well-being
- Community Safety & Standards

A survey of fees and potential new fees to be imposed was provided to the Town for their use in implementing new fees in future budget cycles. Details from the survey are contained in Appendix B.

The fees within the scope are imposed under the general fees and charges provision of section 391 of the *Municipal Act, 2001*. In contrast to cost justification requirements under other legislation (e.g., the Planning Act), the *Municipal Act* does not impose explicit requirements for cost justification when establishing fees for municipal services. In setting fees and charges for these services, however, municipalities should have regard for legal precedents and the reasonableness of fees and charges. The statute does not provide for appeal of fees and charges to the OLT; however, fees and charges may be appealed to the courts if municipalities are acting outside their statutory authority. Furthermore, no public process or mandatory terms for fees and charges by-laws are required under the Act. There is, however, a requirement that municipal procedural by-laws provide for transparency with respect to the imposition of fees and charges. As such, in considering fee increases in any service area, the Town should give consideration to the costs of the services being provided in that program/service area and also to the structure of the charge relative to the requirements of the Act.

5.2 User Fee Setting Policy

Generally, when setting municipal fees, the following factors are considered in the process:

- The full cost assessment of providing the service;
- Municipal comparators;
- Service utilization impacts;
- Cost recovery policies that consider the beneficiaries of the service and the community benefit received through the service; and
- Other cost recovery funding sources (i.e., through grants, donations or funding from the tax base).

In the context of municipal fees, fee design decisions should be made to balance the desire to maximize cost recovery with impacts on service utilization, as some services (such as parks and recreation fees included within the Community Health & Well-being fees) can be more price-sensitive. This is in part due to where certain services fall on the continuum of individual vs. community benefit received, as depicted in Figure 1.

Figure 1
Cost Recovery Continuum



Typically, Community Health & Well-being services will fall at the end of this continuum of having a high community benefit and therefore lower cost recovery levels than, for example, planning application fees where there is a high individual benefit.

Furthermore, Community Health & Well-being fees are typically set to increase cost recovery while having regard for upper limits of fees imposed in comparator municipalities so as to have minimal impact on the utilization of the services (i.e., generally these are not set at full cost recovery.

Using this approach generally results in fees not recovering the full cost of service and other funding sources (i.e. municipal taxes) will need to be utilized to provide the services to the Town's residents.

5.3 Fee Options and Next Steps

The municipal survey that was prepared includes observations on the range of fees and fee structures imposed in the comparator municipalities as well as the order of magnitude revenue impacts that could be seen if fees were moved to the top end of the comparator ranges. The intended use of the survey file is to guide staff in determining fee increases and budgeted revenue impacts.

Surcharges for non-residents use of municipal services have also been explored and summarized within the survey, where those fees are imposed. The implementation of resident versus non-resident fee policies is typically applied using two common strategies. The first is where a non-resident wanting to use the service within a municipality would pay a higher rate. The second strategy is to allow residents of a municipality priority booking of rentals and programs/services. This is typically done by allowing residents access to registered programs earlier than non-residents and potentially having a formal Council-approved policy identifying how facility rentals or availability of services should be prioritized. This ensures that the programs and services offered by a given municipality are prioritized for and accessible to their residents, but also allows greater service utilization (and therefore revenue generation) by allowing non-residents to fill remaining spots in registered programs or facility space that would otherwise remain empty. This approach allows for greater cost recovery without impacting service levels for residents, thereby reducing the tax-based funding required for these services. In addition to increasing the cost recovery levels, allowing non-residents to utilize services in some cases can allow utilization thresholds to be met to make providing a service viable, thereby increasing the range of services and programs available to residents.

Chapter 6
Recommendations for New Financial Policies

6. Recommendations for New Financial Policies

6.1 Overview

As part of the review of the existing financial policies, it is noted that the Town does not currently have policies related to the collection of tax arrears and tax sales, user fee setting policy, collection policy for non-tax revenues, development charge credits, or Municipal Act Part XII capital charges. As such the following provides for the basis of new financial policies and their content, to be considered by Council.

6.2 Tax Arrears Collection and Tax Sale Policy

The purpose of a Tax Arrears Collection and Tax Sale Policy is to establish internal controls, responsibilities, and authorizations to ensure that tax arrears are collected in a consistent, fair, and transparent manner. The policy would also govern the Town's process of collecting tax arrears using the various tools provided through legislation, up to and including tax sale proceedings. In addition, it would serve as a reference for Council and staff when responding to taxpayers' questions and/or concerns.

Tax arrears and tax sales are governed by the *Municipal Act, 2001* and Ontario Regulation (O. Reg.) 181/03. The policy would outline the Town's approach to key areas, including administration, collection tools, write-offs, tax sales, and roles and responsibilities.

The policy would outline how the Town identifies and notifies property owners with outstanding tax arrears. Commonly used methods of communication include monthly tax arrears statements, verbal communications, and written notices or reminder letters at defined intervals.

Furthermore, the policy would communicate how payments are applied to outstanding accounts in accordance with section 347 of the *Municipal Act, 2001*. Specifically, it would clarify that payments are first applied to penalty and interest, followed by the oldest outstanding charges on the account. The policy would also specify how the Town determines the effective payment date (e.g., the date received by the Town versus the postmark date) and when late payment fees would apply. Although this information is included in the Town's tax rate by-laws, it is recommended that this information be included in the policy to ensure complete information is provided in one source.

The policy would also identify the collection tools that the Town utilizes to recover tax arrears. These tools often include payment arrangements or extension agreements, including the maximum length for the payment arrangements. This length would need to consider the impact of extending receivables on the Town's cash requirements. The policy would specify the conditions required to maintain the arrangements, such as the number of missed payments before an arrangement is deemed void.

In addition, the policy would specify the timeline for initiating tax sale proceedings. The *Municipal Act, 2001* provides that municipalities can initiate tax sale proceedings on properties with two years of unpaid taxes. Tax sale proceedings would be undertaken in accordance with O. Reg. 181/03.

It is further recommended that the policy include the Town's practice regarding writing off any balances below a certain threshold, as well as those deemed uncollectable. Another key area would be outlining the roles and responsibilities of Council and staff in administering the policy.

6.3 User Fee Setting Policy

As discussed in Chapter 5, the Town imposes fees and charges for services it provides. These fees are intended to recover the costs of providing the services to the community. Town staff have noted through the budget process that most of the Town's fees are calculated on a cost-recovery basis, with recovery levels determined by departments' goals or guidelines. In many cases, the departments aim for full cost recovery fees.

It is recommended that the Town adopt a formal User Fee Setting Policy. The purpose of the policy is to provide a framework for ensuring a consistent approach to establishing user fees across the municipality. A formal policy would improve consistency, transparency, efficiency and accountability in establishing and managing the Town's fees.

This policy supports the *Responsible* pillar in the Town's CBSP. Specifically, it supports the goal of maintaining the Town's strong financial health and assets by establishing a clear and consistent approach for considering options to increase and diversify the Town's revenues.

Section 5.2 outlined some of the factors that must be considered in the User Fees Setting Policy. In addition to those factors, the policy would address when the Town would impose user fees, the process for introducing new fees, and the frequency and triggers for updating existing fees.

6.4 Non-Tax Revenue Collection Policy

As the Town imposes water and wastewater user rates and other Town user fees, contained within the fees and charges by-law, on customers connected to the municipal services, a collection policy related to these non-tax revenues is recommended. The policy would set out the requirement for payment obligations to take place in a timely manner, rectify issues where outstanding payments exist, and account for the receipt of payments. It is noted that if the Town considers a stormwater user rate at some point in the future, the policy should be updated to include those user fees.

The policy should set out the following:

- The billing fee schedule based on the Council approved rates, and meter readings;
- The number of days the payments are due after the date the bill is issued;
- Information on when the date of receipt of payment will be considered, if payment is made by mail, telephone banking, or on-line, being the date the Town receives the payment;
- How partial payments will be applied to outstanding arrears and interest prior to being applied to the current bill, unless other arrangements have been made with the Town;
- Whether post-dated cheques would be accepted by the Town, and if approval by authorized Town employees is required in advance of accepting post-dated cheques;
- Whether a pre-authorized payment plan is available, and if so, what information would be required to be provided by the customer, along with the timing of when pre-authorized payments will be withdrawn from bank accounts, what the volume will be based on if meter readings are not available for some reason (e.g. based on the average volume of a similar residential unit or business, the volume of the last month, etc.), and if pre-authorized payment plan customers will be exempt from late penalties and interest.

- The late payment charge terms, including the rate that will be applied and when the charge will be added to the invoice (i.e., after the due date);
- Who the authorized employee(s) of the Town are for approval of a payment agreement;
- How customers will be credited where billing errors result in over-billing, inclusive of interest that accrued, and the time line that they will be credited by.
- How customer will be billed where billing errors result in under-billing, and the timing of when the Town can impose the additional charges (e.g., within two years of the error);
- That the fees and charges are reviewed and adjusted annually based on the Town's approved rate-supported budget;
- Terms and charges related to non-sufficient funds;
- Where a pre-authorized payment plan exists, the terms on revoking the payment plan when payments are not processed through the customers bank (e.g. after two instances of payments not processing);
- Whether the Town will report past due amount to an accredited collection company;
- When past due amounts will be added to the property tax bill and the threshold of outstand amounts that would be added, including arrears and interest charges (e.g., when past due balances are greater than $200);
- When past due notices will be provided;
- The amount that would be written off for inactive accounts and not added to the property tax bill (e.g., amounts under $10); and
- If the Town will recovery any outstanding amounts through other monies owed to the customer, if applicable, where notification has been provided.

6.5 Development Charge Credit Policy

Municipalities that impose development charges (D.C.s), occasionally enter into agreements with developing landowners to have the developer finance and advance the construction of capital infrastructure that is being recovered through the municipal D.C. by-law(s). The Town, at its discretion, can allow developers to construct D.C.-eligible municipal infrastructure. Where these arrangements are made, a policy should be in place that sets out the type of infrastructure that will receive credits, and credit/repayment terms. As such, it is recommended that a D.C. credit policy be developed.

The *Development Charges Act, 1997* (D.C.A.) provides the legislative authority for entering into front-ending agreements with developers. D.C.A. provides that if a municipality allows a person to perform work that relates to service to which a D.C. by-law relates, the municipality must give the person a credit towards the D.C. in accordance with the agreement. The amount of the credit(s) in based on the resonable cost of doing the work as agreed by the municipality and person who is being given the credit.

The contents of a front-ending agreement is set out in section 45 of the D.C.A., including:

> "1. A description of the work to be done, a definition of the area of the municipality that will benefit from the work and the estimated cost of the work.
>
> 2. The proportion of the cost of the work that will be borne by each party to the agreement.
>
> 3. The method for determining the part of the costs of the work that will be reimbursed by the persons who, in the future, develop land within the area defined in the agreement.
>
> 4. The amount, or a method for determining the amount, of the non-reimbursable share of the costs of the work for the parties and for persons who reimburse parts of the costs of the work.
>
> 5. A description of the way in which amounts collected from persons to reimburse the costs of the work will be allocated.

Additionally, front-ending agreements may contain other provisions in addition to those required above.

The policy should include the following:

- Providing the legislative authority under which a D.C. credit is available, when a front-ending agreement has been entered into, is the D.C.A.
- A provision that confirm that the infrastructure works must be related to a works identified in the Town's D.C. Background Study.

- A provision that requires the works to be included in the Town's 10-year forecast or are related to D.C. infrastructure that is outside the Town's 10-year forecast period, as of the year of the agreement.
- A provision that requires confirmation of the eligible costs of the infrastructure (e.g., land, design, construction, contract management, taxes, etc.) that are to be recovered by the person (i.e., developer) by way of a credit against D.C.s payable to the Town.
- A provision to clearly states how reimbursement of costs in excess of the D.C.s payable to the Town, must be set out in the terms and conditions of the front-ending agreement.
- A provision that requires that the infrastructure works to be credited will not include cost associated with local services, as per the Town's local service policy.
- A provision that the infrastructure works to be credited will not include costs that are in excess of the Town's historical level of service, as set out in the D.C. background study.
- A provision that states that any non-growth-related costs associated with the infrastructure, which would typically be funded through taxes, user rates, and/or other non-D.C. revenue sources, would not be available for D.C. credits.
- A provision that requires the front-ending agreement to provide how non-growth-related costs of the eligible infrastructure costs would be reimbursed, including the timing of reimbursement so that the costs could be properly budgeted for.
- A provision that confirms where interest may apply where the timing of the front-ending agreement and the construction of the infrastructure takes place.

The D.C. credits must be limited to the applicable service in the Town's D.C. by-law, except where required to combine services for credit purposes, as required by the D.C.A. Currently water and wastewater services are required to be combined for credit purposes. Therefore, if the infrastructure works relate to a water or wastewater project, the credits would be equal to the D.C. components for water and wastewater services. For all other services recovered through the Town's D.C., the credit would be equal to the D.C. for that service only.

The D.C. credits would be provided at the time each D.C. is payable, up to the amount agreed to for the eligible growth-related costs. When the eligible growth-related costs

are in excess of the D.C. credits, it is recommended that the reimbursement not take place before the year in which the Town had anticipated undertaking the works.

Where any part of the development is subject to a legislated exemption, discount, phase-in, or other provision that reduces the D.C. collections, it is recommended that the credits are equal to the percentage of D.C. owing. For example, if a residential unit is exempt as a non-profit unit, there would be no credit applied for that unit or if a 3-bedroom rental residential unit was discounted by 25%, the credit provided would also be discounted by the same percentage.

Non-growth-related costs will need to be financed by the developer until the year in which the Town anticipated undertaking the project.

The policy should also note that if the agreed upon costs of the eligible infrastructure works exceed the cost of the project as identified in the most recent D.C. Background Study (as indexed), the Town will reflect the cost, and outstanding credit amount owing in the next D.C. Background Study.

Finally, the policy should state that the D.C. credits, D.C. reimbursements in excess of credits, and reimbursements for non-growth-related costs, as applicable, would not being until D.C.s are payable for the development subject to the front-ending agreement.

6.6 Municipal Act Part XII Capital Charges Policy

The *Municipal Act, 2002*, Part XII, provides municipalities the statutory authority to recover the costs of services, including capital costs, through by-laws. Municipalities have used these types of charges to recover infrastructure costs associated with the extension of municipal services to private service users, to recover capital improvement costs from existing developments, and to recover growth-related costs of service/capital infrastructure extension and improvements. These by-laws are typically used where development charges would not be applicable (e.g. recovery from existing developments) or where existing and growth-related cost recovery would be simplified under the administration of one by-law.

Municipalities historically utilized the *Local Improvement Act, 1990*, to recover capital costs associated with capital improvements. However, this Act was repealed on January

1, 2003, after which the Municipal Act became the authority for imposing by-laws to recover capital costs.

The *Municipal Act* indicates that it is permissible for municipalities to impose charges for the recovery of capital costs associated with services that are provided either directly or on its behalf. These capital costs can include costs associated with the initial establishment or acquisition of capital or for the replacement of existing capital assets. Moreover, the Act permits the imposition of capital charges on persons who receive an immediate benefit or a benefit at some later point (i.e. deferred benefit).

The *Municipal Act* does not define a methodology for calculating the fee or charge quantum, nor for determining its distribution among the benefiting landowners. As such, fees and charges may be determined at the reasonable discretion of Council following some general restrictions related to imposing a poll tax or similar fee or charge, and where a charge is based on the income of a person, the generation, exploitation, extracting, harvesting, processing, renewal or transportation of natural resources, etc.

There are no public process requirements under Part XII for adopting a charge by-law (although it is a prudent process recommendation). Part XII charges cannot be appealed to the Ontario Land Tribunal (O.L.T.) on the grounds that the fees or charges are unfair or unjust. However, they may be challenged in court on the basis that the municipality is not operating within its statutory authority.

Ontario Regulation (O. Reg.) 584/06 governs the fees and charges provision of the *Municipal Act*, which must be adhered to when considering the passage of a Part XII by-law. Further, O. Reg. 581/06 provides priority lien status for fees and charges imposed for certain services.

Municipalities often pass a Part XII by-law to recover the portion of water and wastewater infrastructure that relates to new customers to the municipal services that are converting from private services, as these new customers cannot have a development charged imposed on the, as they are not new buildings. Other municipalities utilize Part XII by-laws to recover localized works when developing landowners do not complete the local service requirements of their development agreement, (typically in the event of insolvency of the development company). Further, Part XII by-laws are often used to recover the portion of costs that were previously recovered through *Local Improvement Act* by-laws.

Currently the Town does not have a policy in place related to how *Municipal Act* Part XII by-laws would be administered, if required in the future. Therefore, it is recommended that a policy be developed to provide direction for Town staff and transparency for the public related to the potential use of Part XII by-laws.

Chapter 7
Conclusion and Recommendations

7. Conclusion and Recommendations

The review of the Town's existing financial policies has identified a number of refinements required related to references to current legislation, terminology, content, and current practices. Additionally, recommendations related to new financial policies have been provided for Council's consideration.

Based on the findings of the financial policy framework review, the following recommendations are presented for consideration:

- That Council direct Town Staff to draft new financial policies, as outlined in Chapter 5, including a Tax Arrears Collection and Tax Sale Policy, a User Fee Setting Policy, a Non-Tax Revenue Collection Policy, a Development Charge Credit Policy, a Municipal Act Part XII Capital Charges Policy, for Council's consideration;
- The Council approve refinements to the existing policies as summarized in Chapter 4;
- That Council approve a consolidated Budget Preparation Policy, that includes the policies previously included in the Budget Principles Policy, the Capital Budget Preparation and Financial Controls Policy, and the Operating Budget and Business Plan Preparation and Financial Controls Policy;
- That Council approve refinements to the existing Development Charges Interest Policy to align with the *Development Charges Act*, *1997*, where interest is prescribed, until such time as the policies can be included directly in the future Development Charges By-law;
- That Council direct staff to undertake another review of the Tangible Capital Asset Policy subsequent to the approval of the ongoing Asset Management Plan, and where necessary, revise the policy further.
- That Council require that all financial policies be reviewed by staff on an annual basis to ensure they reflect the most recent legislative requirements, and report to Council the refinements required;
- That Council require that all financial policies be reviewed and approved by Council at least once in every term of Council; and
- That Council direct Town Staff to provide access to all financial policies on the Town's website to continue providing transparency to the Community.

Appendix A – Recommended Revisions to Existing Policies

Budget ~~Principles~~ Preparation Policy

Effective Date: ~~July 12, 2018~~March 2026

FINANCE

POLICY NUMBER: FIN –004-02

POLICY STATEMENT:

Collingwood's Vision, as defined through the Community Based Strategic Planning process:

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

~~Accountable Local Government~~Maintaining the Town's strong financial health and assets is a major goal that emerged through this process with residents characterizing this goal as being "transparent in its decision-making and that demonstrates fiscal responsibility in all of its activities, including asset management and debt management."

Collingwood Council is committed to remaining engaged with the community and continually strengthening the municipal corporation's overall fiscal sustainability, balanced with the need for property taxation to be affordable. Through the strong mayor powers of the *Municipal Act, 2001*, the Mayor must propose the municipal budget for Town Council's consideration. Council can pass a resolution making an amendment to the proposed budget, however, the Mayor can veto the proposed amendment. To overturn the Mayor's veto, where two-thirds of Council members vote to override the veto.

This policy applies to all Town departments, boards, committees, and other organizations falling within the reporting requirements of the Town of Collingwood.

The policy establishes the framework for the establishment and control of both operating and capital budgets for the Town of Collingwood.

APPLICATION:

The funding raised and used by the Corporation comes mainly from property taxation and must be used wisely, obtaining good value and cared for responsibly. This policy applies to members of Council and all employees who are responsible for the establishment, control, administration and management of the Corporation's budgets to ensure that the scarce financial resources are used appropriately.

1. PURPOSE

This policy establishes the principles for ensuring fiscally responsible decisions with respect to services offered, service levels offered and other uses and application of the taxpayers' funding while considering the long-term and short-term impacts to both the Corporation and the taxpayers.

2. DEFINITIONS

Annualized Costs:	Annualized costs refers to any costs approved in the prior year's operating budget that were included for only part of the year. These costs are converted to reflect a twelve-month period and would normally apply to personnel and related costs as well as~~and~~ service contracts with part-year escalation. These costs must be clearly identified in the Base Budget.
Base Operating Budget:	The Base Operating Budget is defined as the current cost of providing all programs and services ~~at the service levels~~ approved in the prior year budget except for one-time projects. The base operating budget is set by taking the estimates approved in the prior year's budget, and costing them, adjusting for annualized costs, legislative requirements, inflation (where inflation increases are based on the Consumer Price Index), capital impacts on operations (growth), removing any one-time items and efficiencies found. No enhancements to services, service levels or the existing establishment are considered.
Base Capital Budget and Forecast	The Base Capital Budget is defined as the current cost of providing all capital projects approved in the prior year's budget and forecast, that are not complete and are still required. The base capital budget is set by taking the estimates approved in the prior year's budget and forecast, adjusting for inflation, based on the Non-Residential Building Construction Price Index, adding new projects identified through growth related studies (e.g., development charges background studies, community benefit charge studies, etc.), master plans, business plans, and/or other expressions of Council, removing projects that are complete and/or are identified as no longer required.

CAO	Chief Administrative Officer
Capital Expenditure	A capital expenditure is defined as a significant expenditure incurred for the improvement, acquisition or major rehabilitation of buildings, equipment, rolling stock and infrastructure used in providing municipal services including studies undertaken related to such expenditures. It includes Capital Assets as detailed in the Tangible Capital Asset Policy. The expenditure will have benefits lasting beyond one year and have a minimum threshold of $7,500 unless otherwise stipulated in the Tangible Capital Asset Policy. A repair or maintenance expenditure designed to maintain an asset in its original state is not a capital expenditure, unless it extends the useful life of the asset. Further, expenditures related to Lifecycle Maintenance will be identified in the Capital Asset Management Plan and included in the Capital Budget.
Capital Impacts	Capital Impacts refers to the additional operating costs that relate to operating or maintaining a capital project that has been completed and is now "in use". This term is used synonymously with "Growth Adjustment.
Community Engagement Strategy:	The appropriate participation spectrum is "Consult" which is the process of obtaining feedback from the public on their comments, concerns, suggestions and recommendations. Tools available for this level of participation include but are not limited to use of social media, various advertising media, open house, survey or workshops.
Corporation:	Refers to the Corporation of the Town of Collingwood.
Cost Avoidance:	Cost avoidance is any action that avoids having to incur costs in the future. It represents potential increases in costs that are averted through specific preemptive actions. Cost avoidance may incur higher (or additional) costs in the short run but the final or life cycle cost would be lower.
Cost Control:	The process or activity of controlling costs associated with an activity or process. Cost control typically includes: • investigative procedures to detect variance of actual costs from budgeted costs, • diagnostic procedures to ascertain the cause(s) of variance, and • corrective procedures to effect realignment between actual and budgeted costs.

Cost Management:	Cost management is concerned with the process of planning and controlling the budget. It is a form of management or cost accounting that allows for the forecast of future expenditures to help reduce the chance of going over budget.
Cost Reduction:	The process of looking for, finding and removing unnecessary expenses without having a negative impact on service quality by using new and improved methods, techniques and technologies.
Growth Adjustment	Growth Adjustment allows for growth that will occur in the Town in the current year. For example, new roads completed in the prior year will require upkeep in the current year and will form part of the growth adjustment. To obtain new growth dollars, there must be a comprehensive business plan and program or service level justification report including an exit strategy if the program or service enhancement does not meet the goals established for a successful outcome.
Multi-year Budget (MYB)	Multi-year budget refers to a budget that covers more than one fiscal year.
Municipal Tax Levy	The municipal tax levy is defined as the overall amount of money that must be raised through taxes to meet the expenditures of the Corporation.
Operational Efficiency:	Operational efficiency is the capability of an enterprise to deliver products or services to its customers in the most cost-effective manner possible while still ensuring the high quality of its products, service and support.
Pro forma	Pro form refers to budget requests that have one or more assumptions or hypothetical conditions built into the data. In business terms, pro forma financial statements and reports are prepared in advance of planned transactions and model the anticipated results of the transaction(s). The emphasis is on the projected cashflows, net revenues, and, for taxable entities, taxes. Pro forma figures should be clearly labeled as such, and the assumptions and hypothetical conditions should be clearly explained.
Program and Service-~~B~~Based Budgeting:	Program and Service-B~~b~~ased budgeting is a budgeting structure where money is distributed by program or functional area and based on the nature of the activities performed by the program or services. Its purpose is to align spending with program or service objectives.
Project Management Surcharge	Certain capital projects will include an appropriate amount for wages and benefits where a significant amount of staff time will be spent on the project management duties related to the project.
Unmet Needs:	Unmet Needs are those items that are controllable by Council and at their discretion to fund or not fund in any given year. They may be one-time expenses, permanent program or service level enhancements or capital items that require funding from taxes. Departments will present their Unmet Needs and the rationale for Council to fund them during budget deliberations.

3. DESCRIPTION

3.1 External Influences Impacting the Corporation's Budgets, Costs and Services

The following items each cause upward pressure on the budgets of the Corporation and ultimately tax increases for the residents and businesses. Council and staff are committed to addressing each of these issues in a manner which respects the taxpayer and enhances the financial health, affordability and sustainability of the Corporation.

- New and emerging legislative compliance requirements increases demand on municipal resources and staffing
- Growth of the community resulting in an incremental increase in demand for services and facilities
- Community expectations for newer, evolving and additional services and facilities over and above today's existing service levels
- The need to develop the financial capacity to meet current and future capital infrastructure needs to provide reasonable service levels in an affordable and sustainable manner
- Economic pressures such as interest rate fluctuations and inflationary pressures
- Cost increases in some supply sectors which exceed inflation
- Pressures on wage and benefit costs, including collective agreements
- Service and supply contract renewals and existing committed multi-year contracts.

3.2 Guiding Principles for Budget Preparation and Evaluation

The guiding principles for budget preparation and evaluation are those which meet the goals of the Community Based Strategic Plan:

a. Open and transparent process;
b. Promotion of fiscal responsibility;
c. Predictable tax increases.

a. Open and Transparent Process

1. The Town is committed to open and transparent processes in all decision-making aspects of its operations. "Citizen participation in decision-making is key to good governance. Meaningful and effective public engagement improves the quality of decisions made, facilitates citizen understanding of issues and government processes, ensures transparency and accountability, fosters respect for the views of others, and increases support, understanding and ownership of decisions made. Of equal importance, citizen engagement builds relationships and trust among government, citizens and communities."[1]

2. Meaningful and effective public engagement is characterized by:

    a) Being representative of the broader community;
    b) Offering an opportunity for input early in the process;

[1] "Our City. Our Budget. Our Future." City of Calgary, Public Engagement Process & Results, Dialogue Partners, June 2011, pg. 4.

c) Being open and accessible to everyone;
d) Having goals and expectations articulated at the outset;
e) Having input valued and considered in the decision-making process; and,
f) Reflecting the true priorities and preferences of community members.

3. The Annual Budget Process shall begin in early June and shall include a formalized calendar of milestones and opportunities for the public to express their values and priorities either through "Coffee with Council" meetings, online forums and other social media tools. Staff will develop surveys for community input in accordance with the Community Engagement Strategy. All feedback, comments and suggestions received through solicitation tools such as email, website, surveys or other tools will be provided to the Strategic Initiatives Standing Committee which shall also provide the opportunity for public input into the operating and capital budgets.

4. All meetings, budget materials, presentations, disclosures and deliberation review processes shall be open to the public, except those aspects which are permitted and appropriate to be held in closed session.

5. A specific section of the Town's website will contain all relevant budget materials, presentations, summaries and reports throughout the process, and updated to reflect the final approved budget.

6. Council will undertake to complete the review and approval of the annual operating and capital budgets prior to the commencement of the new budget year by approving a schedule for budget milestones by by-law. For a budget in respect of the year following a municipal election, the budget review process will begin in January of the new budget year, as required by statute.

b. Promotion of Fiscal Responsibility

1. The Town will prepare a traditional municipal balanced budget for review. Ontario Regulation 284/09 allows for the exclusion from such a budget, certain accounting estimates such as amortization and post-employment benefit liabilities. The impact of these excluded items will be presented separately as part of the final budget submission as required by the Regulation.

2. The Town will not use or rely upon prior year operating surpluses to fund or balance the Operating Budget.

3. The Town will not rely on one-time or short-term temporary funding sources to fund or balance the Operating Budget, unless directly associated with corresponding temporary expenses for events or special purpose programs.

4. The Town is committed to the implementation of program and service-based budgeting and realizing the primary benefit of adopting this systematic approach that, when applied effectively, ties organizational objectives, programs and budgets together.

   Program and service-based budgeting systems place a great deal of emphasis on identifying the fundamental objectives of an entity and on relating all program

expenditures to these objectives. This conceptual framework includes the practices of explicitly projecting the long-term costs of programs and evaluating different program alternatives that may be used to reach long-term goals and objectives. The focus on long-range planning is the major advantage of this approach, and advocates believe that organizations are more likely to reach their stated goals and objectives if it is used.

5. Over time, it is expected that the program and service-based budget process will evolve into a program performance budget. The Program Performance Budget shows what each dollar will accomplish, generally in the way of a measurable result achieved (such as a reduction in accidents, an improvement in health, an increase in customer satisfaction, etc.), or in the way of an activity performed (such as process a grant application, inspect a worksite, review a compliance activity, etc.).**Cost Avoidance** strategies will be employed in the operating and capital budgets through replacement of assets and their components at the optimal point in time for efficient and effective use of scarce financial resources, balancing this with meeting community expectations, and the need for maintaining reliable services.

6. **Cost Control** strategies will be employed through:

   i. Weekly financial variance reporting for managers and supervisors.
   ii. Quarterly variance reporting to Council.
   iii. Mandatory use of purchase orders for all capital projects and operating expenditures over $~~2~~7,500.
   iv. Continual investigation by Finance staff as to the cause of material variances and suggested corrective action.

7. **Cost Management** strategies will be employed through:

   i. Planning for a singular, stable and predictable funding transfer to the ~~Lifecycle Replacement Reserve Fund~~General Asset Management Reserve Fund and not impacting the annual operating budget with the year to year fluctuations of the actual capital budget approval.
   ii. Committing to adequately fund infrastructure repair, replacement and improvements through annually evaluating future funding needs, and when indicated, increase annual contributions to ~~infrastructure sustainability reserve funds~~the General Asset Management Reserve Fund.
   iii. Recognizing that budget decisions made in one year may have impacts for future years, to ensure openness and public awareness, for each annual tax-supported budget presented, an accompanying forecast of the next two budgets and related tax impacts shall also be presented.
   iv. Evaluation and monitoring of new initiatives, budget results, and resource allocations through the use of a mixture of output\outcome, and efficiency measures, by 2030.
   v. ~~Including P~~performance measures within departmental business plans and budgets, by 2030.
   vi. Continuation of program and service reviews by an independent third party to ensure that the programs and services are being provided in an efficient and cost effective manner and meet the needs and priorities of the community.

8. **Cost Reduction** strategies will be employed by:

    i. Continually looking to implement changes in technique, tools or approaches to delivering programs and services and functions which will reduce costs, or improve the efficiency or effectiveness of operations. Where necessary, capital investments required to achieve such improvements will be prioritized.

    ii. Strategic procurement practices which, ***first and foremost***, consider the best interest of the municipality in all transactions and promote the most cost effective and efficient use of Corporate funds and resources by acquiring the specified goods or services at the optimum quality, quantity, price, delivery and performance.

c. Predictable Tax Increases

1. Council, staff and the taxpayers recognize that annual increases approximating inflation may be necessary to support continuation of existing services, facilities and operations while accommodating the demand for more of these same levels of services, facilities and operations arising from growth in the community.

2. Key service usage and performance statistics will be maintained and benchmarked, where possible, to highlight specific service areas where an increased level of funding and support may be required to maintain acceptable service levels and identify opportunities for improvement.

3. The Base Operating Budget Tax Levy shall reflect:

    a. Inflation and Unavoidable Increases
    - Annualized costs
    - Legislative requirements
    - Capital impacts on operations due to growth
    - Incremental program or service costs which are the result of growth
    - Inflation based on the Canadian Consumer Price Index for the previous 12-month period, July 1st to June 30th as published by Statistics Canada for operating costs
    - Inflation based on Stats Canada Non-Residential Building Construction Price Index for capital costs (in line with the prescribed index required through the Development Charges Act).

    b. Operating Efficiencies
    - Removal of one-time expenditures
    - Process improvements that result in real and measurable cost reductions
    - Cost optimization achieved through strategic procurement processes

4. Unmet needs shall be:

    a. Related to program or service level **enhancements** which are either one-time investments or an addition to the annual budget.
    b. Prioritized by Senior Management.

c. Provided to Council in the draft budget documents.
d. At the discretion of Council as to whether or not they are funded.

5. Special Capital Levy:

   The Special Capital Levy for future infrastructure renewal programs shall be in addition to the Municipal Tax Levy and shall be assessed based on the Town's Asset Management Plan ~~represent 0.75% of the Municipal Tax Levy~~.

4. OPERATING BUDGET AND BUSINESS PLAN PREPARATION

Each Department Head shall prepare and submit annually to the Treasurer their Operating Budget Requests, subsequent three year Operating Pro forma Requests and the four-year Business Plan on the forms and in the format prescribed by the Treasurer. Only the first year of the budget forecast will need to have detailed descriptions.

Direction in terms of corporate wide assumptions and conditions will be defined in the "Budget Guidelines Report" based on a program and service-based budget approach, however the specific departmental assumptions and hypothetical conditions that form the basis for the subsequent years' forecasts should be detailed.

Operating Budget Process

All Operating budget estimates will be reviewed and approved for presentation to Council as follows:

a. Guidelines are set by Council based on staff recommendations in a report prepared by the CAO and the Senior Management Team;
b. Treasury staff shall prepare detailed instructions to be followed in the preparation of all operating estimates;
c. Departments shall prepare budget estimates to identify the Base Level Budget requirements at existing service levels;
d. Departments shall identify new programs and/or service levels and provide costs and justification for the changes for the four-year budget period;
e. Departments shall provide estimates of the number of full-time equivalent requirements and provide costs and justification for any increases from the Base Level;
f. Departments shall identify goals and objectives for the upcoming year that integrate the operating and capital budget request with the Strategic Plan and other studies/reports adopted by Council;
g. Revenues/Expenditures are to be calculated based on known commodity trends, approved studies/reports including user fee reports/by-laws and master plan reports, etc;
h. The CAO and Treasurer will meet with each department individually to verify timing, costs (including review of the source documents that formed the basis for the cost estimates), and identify external funding sources: grants and subsidies, fundraising, and donations;
i. The Treasurer will review prior year's actual costs associated with foregone development charge reviews due to exemptions and discounts, and identify a budget amount to be added to the program and service budgets related to the D.C. services.
~~i.~~j. The Senior Management Team shall evaluate each new program and/or service

enhancement on the basis of immediacy and need in the following order:

- Legislative requirement;
- Capital impacts;
- Growth adjustments;
- Cost saving or inherent efficiencies;
- Identified need with self-sustaining revenues available;
- Identified need with no corresponding revenue possibilities.

~~j.~~k. The Senior Management Team shall review all program and/ or service levels for potential cuts or rationalization.

~~k.~~l. Treasury staff will compile the appropriate operating budgets and summaries to be incorporated into the budget document.

~~l.~~m. The Senior Management Team will review the compiled operating budget and supplementary information for accuracy, completeness, and adherence to Budget Guidelines.

~~m.~~n. Operating budgets will be presented to Council for approval with their associated capital estimates and business plans

Operating Budget Spending Before Budget Approval

Departments are authorized to expend funds at the previous years' service levels, unless specifically directed otherwise by Council until the current year's operating budget has been approved.

No new programs or services are to be initiated before the operating budget is established without the prior approval of Council.

Emergency Spending

Where authority has not been given in the Operating Budget for a particular expenditure or line item, no department shall expend funds unless:

a. Approval was granted by Council through a report outside the budget process prepared by the Head of the Department requiring the expenditure and the CAO.
b. An emergency occurs requiring immediate spending and the CAO and Senior Management Team approved such emergency spending. Where such authorization is given a subsequent report detailing the emergency and the financing of such shall be prepared for Council's information by the CAO.

Procedures for obtaining services/materials for the above will be in accordance with the Town's Procurement By-law.

Authority for Operating Budget Changes

Where authority has been given in the Operating Budget and an increase to the approved amount is needed the approval amount is authorized as detailed below. Any such increase is to be offset by corresponding decreases in other line items or through enhanced revenues to be realized from the additional expenditure.

a. The Treasurer may approve, including the source of financing:

~~i. Up to $1,000 for line items budgeted under $10,000;~~
~~ii. Up to $1,500 for line items budgeted $10,000 to $20,000;~~
~~iii. Up to $2,500 for line items budgeted $20,000 to $30,000; or~~
~~iv.~~i. Up to ~~Greater of 5~~10% ~~or $2,500~~ for any line items budgeted ~~$30,000 and over~~;
~~v.~~ii. Transfers to the Capital Budget in accordance with the Treasurer's Authority for Budget Changes in the Capital Budget Preparation and Financial Controls Policy.

b. The Chief Administrative Officer may approve additional funding, including the source of financing, as per the Chief Administrative Officer Roles and Duties By-law.

~~b.~~c. Council approval is required, including the source of financing for:
i. Expenditures in excess of more than 10% ~~$25,000~~ of any line items budgeted.
ii. Any operating line or function expenditures to be added or cancelled.

A summary of operating budget changes to the approved amount, in accordance with a, and b above, will be provided to Council with the quarterly variance report.

Exceptions to the above approvals will occur when Section 275 of the Municipal Act regarding Restricted Acts after nomination day is in effect. The upper limit for any approvals shall be as stated in the Act.

Operating Budget Principles

The principles for operating planning and funding are:

- The operating budget will be balanced as per the legislative requirements outlined in the Municipal Act. Any shortfall in budgeted revenues versus expenditures for a budget period will be offset by tax levies equal to the shortfall thereby resulting in a balanced budget.

- The Town shall not utilize one-time revenues for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures or services that can be completed within a specific amount of time without significant disruption to the Town provided it is duly approved by Council. At year-end, unallocated one-time revenues will form part of the Town's surplus and allocated as per the Operating Surplus/Deficit Allocation Policy. One-time revenues include but are not limited to: grants; subsidies from other levels of government or other municipalities; transfers from Reserves or Reserve Funds. One-time revenues and their use shall be clearly identified in the budget.

- Certain municipal revenues can be termed "unpredictable" as they fluctuate widely year to year and are not controlled by the Town. The budget amount for unpredictable revenues shall be conservative in nature and represent management's "best" estimate at the time of the budget. The budget shall clearly identify: those aspects of the revenue source that make them unpredictable; and the expected normal degree of volatility of the revenue source.

5. CAPITAL BUDGET PREPARATION AND FINANCIAL CONTROLs

A Capital Expenditure is defined in Section 2 herein.

Project Management Surcharge

Certain capital projects will include an appropriate amount for wages and benefits where a significant amount of staff time will be spent on the project management duties related to the project.

Wages and benefits will be budgeted on a cost recovery basis.

Staff working on capital projects will estimate the amount of time that will be required for the management of the project and provide that information to payroll.

Payroll will cost the estimate and provide the cost estimate to Treasury, the responsible department, and the home department. Staff wages will be paid from their departmental operating budget.

On a monthly basis, staff working on capital projects will provide Treasury with their approximate hours and Treasury will prepare the required inter-departmental invoice or journal entries to recognize the cost in the capital budget and an offsetting recovery in the home department.

Capital Budget Preparation

Each Department shall prepare and submit annually to the Treasurer their Capital Budget Requests and subsequent nine year Capital Forecast Requests on the forms and in the format prescribed by the Treasurer. Only the first five years of the forecast will need to have detailed descriptions. Each Capital Budget and Forecast submitted shall include:

a. The project ID number (set by the Treasury Department);
b. The responsible department;
c. The program and service ~~or program within the department~~ to which the project applies;
d. The year of initiation of the project;
e. The flexibility in the timing of the project (i.e. if there is a reason that it must go forward in a certain year-due to legislated requirements, development, safety, etc.);
f. An indication of whether the project is growth-related and will have growth funding, and the corresponding project as identified in the Town's Development Charges Background Study, where applicable, to ensure the growth-related share of the project is line with the Development Charges Background Study;
g. A project name which shall be consistent throughout all studies and Town documents;
h. A brief description of the project which should identify the objectives of the project and describe how the objectives are achieved. This includes an explanation of the need for the project;
i. The ~~Strategic and Sustainable Community~~ Community Based Strategic Plan objectives that the project is related to;
j. An indication of the project priority ranking, following the ranking system in place (see the Capital Budget Ranking Process section of this policy);
k. Priority comment that provides the rationale for the assigned ranking;

l. A detailed estimate of each project's costs net of H.S.T. rebates, including a breakdown of the total gross cost of the project by year (The source of the estimate should be identified);
m. The financing of each project, including any known information regarding Grants/Subsidies, Direct Developer Contributions, External Contributions or Other. The Treasury Department will complete the balance of the financing; and
n. An identification of operating impacts/expenditures that result from the capital project, including any additional transfers to reserves required due to an increased need for replacement of new equipment and/or new facility components that will be required in the future. At least one full year of operating costs/revenues will need to be indicated. If there are any savings due to upgrades that will result in operating savings in the subsequent years, this should be included as well. Costing for these estimates will be based on industry standards where available (i.e. Ontario Good Roads Association, Ontario Municipal Benchmarking Initiative), or internally developed costing rates based on historical data with indexation to future years.

Capital Budget Priority Ranking Process

Capital budgeting is an exercise in allocating the scarce financial resources of Town to meet the needs of the community today and tomorrow. The "best interests" of the community at large should be at the core of all decisions.

As part of the capital budget process, staff will rank projects by program to assist in determining which projects should be recommended based on the following methodology. The ranking range is 0-5 where 5 is the highest rank and represents the highest level of need. Any new capital project to be considered must be accompanied by a business case justification report to Senior Management. This report will form part of the capital budget and will be in the form prescribed by the Treasurer.

a) Priority Ranking 5

- Legislated requirement. These projects must be completed to meet statutory or mandated initiatives and are the highest priority for funding. Items that would be included in this ranking are mandated accessibility requirements, minimum maintenance standards requirements.
- Growth -related projects entirely funded through Development Charges. These projects will receive priority ranking 5 **only if** sufficient Development Charge funding is available.

b) Priority Ranking 4

- Committed projects. These projects would be defined as those where construction has commenced.
- Serious threat to Public Health or Safety. There is a recognized health and safety issue that could place the Town in a situation of high risk if it is not corrected immediately.
- Phased project. This would relate to a project, that if not completed, would preclude continuation of another project, result in the loss of external funding opportunities, or is a corollary project that is fiscally efficient (i.e. First Street sewer replacement done at the same time as First Street reconstruction).
- Dependent project. A project that would preclude growth if not completed; a

project that is tied to one in another jurisdiction and will minimize public disruption or be fiscally efficient.
- Growth -related projects. Priority ranking 4 would apply to a project that is partly funded through Development Charges, sufficient funding is available and growth would be impeded if the project was delayed.
- Critical lifecycle maintenance items. These are projects that can no longer be put off.

c) Priority Ranking 3
- Growth-related projects. These projects would be funded in whole or in part by Development Charges but can be done "in their turn" or wait for sufficient Development Charge funding to become available.
- Serious lifecycle maintenance items. These are projects where there may be a one or two-year period before it becomes critical.

d) Priority Ranking 2
- Lifecycle maintenance items. These are projects where there may be three to four budgetary periods before it becomes critical.
- Operating cost reduction or efficiency. The project will reduce net current and future operating or maintenance costs. The payback period must be less than five years.

e) Priority Ranking 1
- General benefit to the Town. These projects would have general benefit to the community as a whole but may not have any funding. These would be the "nice to have" items.
- Lifecycle maintenance items. These are projects where there is a period of more than four years before they would be deemed critical.
- Growth-related projects that have been identified in the Town's Development Charge Background Study (DCBS) fully as a post period benefit, but where actual growth projections are exceeding the anticipated growth identified in the DCBS, and/or where other external funding opportunities have been identified that justify accelerating the project.

f) Priority Ranking 0
- These projects would be recommended for postponement or elimination because they require further development of the justification of benefit, need, proper timing or adequate funding.

Capital Budget Priority Ranking Process

Capital Budget project requests will be reviewed and approved for presentation to Council as follows:

a. Staff will identify the projects and submit their capital project information sheets to the Treasurer.
b. The CAO and Treasurer will meet with each department individually to verify timing, costs (including review of the source documents that formed the basis for the cost estimates), and identify external funding sources: grants and subsidies, fundraising, ~~and~~ donations, inflation, etc.;
c. Treasury staff will review for internal funding sources: transfer from operating and

reserves, development charges and other reserve funds, and debentures;
d. The Senior Management Team will rank each project;
e. All projects submitted shall be included in the capital budget document;
f. Treasury staff will compile the appropriate continuity and cash flow schedules (reserve & reserve funds and debt~~, Development Charge Reserves~~) and annual capital budget summaries to be incorporated into the budget document;
g. The Senior Management Team will review the compiled capital budget and schedules for accuracy and completeness.
h. Capital budgets will be presented to Council for approval with their associated operating estimates, including asset management impacts, and business plans.

Capital Spending Before Budget Approval

Until the Capital Budget has been approved by Council, no department will begin any capital project that was not authorized in prior years unless:

a. Approval was granted by Council through a report outside the budget process prepared by the Head of the Department requiring the expenditure and the CAO;
b. An emergency occurs requiring capital repairs and the CAO and Senior Management Team approved such emergency repairs. Where such authorization is given a subsequent report detailing the emergency and the financing of such shall be prepared for Council's information by the CAO.

Procedures for obtaining services/materials for the above will be in accordance with the Town's Procurement By-law.

Authority for Capital Budget Changes

Where authority has been given in the Capital Budget for a particular project, and an increase to the approved amount is needed the approval amount is authorized as detailed below. Any such increases to be offset by corresponding decreases in other similarly funded capital projects approved for the affected department;

a. The Treasurer may approve, including the source of financing:
~~i. Up to $5,000 for projects budgeted under $100,000~~
~~ii.~~i. Lesser of ~~5~~10% or $250,000 for all projects budgeted ~~$100,000 and over~~;
~~iii.~~ii. If no other capital projects for the affected department have been approved, the amount may be transferred from the operating budget of that department or general reserves.

b. The Chief Administrative Officer may approve additional budget, including the source of financing, as per the Chief Administrative Officer Roles and Duties By-law.
i. Up to $25,000 for all projects;
ii. If no other capital projects for the affected department have been approved, the amount may be transferred from the operating budget of that department;
iii. If an operating budget transfer is required and the department requiring the additional funds for a capita project does not have sufficient funds in their operating budget, the CAO may request other departments to review both their tax supported capital and operating budgets to determine if there are any amounts that could be transferred.

c. Council approval is required, including the source of financing for:
   i. Project over expenditures in excess of $250,000 of budget.
   ii. Any capital project to be added or cancelled.

A summary of budget changes to the approved amount, in accordance with (a), and (b) above, will be provided to Council with the quarterly variance report.

Exceptions to the above approvals will occur when Section 275 of the Municipal Act regarding Restricted Acts after nomination day is in effect. The upper limit for any approvals shall be as stated in the Act.

Project Completion

No later than 60 days after the completion date of the project, the Department Head is to advise the Treasurer that the project is complete.

Principles for Capital Planning and Funding

The principles for capital planning and funding are:

a. New development will pay for its capital requirements. This principle means that growth related capital projects and facilities will be financed from development charges to the level permitted by the Development Charges Act, 1997. The portion of ~~Any additional~~ costs not eligible to be recovered from development charges, ~~incurred such as the 10% mandatory offset~~ may be funded through reserve funds, ~~specifically established for that purpose.~~ tax/rate funds, and/or debentures, ~~will provide~~ including:

   i. The portion related to exemptions and discounts provided in the development charges by-law(s) and/or Development Charges Act; and~~the 10% mandatory offset if no Reserve Fund for this purpose exists~~;
   ii. the portion considered as benefit to existing taxpayers as defined in the Development Charges Act.

b. The portion considered as post-period benefit, which will be identified as a future growth commitment in the development charges annual treasurer's report, as required by the Development Charges Act, to be recovered in a future Development Charge By-law.

c. Non-growth related capital projects and works, and asset replacement projects and works, will be financed by reserve funds (but not development charge reserve funds) in the following priority:
   i. Applicable Asset Replacement Reserves,
   ii. Applicable Asset Acquisition or Replacement Reserve Funds,
   iii. Direct Tax/Rate Support, and, lastly
   iv. Debentures.

d. Asset replacement must be well planned ~~on the basis of the~~ as outlined in and consistent with the Asset Management Plan ~~asset's estimated useful life and replacement cost~~.

e. Capital Budget decisions made today shall be affordable today and tomorrow in accordance with the principles and goals of the Community Based Strategic Plan and ~~echoed in~~ the ~~Sustainable Community~~ Corporate Climate Change Action Plan.

f. Capital and Operating Budgets are interdependent. Capital decisions will invariably have tax/rate implications for the following budget year(s).

6. REPORTING REQUIREMENTS

The Town's prior year financial performance shall be an integral part of the annual budget preparation process and the subject of a verbal report to Council by the Treasurer.

As part of the budget process and documentation, the Treasurer shall provide:

Draft Budget Documents comprised of:

- Overview of the Budget.
- ~~Departmental~~ Service~~Business~~ Plans including staffing, work plan priorities, and performance metrics.
- Departmental Operating and Capital Budget Summaries.

Supplementary Budget Information comprised of:

- Explanations of Unavoidable Increases and Operating Efficiencies on a department by department basis.
- Budgeted Reserve and Reserve Fund Activity.
- Updated Annual Repayment Limit
- Updated Corporate Debt Position
- Four standard Tax Scenarios will be provided unless otherwise directed by Council:
  i. The base budget
  ii. The base budget plus all unmet needs
  iii. A 0% increase in the **Tax Rate**, and
  iv. An increase in the **Municipal Tax Levy** (expenditures) reflective of the current inflation rate.
- Items Requiring Direction.

Operating Budget Reporting

a. That a quarterly financial detail of the operating budget (projects/program for those items proceeding) be provided to Council beginning the second quarter end (June 30) following budget approvals.

b. That detailed current monthly financial statements for the Operating Budget be provided to all Town Departments, no later than the 15th working day of the following month, beginning the month following budget approvals.

c. That the ~~CAO and~~ Treasurer review financial statements quarterly with all Departments and provide assistance in analysis of accounts and preparing forecast

changes to the budget as required.

d. That a quarterly reporting/forecasting system be established for all accounts in the operating budget and that Departments report all account variances in excess of $10,000 to the Treasurer; and that variance reporting be forwarded to Council for June, September, and December each year.

Capital Budget Reporting

a. That a quarterly financial detail of the capital budget (projects/program for those items proceeding) be provided to Council beginning the second quarter end (June 30th) following budget approvals.

b. That detailed current monthly financial statements for the Capital Budget be provided to all Town Departments, no later than the 15th working day of the following month, beginning the month following budget approvals.

c. That the CAO and Treasurer review financial statements quarterly with all Departments and provide assistance in analysis of accounts and preparing forecast changes to the budget as required.

d. That a quarterly reporting/forecasting system be established for all accounts in the capital budget and that Departments report all account variances in the excess of ~~5~~10% ~~or $10,000 (whichever is less)~~ to the Treasurer; and that variance reporting be forwarded to Council for June, September, and December each year.

POLICY REVIEW:

This policy shall be reviewed annually prior to the initiation of the budget process by the Treasurer and reviewed by Council at least once within each term of Council.

Revision History:

Review Date	Description

Tangible Capital Assets Policy			
SECTION: Administration, Treasury			
DATE: ~~October 1, 2009~~March 2, 2026	**REV. DATE:**	**COVERAGE:** All Departments	**PAGE #:** 1 of 17

PURPOSE:

The objective of this policy is to outline the accounting and reporting requirements for tangible capital assets. This policy outlines the recognition of capital assets, the determination of costs, the calculation of amortization charges and the recognition of any impairment losses. This policy is effective as of ~~January 1, 2009~~March 2, 2026.

SCOPE:

This policy applies to all Town departments, boards, committees, and other organizations falling within the financial reporting requirements of the Town of Collingwood.

~~The Collingwood Public Utilities Service Board already records tangible capital assets. The Town policies outlined in this report are compatible with those in use at the utility company.~~

DEFINITIONS:

Amortization is the rational and systematic manner of allocating the cost of an asset over its estimated useful life. Depreciation is another commonly used term for amortization.

Betterments are enhancements to the service potential of a capital asset after its purchase or construction such that there is:

- An increase in the previously assessed physical output or service capacity;
- A significant reduction in the associated operating costs
- An extension of the estimated useful life;
- An improvement in the quality of output.

Capital assets also called Tangible capital assets are non-financial assets having physical substance that:

- Are held for use by the Town in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other capital assets;
- Have useful lives extending beyond one year
- Are intended to be used on a continuing basis;
- Are not intended for sale in the ordinary course of operations.

Capitalization threshold is the minimum cost an individual asset must have before it is recorded as a capital asset. An individual asset purchase under the threshold amount is expensed unless it is part of a pooled asset class.

Cost is the amount of consideration given up to acquire, construct, develop or better a capital asset. The cost includes all costs directly attributable to the acquisition, construction, development or betterment, including installing the asset at the location and in the condition necessary for its intended use.

Component is a part of an asset with a cost significant in relation to the total cost of the asset. Components of an asset may have different useful lives and are accounted for separately because replacement is expected to occur at a different time than other components of the asset will require replacement.

Contributed capital asset is any capital asset that has been donated, contributed or transferred to the Town without a cash outlay by the Town. The cost of a contributed capital asset is considered to be equal to its fair value at the date of the contribution.

Disposal refers to the removal of a capital asset from service as a result of sale, destruction, loss or abandonment.

Estimated useful life is the estimate of the period over which a capital asset is expected to be used. It is the period over which an asset will be amortized and is normally the shortest of the physical, technological, commercial or legal life.

Fair value is the amount of the consideration that would be agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act.

Financial assets are assets that are available to discharge existing liabilities or finance further operations and are not for consumption in the ordinary course of business. Examples of financial assets are cash on hand, accounts receivable and inventories for resale.

Gain on Disposal is the amount by which the proceeds realized upon an asset's disposal exceeds the asset's net book value.

Impairment occurs when conditions indicate that a tangible capital asset no longer has the ability to provide goods or services, has the ability to provide the goods or services but at a reduced rate or quality, or that the value of future economic benefits associated with the capital asset is less than its book value.

Leased capital assets are non-financial assets leased by the Town for use in the delivery of goods and services. Substantially all of the benefits and risks of ownership are transferred to the Town without requiring the transfer of legal ownership.

Loss on disposal is the amount by which the net book value of a capital asset exceeds the proceeds realized upon the asset's disposal.

Net book value is the capital asset cost less accumulated amortization and write-downs. It represents the asst's unconsumed cost.

Non-financial assets are assets that do not normally provide resources to discharge liabilities. They are employed to deliver municipal services, may be consumed or used up in the delivery of those services, and are not generally for sale. Examples of non-financial assets are capital assets, prepaid expenses and inventories of supplies.

Pooled or grouped assets are assets that individually have a unit value lower than the capitalization threshold of the asset class to which they belong; however these assets as a group are material in value. Examples include computers and office furniture. Pooling of larger assets will also be used by accounting as more detailed records will be kept by engineering.

Repairs and maintenance are ongoing activities to maintain a capital asset in operating condition. They are required to obtain the expected service potential of a capital asset over the estimated useful life.

Costs for repairs and maintenance are expensed.

Residual value is the estimated net realizable value of a capital asset at the end of its estimated useful life. A related term, salvage value, refers to the realizable value at the end of an asset's life. If the Town expects to use a capital asset for its full life, residual value and salvage value are the same.

Straight line amortization is an amortization method that allocates the cost of a capital asset equally over each year of its estimated useful life.

Works of art or historical treasures, also called heritage assets, are properties that have cultural, aesthetic, or historical value that is worth preserving perpetually. These assets are not capitalized as their service potential and expected future benefits are difficult to quantify. Their existence and nature are to be disclosed in the financial statements.

Work in progress is the cost of a tangible capital asset under construction, constructed and not yet in service, or in an incomplete process of acquisition.

Write-down is a reduction in the cost of a capital asset as a result of a decrease in the quality or quantity of its service potential. A write-down should be recorded and expensed in the period the decrease can be measured and is expected to be permanent.

MUNICIPAL POLICY:

Legislation

The recording and reporting of tangible capital assets will facilitate compliance with the Public Sector Account Board Standard PS 3150 which is effective January 1, 2009.

Department Responsibilities

Title or ownership of capital assets held by departments rests with the Town. Departments maintain stewardship for the Town. A department generally has stewardship of a capital asset if the department provides for its operation and maintenance and controls the ability to change the asset's future service potential.

For capital assets under their stewardship, departments are required to:

- Manage them to provide effective, efficient and economical program delivery;
- Report to Treasury changes in the capital asset inventory for additions, disposals and write downs;
- Review annually the reasonableness of the inventory listing for the department, capitalization thresholds, the estimated useful lives, and the unamortized amount of the department's capital assets.

Capital Asset Classes

Capital assets will be reported in the notes to the annual financial statements using the following asset classes:

- Land
- Land improvements
- Leasehold improvements
- Buildings and facilities
- Vehicles (Fleet) and equipment (including information technology)
- Linear assets

Functional Asset Classes

Capital assets will also be reported in the notes to the annual financial statements using the following functional categories (where applicable) from the Financial Information Return.

- General Government
- Protection Services
- Transportation Services
- Environmental Services
- Health Services
- Social and Family Services
- Social Housing
- Recreation and Cultural Services
- Planning and Development

The asset classes are described in more detail as follows:

Land

Land normally has an indefinite life that exceeds the useful life of the buildings, land improvements and roads situated on it. The cost of land will be recorded separate from any other assets situated on it. The cost of land will not be amortized. Land includes the land under municipal buildings, parks, parking lots and open spaces as well as land under sewage treatment plants and pumping stations.

Land under roads has been included in the cost of the road base for purposes of valuing the opening inventory. Land acquired in the future for road widening purposes will be included in the road base cost.

Land improvements of a permanent nature such as storm water management ponds and the Black Ash Creek channelization costs will be added to the land inventory.

Land improvements

Land improvements consist of betterments, site preparation and site improvements other than buildings that ready land for its intended use. Land improvements decay or break down over time. Land improvements include but are not limited to driveways, parking lots, trails, fencing, irrigation systems, sport fields, tennis courts and playground equipment.

Leasehold improvements

Leasehold improvements are land improvements as defined in land improvements above that are situated on leased land.

Buildings

Buildings include all structures that provide shelter from the elements. Betterments are included. Examples include but are not limited to office buildings, recreational facilities, police and fire stations, libraries, park washrooms and concession buildings, water facilities, and wastewater treatment buildings and pumphouses.

Equipment

Equipment includes apparatus, tools, devices, implements or instruments that use energy to facilitate a process, function or task. It may be installed within a building, but is generally capable of being moved and reinstalled at a different location. That is, it is not permanently affixed or integrated into a building or the structure in which it resides. Examples include but are not limited to office furniture and equipment, firefighting equipment, library collections and shelving, and computer equipment

Fleet

Fleet includes a means of transportation usually having wheels, for transporting persons or things, or designed to be towed behind such an apparatus. Examples include but are not limited to automobiles, trucks, trailers, backhoes, graders, and tractors.

Linear assets

Linear assets and their components are constructed or arranged in a continuous and connected network. They include transportation infrastructure such as roads, bridges railways and airports; and environmental infrastructure such as water and ~~waste water~~wastewater treatment, and storm drainage systems. Surface systems include but are not limited to roads, sidewalks, bridges, streetlights and railroads. Underground systems include but are not limited to water distribution systems, wastewater collection pipe systems, manholes, catchbasins and storm drainage collection systems.

When departments are uncertain as to which category a capital asset belongs to, or where no appropriate category exists, they should contact the Treasury department.

Excluded Items

The following assets are not considered tangible capital assets and therefore should not be capitalized and amortized:

- Land acquired by right, such as Crown, forests, water and mineral resources;
- Works of art and historical treasures(heritage assets); and
- Intangible assets such as patents, goodwill, copyrights and trademarks

Costs of studies such as the Official Plan and Development Charges are excluded. Feasibility studies are also excluded.

Heritage Assets

Heritage assets are works of art and historical treasures considered irreplaceable and preserved in trust for future generations. Collections or individual items of significance that are owned and not held for financial gain but rather public exhibition, education, or research in maintenance of public service may be considered heritage assets.

Heritage assets owned by the Town will not be recognized as tangible capital assets in the financial statements, but the existence of such property will be disclosed in the notes to the financial statements. Note disclosure will be based on the nature of the assets, not the quantity and value. Amortization does not apply to heritage assets. Purchases or construction of heritage assets will be recorded as an operating expense.

Work in Progress

Work in progress is the cost of a tangible capital asset under construction, constructed and not yet in service, or in an incomplete process of acquisition at a calendar year end. Costs for such projects will be tracked in separate accounts from other capital assets. No amortization is calculated on work in progress.

When the assets of the project are ready for use the costs will be transferred into the appropriate capital asset categories and amortization expense will be calculated in that year. The assets will be considered ready for use when the engineer managing the project issues a certificate of substantial completion or there is sufficient evidence that the asset is ready to be placed into service or occupied.,

Examples of work in progress are the construction of a road or building or the development of any asset that occurs over at least one calendar year end.

Donated and Contributed Capital Assets

For a capital asset donated to the Town, the cost is the fair market value of the asset at the date of the contribution. Fair value of a donated capital asset may be estimated using market value or appraised value.

Examples of contributed capital assets include land contributed by another level of government to facilitate construction of a road or building, playground equipment donated by a service club or a road constructed by a developer usually as part of a development agreement which is contributed to the Town. It then becomes the Town's responsibility to operate, maintain and replace these assets.

A contributed capital asset arising from development will be recorded as a capital asset on the date the contribution was made to the Town. The date the asset is officially contributed to the Town occurs when all the conditions of the development agreement are met. This event is marked by the passing of an assuming by-law. The asset in question may already be in use and maintained by the Town before it is officially contributed. The engineering department will use current cost information to calculate the contributed cost of the asset.

For contributed capital assets assumed by the Town in a different year than the year the asset was constructed, there will be an adjustment in the fair market value representing constructed cost to account for usage of the asset prior to the town assuming the asset.

When the Town receives funds from a third party, such as the provincial or federal government, to assist with the construction or purchase of a capital asset, the full cost of the asset will be recorded. The funds received will be recognized as revenue under current accounting rules. Draft legislation not yet approved may alter the accounting treatment for such contributions.

Complex Assets

For purposes of capitalization and amortization, the two methods of defining a capital asset are whole asset approach and component approach.

The whole asset approach considers an asset to be an assembly of connected parts. The costs of all the parts would be capitalized and amortized as a single asset. A building is made up of many components such as the roof, heating and cooling system (HVAC), doors and windows and so on.

Under the component approach, different components are individually capitalized and amortized. For buildings, the roof, HVAC and elevator may be components.

Either approach is an acceptable accounting method. Component accounting is useful where the component assets have very different lives or provide economic benefits or service potential in a different pattern. The components can then be amortized using different amortization rates. Additional factors that may influence the choice of method are the significance of the amounts, quantity of individual asset components, availability of information with respect to the specific components, and specific information needs of management for decision-making and asset control purposes.

Based on the above factors the component approach will be used for the following significant Town buildings:

- Town Hall
- Arena
- Planning office (also known as Annex)
- Curling Club
- Police and Fire Complex
- Museum also known as The Station
- Works and Parks Administration building
- New Library

The component approach will also be used for infrastructure assets such as roads, water distribution, wastewater and storm water collection systems, water treatment facilities, and wastewater treatment plant and pumping stations.

Costs

The cost of a capital asset includes the purchase price of the asset and other acquisition costs, such as installation costs, design and engineering fees, legal fees, survey costs, site preparation costs, freight charges, transportation insurance costs and duties.

The cost of a constructed capital asset includes all costs directly attributable (e.g. construction, architectural and all other professional fees) to the acquisition, construction or development of the asset. Carrying costs such as internal design, inspection, administrative and other similar costs may be capitalized. Capitalization of general administrative costs is not allowed.

Capitalization of carrying costs ceases when no construction or development is taking place or when the capital asset is ready for use.

Where several capital assets are purchased together, the cost of each asset is determined by allocating the total price paid in proportion to each asset's relative fair value at the time of acquisition.

Interest expenses relating to financing costs incurred during the time a capital asset is under construction or development will be expensed in the current period and will not be included in the cost of the capital asset.

If the construction or development of a capital asset is not completed to a usable state, the costs that would otherwise be capitalized should be expensed in the period this decision is made. In the interim, while the project is under construction, these costs would be accumulated in a construction in progress account.

Opening Inventory of Capital Assets

The opening inventory of capital assets will be valued using historical cost where that information is available. Historical cost information includes but is not limited to supplier invoices, general ledger account detail, council minutes and old annual public works reports.

Where historical cost information is not available, a current cost will be obtained and discounted back to the acquisition date using the Non-Residential Building Construction Price Index for building and infrastructure assets. For land, equipment and vehicles, the current cost will be deflated back to the acquisition date using the Consumer Price Index.

Current costs will be obtained from sources such as Municipal Property Assessment Corporation assessed values and current supplier invoices. For buildings and infrastructure assets, current cost will be developed by the Engineering department with assistance where needed from external engineering firms.

As a last resort, a nominal fee of $1 will be assigned if no other valuation methods are possible or if the asset is old enough to have surpassed its estimated useful life. This nominal value may also be used for assets that have no value to anyone but the municipality such as land under road allowances.

Where practical, a tangible capital asset that has exceeded its estimated useful life will still be added to the asset inventory.

Capitalization Thresholds

The threshold for each category represents the minimum cost an individual asset must have before it is to be recorded as a capital asset. Capital assets not meeting the threshold are expensed in the year in which they are purchased except for pooled assets which are explained below.

Thresholds should be applied on an individual basis or a per item basis. Appendix A outlines the thresholds for each capital asset category.

Pooled Assets

Tangible capital assets will be pooled in a year as one asset when there are enough of the individual assets purchased in the year that although each one costs under the capitalization threshold of $5,000 collectively they make up a significant asset purchase.

When pooling is used the assets purchased in one year are recorded as one asset in the accounting system and amortized according to the expected useful life of that asset class. Listings of the individual assets will be maintained at the discretion of the department involved.

Pooling will also be used by accounting for large asset additions such as road surfaces and bases, water distribution, wastewater collections systems and sidewalks. Engineering will be tracking these assets by segments in a data-base so this work does not need to be duplicated in accounting.

Pooled assets are as follows:

- Office furniture and equipment
- Computer hardware
- Computer software
- Parks signs
- Traffic signs
- Trails
- Replacement fire equipment
- Library collection
- Library shelving
- Bleachers
- Streetlights
- Traffic lights

Betterments and Repairs and Maintenance

Betterments are costs incurred to enhance the service potential of a capital asset such that there is:

- An increase in the previously assessed physical output or service capacity;
- A reduction in associated operating costs;
- An extension of the estimated useful life; or
- An improvement in the quality of output.

Betterments which meet the threshold of the applicable capital asset category and one of the following criteria are capitalized:

- The estimated life of the asset, at the time of the betterment will be extended by more than 25%; or
- The cost results in an increase in the capacity of the asset; or
- The efficiency of the asset is increased by more than 10%

All other betterments will be recorded as repairs and maintenance expenses .

Repairs and maintenance expenses which are necessary to obtain the expected service potential of a capital asset for its expected useful life are not betterments. These costs should be expensed when incurred. They include;

- Repairs to restore assets damaged by fire, flood, accidents or similar events, to the condition just prior to the event; and
- Routine maintenance and expenditures, such as repainting, cleaning and replacing minor parts.

Useful Life

The useful life is the estimated period over which the capital asset is expected to provide services. An asset's useful life can be estimated based on its expected future use, effects of technological obsolescence, expected wear and tear from use or passage of time, the level of maintenance and experience with similar assets.

All capital asset categories have predetermined estimated useful lives as outlined in Appendix A. The estimated useful lives shown here are intended to apply to assets in new condition.

When used assets are acquired, the estimated useful lives should be reduced based on the age and condition of the asset.

Most assets excluding infrastructure will be included in the general classes of land improvements, buildings, equipment or vehicles. The estimated useful lives are as:

Land improvements	20 years
Buildings	40 years
Equipment	10 years
Vehicles	5 and 8 years

In cases where the general useful life is not appropriate there will be additional subcategories created. Computer equipment and fire fighting vehicles are two examples of these exceptions.

Amortization

Amortization is calculated using the straight line method based on the estimated useful life of each asset.

Amortization should be calculated based on the full cost of the capital asset less any residual value.

There will be no residual value used for any asset class. It is the intent of the Town when assets are purchased to fully utilize them. Buildings are demolished and rebuilt. Roads are torn up and repaved. Vehicles and moveable equipment are sent to auction when worn out.

A half year's amortization will be recorded in the year of acquisition, construction, or development and put into use, regardless of when this event occurs in the year.

No amortization should be recorded on work in progress or on capital assets which have been removed from service but not yet disposed of.

No amortization is calculated for land due to its unlimited life.

Disposals

The disposal of a capital asset results from its removal from service as a result of sale, destruction, loss or abandonment.

When a capital asset is disposed of, the cost and the accumulated amortization are to be removed from the accounting records and any gain or loss will be recorded.

The disposal of pooled assets will not be tracked due to the amount of detail involved. Pooled assets will be deemed disposed of at the end of their expected useful lives.

Costs relating to the disposal paid by the Town should be expensed and accounting for with the gain or loss on disposal.

A gain or loss on disposal is the difference between the net proceeds received and the net book value of the asset. It should be accounted for as a revenue or expense, respectively, in the period the disposal occurs.

Where an asset purchase includes the trade-in of another asset of the Town, the purchase of the new asset and the disposal of the old asset are to be treated as two separate transactions. The trade-in value is the proceeds of disposal for the disposal of the old asset. The new asset is to be recorded at its full cost. The trade-in value for the old asset does not affect the cost of the new asset.

Write-downs

A capital asset should be written down when a reduction in the value of the asset's service potential can be measured and the reduction is expected to be permanent.

Conditions that may indicate that a write-down is required include:

- An expectation of providing services at a lower level than originally planned
- A change in use for the asset; for example, it is removed from service
- Technological advances which render the asset obsolete
- Other factors such as physical damage which reduce the asset's service potential

Departments are to notify the Treasury department when an asset becomes surplus to operations or its value has been reduced. Documentation for write-downs must be retained. Write-downs will also be considered on an annual basis as part of the year end review of the inventories by departments with the Treasury department.

Write-downs of capital assets will be accounted for as an expense in the current year. Annual amortization of an asset that has been written down should be calculated using the written down value and the remaining useful life.

Regardless of any change in circumstances, a write-down will not be reversed.

Capital Leases

Capital leases are a means of financing the acquisition of a capital asset where the lessee (the Town) carries substantially all of the risks and benefits of ownership of the asset. Capital leases are recorded as if the lessee had acquired the asset and assumed a liability.

If one or more of the following criteria exists, the lease should be accounted for as a capital lease:

- There is a reasonable assurance that the Town will obtain ownership at the end of the lease. (Transfer of ownership occurs at the end of the lease or the lease has a bargain purchase option.)

- The Town will receive substantially all of the economic benefits of the assets. (The lease term is 75% or more of the economic life of the asset).
- The lessor is assured of recovering the investment in the asset and earning a return. (The present value of the minimum lease payment is 90% or more of the fair value of the asset.)

Where at least one of the conditions in the preceding paragraph is not present, other factors may indicate that a capital lease exists. For example, a capital lease may exist if:

- The Town owns or retains control of the land on which the leased asset is located and the asset cannot be easily removed;
- The Town contributes significant assistance to finance the cost of acquiring or constructing the asset that it will lease; or
- The municipality bears other potential risks, such as obsolescence, environmental liability, uninsured damage or condemnation of the asset and any of these are significant.

Operating leases are leases in which the lessor does not transfer substantially all of the benefits and risks of ownership. If the arrangement is an operating lease, lease payments should be expensed and no liability recorded.

If the arrangement is considered a capital lease, the Town should apply the capitalization threshold of the appropriate asset category.

If the capitalization threshold is not met, the lease payments should be recorded as an operating expense.

If the thresholds are met, a capital asset and a liability should each be recorded for the present value of the minimum lease payments. The leased asset should be amortized over the lesser of the lease term and the estimated useful life for similar capital assets.

Executory and maintenance costs should be excluded when calculating the minimum lease payments. The discount rate should be the lesser of the Town's incremental borrowing rate or the rate implicit in the lease, if determinable.

Asset register and records

The Treasury department will maintain a complete record of the historical cost capital assets records. The Engineering department will maintain a database of the infrastructure assets with a greater amount of detail for management purposes than is required by the Treasury department for financial reporting purposes.

At present, the Treasury department is tracking the inventories in excel spreadsheets. After the 2009 financial accounting is completed, there will be an electronic tangible capital asset recording system created using the Great Plains Fixed Asset module.

Hard-copy tangible asset records will be maintained in the Treasury department as well. Supporting documentation will include such things as by-laws, legal documents, title searches, MPAC data, supplier invoices, annual reports prepared by the Town engineer from 1971 to 2000, copies and summaries of past council minutes, detailed general ledger reports, photographs and any other information used to support the existence and valuation of the tangible capital assets.

Capital asset cost and accumulated amortization accounts will be set up in the general ledger for each category of asset. Amortization expense will be recorded in one expense account for each department.

Annual operating and capital budgets

The annual budget process for the following fiscal year~~for 2010~~ will continue to follow the format used in prior years. Once the opening capital asset cost and accumulated amortization amounts are determined, the current budget year~~2009 budget~~ will be converted by the treasury department to conform to PSAB 3150 for external reporting requirements effective for the ~~2009~~ current fiscal year that budget was applicable to. The approved ~~2010~~ budget for the following fiscal year, will be converted to the new PSAB format after the following ~~2009~~ fiscal year reporting is completed. Consideration will be given to revisions to the budgeting process to accommodate capital asset accounting policies for the forecasted ~~2011~~year subsequent to the following ~~-~~budget year.

Financial Statement Reporting

Tangible capital assets are reported in the Town's financial statements in the notes using the following categories:

- Opening balances
- Additions in the year
- Disposals in the year
- Amount of any write-downs in the year
- Annual amortization expense
- Closing balances
- Net book values
- Comparative amounts for the prior year

The tangible capital assets are summarized in the above categories in one note that uses the asset classes such as land, buildings, etc and then in a second note using the functional classes such as general government, protective services etc.

Appendix A
Classifications, Thresholds and Useful Lives

Capital Asset Class	Sub Class	Pooled	Threshold	Useful Life In Years
Land			$5,000	infinite
Land improvements	Anything not specifically listed		$20,000	20
	Play structures		$5,000	15 years
	Bleachers	pooled	$5,000	20 years
	Fencing and gates		$20,000	20 years
	Irrigation systems		$20,000	20 years
	Ball diamonds and soccer fields		$20,000	20 years
	Parking lots		$20,000	20 years
	Trails – stone dust and asphalt	pooled	$20,000	10 years
	Trails - cement	pooled	$20,000	20 years
	Boardwalks		$20,000	20 years
	Pedestrian bridges		$20,000	20 years
Buildings and facilities	Buildings with no components identified and the residual component of buildings with separated components		$20,000	40 years
	Steel or Wood		$20,000	40 yrs

Capital Asset Class	Sub Class	Pooled	Threshold	Useful Life In Years
	Shingle Roof			
	All Other Roofs		$20,000	25 years
	HVAC		$20,000	20 years
	Exterior – brick and stone		$20,000	40 years
	Doors and windows	pooled	$20,000	20 years
	Elevator		$20,000	30 years
	Flooring	pooled	$20,000	15 years
	Ice Surface Lighting		$20,000	20 years
	Dasher Boards		$20,000	40 years
	Ice Plant		$20,000	25 years
	Generator		$20,000	30 years
	Alarm system		$20,000	25 years
	Fuel system		$20,000	20 years
Equipment	Anything not specifically listed		$5,000	10 years
	Office furniture	pooled	$5,000	10 years
	Computer hardware	pooled	$5,000	5 years
	Computer software	pooled	$5,000	3 years
	Communications equipment		$5,000	5 years
	Replacement Fire Equipment	pooled	$5,000	10 years
	Parks Signs	pooled	$5,000	10 years
	Library collection	pooled	$20,000	10 years
Vehicles	Cars, SUVs and Pick up trucks		$5,000	5 years
	Trucks over 1 ton		$5,000	8 years
	Heavy equipment		$5,000	10 years
	Buses		$5,000	8 years

Capital Asset Class	Sub Class	Pooled	Threshold	Useful Life In Years
	Fire fighting		$5,000	15 years
	Grass cutting equipment		$5,000	5 years
	Ice resurfacer		$5,000	8 years
Infrastructure				
Water Treatment Facilities				
Wastewater Treatment plant and pumping stations	Structures	Pooled	$20,000	60 years
	Architectural Building - exterior	Pooled	$20,000	40 years
	Architectural building - interior	Pooled	$20,000	25 years
	Roof	Pooled	$20,000	25 years
	Electrical	Pooled	$5,000	30 years
	Instrumentation. Life, Health and Safety	Pooled	$5,000	15 years
	Building mechanical	Pooled	$20,000	30 years
	Process mechanical – piping and equipment	Pooled	$5,000	30 years
	Yard piping	Pooled	$20,000	60 years
Water Distribution Systems				
Wastewater Collection Systems	Piping and manholes	Pooled	$20,000	40 years
Storm Sewer Collection Systems	Piping, culverts and catch basins	Pooled	$20,000	40 years
Roads	Road Section – Surface	Pooled	$20,000	20 years

Capital Asset Class	Sub Class	Pooled	Threshold	Useful Life In Years
	Road Section Base	Pooled	$20,000	50 years
Sidewalks	Concrete	Pooled	$20,000	40 years
	Asphalt	Pooled	$20,000	20 years
	Brick	Pooled	$20,000	50 years
Street Lights		Pooled	$20,000	15 years
Traffic Signals		Pooled	$20,000	20 years
Traffic Signs		Pooled	$5,000	10 years
Vehicle Bridges	1980-Newer		$20,000	75 years
Vehicle Bridges	1980-Older		$20,000	50 years
Airport	Runways, taxiways and aprons		$20,000	20 years
	Airport lighting		$20,000	20 years
Railway	Railway rehabilitation		$20,000	20 years

Surplus Management Policy

Effective Date: August 21, 2017

FINANCE

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.

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.

The Treasurer is authorized to allocate any year-end operating surplus for tax-supported services, excluding parking services, in the following manner:

a) Transfer to Capital Contingency Reserve, General Reserve, and the Operating Contingency Reserve ~~and the Working Capital Reserve Fund s~~ufficient 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)~~d) 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.

For rate-supported services, the Treasurer is authorized to allocate any year-end operating surpluses to the service-specific reserves or reserve fund in the following manner:

a) Transfer to the service-specific reserves to achieve and maintain their target balances.
b) Transfer to the service-specific asset management reserve funds for any remaining surpluses after the transfer to the service specific reserves.

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~~ Operating Contingency Reserve ~~Fund~~ for tax-supported services, excluding parking services.
b) Transfer the necessary funds from the service-specific reserves for rate-supported services.

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 by the Treasuer, annually after the year-end operating surplus or deficit figures have been verified.
This policy will be reviewed by Council at least once every four years within a term of Council.

Revision History:

Review Date	Description

Financial Policy and Procedure Manual			
SECTION: Finance			**POLICY #:** **S-01**
POLICY: Operating Surplus/Deficit Policy			
DATE: ~~November 20~~March 2026	**REV. DATE:**	**COVERAGE:** All Departments	**PAGE #:** 1 of 2

POLICY STATEMENT:

The purposes of this policy are:

- to ensure that operating surpluses are returned to the taxpayers;
- 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 any discretionary reserves or reserve funds.

SCOPE:

This policy applies to all Town departments, boards, committees, and other organizations falling within the financial reporting requirements of the Town of Collingwood. Exclusions to this policy are related to user fee-funded operations, currently limited to Water, Wastewater and Parking infrastructure requirements.

MUNICIPAL POLICY:

Guiding Principles:

- A deficit shall be funded as outlined in the "Priority Application for Operating Deficits" below.
- Surpluses not required to fund reserve balance thresholds shall be distributed as outlined in the "Priority Allocation for Operating Surpluses" section 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:

Certain Reserve Funds (~~Lifecycle Replacement Reserve Fund~~ General Asset Management Reserve Fund, and ~~Tax Rate~~Operating Stabilization Reserve ~~Fund~~, ~~10% Non DC Growth Reserve Fund)~~ have been established with the primary source of funding as an allocation from operating surpluses. Each of these Reserve Funds have targeted upper limits.

The Treasurer is authorized to:

~~a)~~ Transfer ~~30% of any~~ operating surpluses as provided in the Surplus Management Policy ~~to the Tax Rate Stabilization Reserve Fund until the upper limit of the fund as defined in the Tax Rate Stabilization Reserve Fund establishing by-law is reached;~~

~~b)~~a) ~~Transfer 30% of any operating surplus to the Lifecycle Replacement Reserve Fund until the upper limit of the fund as defined in the Lifecycle Replacement Reserve Fund establishing by-law is reached;~~

~~c) Transfer 10% of any operating surplus to the 10% Non DC Growth Reserve Fund until the upper limit as defined in the 10% Non DC Growth Reserve Fund establishing by-law is reached;~~

~~d) The remaining 30% of any operating surplus shall be allocated to reserves by the CAO and Treasurer in collaboration with the Senior Management Team. Where no reserve has been previously established, the Treasurer is authorized to create the necessary reserves. The creation of reserves shall be contingent on a review of budget obligations, which in the opinion of the CAO and Treasurer are material.~~

~~e) If surplus funds still remain, the amount shall be carried forward to the subsequent years' budget in accordance with the provisions of the *Municipal Act*.~~

Priority Application for Operating Deficits:

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

a) transfer the necessary funds from The ~~Tax Rate Stabilization~~Operating Contingency Reserve ~~Fund~~ for tax-supported services, except parking services, unless these funds have been included in the subsequent years' budget funding estimates;

b) review the status of discretionary reserves and, in collaboration with the CAO and Senior Management Team, transfer any available funds from these reserves to the operating deficit;

c) transfer the necessary funds from the General Asset Management~~Lifecycle Replacement~~ Reserve Fund unless these funds have been included in the subsequent years' budget funding estimates;

~~d) Transfer the necessary funds from the 10% Non DC Growth Reserve Fund unless these funds have been included in the subsequent years' budget funding estimates;~~

~~e)~~d) If a deficit still remains, the amount shall be carried forward to the subsequent years' budget in accordance with the provisions of the *Municipal Act* and staff shall be directed to review their budgets to find savings equal to the unfunded deficit amount.

Reporting Requirements

In addition to any information requested by Council or that the CAO and 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 surplus or deficit figures have been verified.

Finance Policy and Procedure Manual			
SECTION: Finance			**POLICY #:** **S-02**
POLICY: Parking Surplus/Deficit Policy			
DATE: ~~January 2013~~March 2026	**REV. DATE:**	**COVERAGE:** Parking	**PAGE #:** 1 of 2

POLICY STATEMENT: The purpose of this policy is to ensure that parking-related operating surpluses are maintained in either reserves or reserve funds to fund future parking requirements.

SCOPE:

This policy applies to Parking department funds.

MUNICIPAL POLICY:

Guiding Principles and Targets:

Surpluses shall be distributed as follows:

a) Transfer ~~XX%~~ of any operating surplus to the Municipal Parking Reserve Fund until the maximum target balance ~~upper limit~~ of the fund is reached, ~~as defined in the Parking Reserve Fund establishing by-law is reached~~which is defined as the an amount not to exceed the estimated funding required for the design and construction of one major parking facilities (such as a surface lot or structure), plus associated technology and fleet requirements, as identified in the Town's Parking Strategy or capital forecast;

b) Transfer ~~XX% of~~ any remaining operating surplus to the General Asset Management Reserve Fund~~Parking Reserve~~ for funding of any future lifecycle replacement needs~~unanticipated expenditures~~.

~~c) Transfer XX% to Downtown Maintenance Reserve to assist in maintaining the revitalized Downtown infrastructure assets.~~

Deficits shall be funded as follows:

a) Transfer the necessary funds from the ~~Downtown Maintenance Reserve~~Municipal Parking Reserve Fund unless these funds have been included in the subsequent years' budget funding estimates;

~~b) Transfer the necessary funds from the Parking Reserve unless these funds have been included in the subsequent years' budget funding estimates;~~

~~c) Transfer the necessary funds from the Parking Reserve Fund unless these funds have been included in the subsequent years' budget funding estimates;~~

~~d)~~b) If a deficit still remains, the amount shall be funded from general reserves of the municipality and shall be repaid first before any subsequent surpluses are allocated to the Municipal Parking Reserve Fund~~, Parking Reserve and Downtown Maintenance Reserve~~.

Reporting Requirements

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

- This reserve will be included in the annual reporting of Reserves.

POLICY REVIEW:

This policy will be reviewed annually prior to the initiation of budget preparation.

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 and operating financing ~~and~~ through debt. 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.

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

The purpose of this policy is to set out the strategy, methods, goals, and controls for managing debt while ensuring compliance with the statutory requirements. This policy establishes objectives, standards of care, authorized financing instruments, reporting requirements and responsibilities for the prudent financing of the Corporation's capital~~operating and~~ infrastructure and operating 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.

Item	Definition
Amortizing Debentures:	A debenture that has a blended principal and interest payment that is equal in each repayment period.

Item	Definition
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, 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~~Land Tribunal.
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.
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.

Item	Definition
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 Land Tribunal~~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.
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%.

Due to growth related water and wastewater capital infrastructure needs, along with grant funding and/or external partnerships that may become available for water and/or wastewater services, where one rate supported service does not require the use of the full 7%, the other rate supported service could utilize the debt allocation up to a combined 14% basis, to allow the necessary infrastructure to proceed to meet growth and/or legislative needs.

Financial Measures

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.

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 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 Chief Administrative Officer (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 Ontario Regulation (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~~653/05.
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

Development Charge Interest Policy

FINANCE

Effective Date: ~~July~~ ~~20~~March, ~~2020~~2026

POLICY NUMBER: FIN –

POLICY STATEMENT:

The fundamental principle of funding growth-related capital costs is that 'Growth should pay for Growth'. The deferral and freezing of Development Charge (DC) payments disconnects the cost of growth-related infrastructure from the rates determined by the Town's Development Charge by-law and annual indexing. In addition, there could be a delay in cash flow that could pose a risk to the Town's cash position.

This policy serves to ensure that there is compensating interest income to fund the lost DCs that will result from the DC rate freeze and deferred payment requirements.

APPLICATION:

This policy will apply to any DCs that became payable on or after January 1, 2020, for which the applicant elects to defer payment, in accordance with Section 26.1 and Section 26.2 of the *Development Charges Act, 1997* (DCA).

1. PURPOSE

The purpose of this policy is to establish the rules and practices for charging interest, as permitted under sections 26.1 and 26.2 of the DCA. This policy ~~will~~ is in compliance with the DCA, and will support the Town of Collingwood's ability to build growth-related infrastructure in a way that is fiscally sustainable and will help achieve the following outcomes:

- Good government providing reliable programs and services
- Continued delivery of a complete community in a fiscally sustainable way
- Fair and equitable treatment of all stakeholders involved in delivering housing supply, including residents, businesses, municipalities and developers

The interest rates contained in this policy are based on the prescribed interest rates as per the DCA,~~strike a balance between strategic priorities and promoting rental housing development, institutional development and non-profit housing development~~.

2. DEFINITIONS

Development:	Development means the construction, erection or placing of one or more buildings or structures on land. This includes the making of an addition or alteration to a building or structure that has the effect of: • Increasing the size, or • Changing the use from non-residential to residential, ~~or~~ from residential to non-residential, or from one type of non-residential to another type of non-residential, and includes redevelopment.
Development Charge(s):	Town of Collingwood's development charges contained in By-law ~~2019~~2024-~~054~~ 050 and By-law ~~2017-080~~2025-.
Early Payment Agreement:	This is an agreement with a person or business who is required to pay a DC which provides for all or any part of the DC to be paid before it would otherwise be payable.
Institutional Development:	For the purposes of this policy, staff will use the following criterion to determine if a deferral arrangement is eligible. Institutional Development means the development of a building or structure intended for use, a. As a long-term care home within the meaning of subsection 2 (1) of the *Fixing Long-Term Care ~~Homes~~ Act, ~~2007~~2021*; b. As a retirement home within the meaning of subsection 2 (1) of the *Retirement Homes Act, 2010*; c. By any of the following post-secondary institutions for the objects of the institution: i. A university or college in Ontario that receives direct, regular and ongoing operating funding from the Government of Ontario, ii. A college or university federated or affiliated with a university described in sub clause (i), or iii. An Indigenous Institute prescribed for the purposes of section 6 of the *Indigenous Institutes Act, 2017*; d. As a memorial home, clubhouse or athletic grounds by an Ontario branch of the Royal Canadian Legion; or e. As a hospice to provide ~~end of life~~end-of-life care.
~~**Interest Rate:**~~	~~The interest rate means the published bank prime rate plus 3%.~~
Non-Profit Housing Development~~:~~	~~For the purposes of this policy, staff will use the following criterion to determine if a deferral arrangement is eligible.~~ Non-profit housing development means a building or structure intended for use as a residential premises and developed by, a. A corporation to which the *Not-for-Profit Corporations Act, 2010* applies~~without share capital which the *Corporations Act* applies~~, that is in good standing under that Act and whose primary objective is to provide housing; b. A corporation without share capital to which the *Canada Not-for-profit Corporations Act* applies, that is in good standing under that~~the~~ Act and whose primary objective is to provide housing; or c. A non-profit housing co-operative that is in good standing under the *Co-operative Corporations Act, 2022*.

Maximum Interest Rate	Is the maximum interest that is prescribe by the Development Charges Act, which is average prime rate, rounded to the nearest hundredth of a percentage point, of the annual rates of interest announced by each of the Royal Bank of Canada, The Bank of Nova Scotia, the Canadian Imperial Bank of Commerce, the Bank of Montreal and The Toronto-Dominion Bank to be its prime or reference rate of interest in effect on that date for determining interest rates on Canadian dollar commercial loans by that bank in Canada, plus 1%.
Occupancy:	Occupancy means the earliest of either: (1) The date on which an Occupancy Permit or a Partial Occupancy Permit is issued by the Town of Collingwood, or (2) The earliest date on which the use or intended use of a building or part of a building for the shelter or support of persons, animals or property commences.
Rental Housing:	Rental housing is defined as a building with four or more dwelling units all of which are intended for use as rented residential premises.
Security:	Security means an agreed upon asset or assurance provided in anticipation of later payment in full of DCs.
Total Accrued Amount:	The Total Accrued Amount is equal to the total of the development charges and interest which has accrued.
Two- Year Rate Freeze:	This refers to freezing DC rates ~~from~~ when an application is made, on or after January 1, 2020, from when the application is approved before June 5, 2024, to when the building permit is issued~~payment is due~~. The Province has established a two-year time limit for these rate freezes.
Eighteen-Month Rate Freeze	This refers to freezing DC rates when an application is made, on or after January 1, 2020, from when the application is approved on or after June 5, 2024, to when the building permit is issued. The Province has established a eighteen month time limit for these rate freezes.

3. GUIDELINES

3.1 Rate Freeze

The new subsection 26.2 (1) of the DCA provides that DCs are to be calculated based on the lower of the rate in effect at the time of building permit issuance or on:

a. The day an application for an approval of development in a site plan control area under subsection 41 (4) of the *Planning Act* was made in respect of development that is the subject of the DC,

b. If clause (a) above does not apply, the day an application for an amendment to a by-law passed under section 34 of the *Planning Act* was made in respect of the development that is the subject of the DC;

~~b.~~c. If both clause (a) and (b) apply, the later of the DC rate is determined on the date of the later of the two applications;

~~c.~~d. If neither clause (a) or clause (b) applies,

i. In the case of a DC in respect of a development to which section 26.1 applies, the day the DC would be payable in accordance with section 26 if section 26.1 did not apply, or

ii. In the case of a DC in respect of a development to which 26.1 does not apply, the day the DC is payable in accordance with section 26.

Section 26.1 requires that the DC ~~balance~~ owing is due at building permit issuance unless the D.C.A. provides a later date.

Interest can be charged from the date of the rate freeze until the date of building permit issuance, at the prescribed maximum interest rate.

Where an application for site plan control or zoning amendment is made, the rate is frozen at only when the application date is received on or after January 1, 2020.

Where the application for site plan control or zoning amendment is received on or after January 1, 2020, the two-year frozen rate is applicable when the application received approval prior to June 5, 2024.

Where the application for site plan control or zoning amendment is received on or after January 1, 2020, the eighteen-month frozen rate is applicable when the application received approval on or after June 5, 2024.

~~Occupancy. If the period between DC calculation and Occupancy is greater than one month, interest will be charged, as prescribed below:~~

~~Where Security is provided, the Interest Rate in effect at the date of DC calculation will be applied annually to the DC balance owing beginning on the first day of the month succeeding the date of DC calculation. The Interest Rate will be accrued on a monthly basis.~~

~~Where Security **is not** provided, the Interest Rate in effect at the date of DC calculation plus 2% will be applied annually to the DC balance owing beginning on the first day of the month succeeding the date of the DC calculation. The Interest Rate will be accrued on a monthly basis~~

3.2 Deferral

Subsection 26.1 (1) of the DCA states that, despite section 26, a DC in respect of any part of a development that consists of a type of development set out in subsection (2) is payable in accordance with section 26.1.

Subsection 26.1 (2) identifies the following development types eligible for a DC deferral

- Rental housing development that is not non-profit housing development (five year term),
- Institutional development (five year term),
- Non-rental residential development.~~Non-profit housing development (20 year term)~~

For rental housing development and institutional development, t~~T~~he DC shall be paid in equal annual instalments beginning on the earlier of the date of issuance of a permit under the *Building Code Act, 1992* authorizing occupation of the building and the date the building is first occupied, and continuing on,

a. The following five anniversaries of that date, in the case of DC in respect to rental housing development that is not non-profit housing development, and institutional development; or

b. The following 20 anniversaries of that date, in the case of a DC in respect of non-profit housing development.

The Maximum Interest Rate shall be charged on the outstanding balance as at each anniversary date, until ~~the DCs owing are paid in full~~up to the amount accrued to June 5, 2025, after which interest can no longer be accrued. The maximum interest will be imposed where applicable and calculated and charged ~~as follows~~as required by section 26.3 (2) of the DCA, as follows:

Maximum Interest Rate

For purposes of the rate freeze and instalment payments, the maximum interest rate that the Town may imposed, where permittable under the DCA, shall be determined in accordance with the following rules:

1. A base rate of interest shall be determined for April 1, 2022 and for each adjustment date after April 1, 2022 and shall be equal to the average prime rate on,
    i. October 15 of the previous year, if the adjustment date is January 1,
    ii. January 15 of the same year, if the adjustment date is April 1,
    iii. April 15 of the same year, if the adjustment date is July 1, and
    iv. July 15 of the same year, if the adjustment date is October 1.
2. The base rate of interest in effect on a particular date shall be,
    i. the base rate for the particular date, if the particular date is an adjustment date, and
    ii. the base rate for the last adjustment date before the particular date, otherwise.
3. The maximum rate of interest that may be charged, in respect of a particular day after June 1, 2022, shall be an annual interest rate that is one percentage point higher than the base rate of interest in effect for that day.

~~Where Security is provided, the Interest Rate in effect at the date of DC calculation will be applied annually to the DC balance owing beginning on the first day of the month succeeding the date of DC calculation. The Interest Rate will be accrued on a monthly basis.~~

~~Where Security **is not** provided, the Interest Rate in effect at the date of DC calculation plus 2% will be applied annually to the DC balance owing beginning on the first day of the month succeeding the date of the DC calculation. The Interest Rate will be accrued on a monthly basis.~~

Early Payment Agreements

Early Payment Agreements will be offered if the owner of a development would prefer to pay the full DC owing any time between~~t~~ building permit issuance and Occupancy, however, the D.C.A. provides that the owner is not required to enter into an early payment agreement, if they wish to pay early.

Late Payment Agreements

Subsection 27 (1) of the DCA states that a municipality may enter into an agreement with a person who is required to pay a development charge providing for all or any part of a development charge to be paid before or after it would otherwise be payable.

Where an agreement is entered into under subsection 27 (1), the total amount of the development charge payable under an agreement is the amount of the development charge that

is determined under the DC by-law on the day specified in the agreement or, if no such day is specified, at the earlier of:

a) The time the DC or any part of it is payable under the agreement; or

b) The time the DC would have been payable in the absence of the agreement.

An agreement under subsection 27 (1), allows the municipality to charge interest, at a rate stipulated in the agreement, on that part of the DC paid after it would otherwise be payable. For purposes of subsection 27 (1) agreements, the Maximum Interest Rate would be imposed.

4. POLICY REVIEW

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

Revision History:

Review Date	Description

Assessment Growth Policy

Effective Date:
March X 2026

FINANCE

POLICY NUMBER:
FIN – 004-03

POLICY STATEMENT:

~~Accountable Local Government is a key goal that emerged through the Community Based Strategic Planning process with residents characterizing this goal as being "transparent in its decision-making and that demonstrates fiscal responsibility in all of its activities, including asset management and debt management.~~

This policy formalizes a defined and transparent process for sustainable funding of growth--related incremental costs and internal debt reduction. The purpose of this policy is to establish a priority framework for the allocation of assessment growth funds.

APPLICATION:

The funding raised and used by the Corporation comes mainly from property taxation and must be used wisely, obtaining good value and cared for responsibly. This policy applies to members of Council and all employees who are responsible for the establishment, control, administration and management of the Corporation's budgets

1. PURPOSE

The purpose of this policy is to outline the procedures and steps undertaken to ensure the Corporation plans and allocates the additional revenues generated through assessment growth appropriately and in accordance with priorities established in the Community Based Strategic Plan.

2. DEFINITIONS

Assessed Value:	The value of a property (land and buildings) for property taxation purposes.
Assessment Growth:	Assessment growth generally refers to the net increase in assessment attributable to new construction less adjustments resulting from assessment appeals and property classification changes.
Corporation:	Refers to the Corporation of the Town of Collingwood.
Current Value Assessment:	The price a property might reasonably be expected to sell for if sold by a willing seller to a willing buyer after appropriate time and exposure on the open market. For property assessment purposes current value and assessed value are the same thing.

2.1 Guiding Principles

a. New revenue from growth is necessary funding to extend existing services at their same levels to these new residents and businesses which results in additional costs, including lifecycle costs of capital, and in some cases, additional staffing requirements.
b. Assessment growth funding shall be dedicated to areas of the budget that incur costs to provide existing core services to new growth areas.
c. ~~Assessment g~~Growth costs should be supported by a business case prepared by the impacted department.
d. Assessment growth costs shall be identified and included in the base budget.
e. If assessment growth funding exceeds the accumulated growth costs of the departments in any one budget year, the balance available will be applied to reduce internal debt or unissued debt.
f. If all internal debt or unissued debt has been fully paid, any excess assessment growth funding shall be used to offset the base budget property tax requisition.

3. Reporting Requirements

As part of the budget process and documentation, the Treasurer shall identify the incremental cost of growth for each department and the business case for the requirement.

Revision History:

Review Date	Description

Policy Statement

The Corporation of the Town of Collingwood strives for the optimum utilization of its cash resources in a manner that will provide the highest risk adjusted return while recognizing the importance of protecting and preserving capital, maintaining solvency and liquidity and conforming to all applicable laws and statutory limitations.

1. PURPOSE

The purpose of this policy is to ensure integrity of the investment management process when investing public funds.

To provide guidelines for the management of the Corporation's surplus funds and investment portfolio based on the following five key objectives, in priority order:

Adherence to statutory requirements – All investment activities shall be in compliance with the relevant section of any applicable legislation and regulation.

Preservation of capital – Safety of principal is an important objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.

Maintaining liquidity – The investment portfolio shall remain sufficiently liquid to meet all cash flow requirements and limit temporary borrowing.

Investment diversification – The portfolio shall be diversified by asset class, issuer and term to the greatest extent reasonable, given legal and regulatory constraints.

Maximizing yield – The municipality shall maximize the rate of return earned on the investment portfolio, without compromising the other guidelines and objectives.

2. SCOPE

It is understood that the policies and procedures herein shall govern the investment activities of all funds controlled by the Town of Collingwood and its agencies, boards and commissions, including any new funds created by the Town, unless specifically directed otherwise by Town Council.

3. LEGISLATIVE AUTHORITY

The following legislation governs the Town's investment policies and procedures:

- Section 418 of the *Municipal Act, 2001*;
- Section 418.1 of the *Municipal Act, 2001;*
- *Ontario Regulation 438/97 – Eligible Investments*, ~~*and*~~ *Related Financial Agreements and Prudent Investment; and*
- *Ontario Regulation 43/18 – Eligible Investments and Related Financial Agreements (amending Ontario Regulation 438/97).*

4. STANDARDS OF CARE

- **Prudence**

  Investments shall be made with judgments and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

  Investment officers acting in accordance with written procedure and this investment policy and exercising due diligence, shall be relieved of personal responsibility for and individual security's credit risks or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidation or the sale of securities are carried out in accordance with the terms of this policy.

- **Ethics and Conflicts of Interest**

  Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interest in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio.

- **Responsibility and Delegation of Authority**

  The Treasurer is responsible for the prudent investment of the municipality's funds, including:

  - selection and regular monitoring of the investments;
  - ensuring compliance with this policy and applicable legislation and regulations;
  - reporting to Town Council as required in the Reporting section of this policy;
  - obtaining adequate insurance coverage to guard against any losses that may occur due to misappropriation, theft or unscrupulous acts of fraud with respect to the municipality's financial assets; and
  - obtaining legal advice and financial advice with respect to proposed investments, when deemed to be in the best interest of the municipality.

  The Chief Administrative Officer, Clerk, and Treasurer are authorized to execute and sign financial, administrative and investment agreements on behalf of the Corporation.

  The Treasurer may, through a competitive bid process, retain the services of an external investment Agent to act as an Investment Manager on behalf of the municipality. That Agent shall act in accordance with this policy.

  Staff in the Treasury Department may process transactions as instructed by the Treasurer.

5. SAFEKEEPING AND CUSTODY

All securities shall be held for safekeeping by a financial institution (depository) that is satisfactory to the municipality. Individual accounts shall be maintained for each portfolio. All securities shall be held in the name of the municipality.

The depository shall issue a safekeeping receipt to the municipality listing the specific instrument, rate, maturity and other pertinent information. On a monthly basis, the depository will also provide reports, which list all securities held by the municipality, the book value of holdings and the market value as of month end.

6. INTERNAL CONTROLS

The Treasurer of the municipality shall establish an annual process of independent review by the municipality's auditor. This review will provide assurance of compliance with governing legislation, this investment policy, and procedures established by the Treasurer.

7. SUITABLE AND AUTHORIZED INVESTMENTS

All investment activities shall be governed by the *Municipal Act, 2001.* Investments, unless limited further by Council, will be those deemed eligible under *Ontario*

Regulation 438/97 – Eligible Investments, ~~and~~ Related Financial Agreements and Prudent Investment or as authorized by subsequent provincial regulations. In keeping with the primary objectives of the Municipality's investment policy, namely preservation of capital, permissible investments have been restricted to those of high credit quality and reasonable liquidity.

The following are authorized investments:

- Investments issued or guaranteed by the Government of Canada, province or territory of Canada, including any agency of Canada or province or territory of Canada;
- Investments issued or guaranteed by a bank as listed in Schedule I of the *Bank Act*, by a loan or trust corporation which is registered under the *Loan and Trust Corporations Act*, *1990,* or by a credit union or league to which the *Credit Union and Caisses Populaires Act, ~~1994~~ 2020* applies;
- Investments issued or guaranteed by a metropolitan, regional or district municipality, a school board, or a local board in Canada as defined in the *Municipal Affairs Act, 1990,* or a conservation authority established under the *Conservation Authorities Act 1990;*
- Pooled investments operated by The One Investment Program.

All investments must meet the criteria outlined below regarding investment quality, size limitations and term of investments.

INVESTMENT PARAMETERS:

Diversification

Investments will be diversified by issuer and by the sector of the economy to which they belong. The Treasurer may establish maximum amounts and maximum percentages of the portfolio for each issuer and sector from time to time. Investment in a municipal investment pool as allowed by Ontario Regulation 438/97, such as the One Investment Program, is considered an appropriate method of diversification.

The municipality shall diversify its investments to the best of its ability based on the type of funds invested and the cash flow requirements of those funds. Investments shall be diversified by:

- Limiting investments to avoid over-concentration in securities from a specific issuer or sector (excluding Government of Canada securities);
- Limiting investment in securities to those that have higher credit ratings (as per subsection 3 of O. Reg. 438/97;
- Investing in securities with varying maturities; and
- Investing in mainly liquid marketable securities which have an active secondary market, to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

Maximum Maturity

To the extent possible, the municipality shall match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the municipality will not directly invest in securities maturing more than ten (10) years from the date of purchase. Reserve funds and other funds with longer investment horizons may be invested in securities exceeding ten (10) years if the maturity of such investments is made to coincide as nearly as practicable with the expected use of funds.

Performance Standards

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs. Portfolio yields should be higher than the rate given by the municipality's bank for deposits held in its various bank accounts.

8. REPORTING

The Treasurer or designate shall submit quarterly investment reports to Council which identifies the investments held as at the date of the respective quarter end. The investment report shall include:

- a listing of investments by type, with cost and market value, held at the end of the reporting period;
- the investment term in days and the rate of return realized on matured investments;
- a detailed listing of bonds held, including investment cost, market value, interest realized year-to-date and maturity value;
- a statement about the performance of the investment portfolio during the reporting period;
- a statements as to whether or not, in his or her opinion, all investments were made in accordance with this policy;
- a record of the date of each transaction; and
- such other information that Council may require or that, in his or her opinion, should be included.

9. POLICY MAINTENANCE

The Treasurer shall develop and maintain up-to-date procedures that provide for effective control and management of investments with sufficient assurance that the Town's investments are properly managed and adequately protected.

All cash management transactions shall be properly recorded and interest earnings distributed annually to the various funds, as the case may be, in accordance with applicable legislation, Town by-laws, policies, generally accepted accounting principles, and Canadian public sector accounting standards.

Periodic reviews shall be performed to determine whether or not the investment guidelines provided herein are being followed and to evaluate the adequacy of internal controls.

10. LIABILITY AND RESPONSIBILITY

Authorized employees acting in accordance with this policy and exercising due diligence shall be relieved of personal liability and responsibility for an individual security's credit risk or market price change.

11. IMPLEMENTATION

This policy shall become effective immediately upon approval by Town Council.

This policy shall be reviewed by Town Council a minimum of once per term of office~~.~~.

The policy should also be reviewed annually by Town staff to ensure it reflects any legislative changes.

12. GLOSSARY OF TERMS

CHUMS Financing Corporation: one of the entities that operates The One Investment Program, a co-mingled investment strategy in which local government and the broader Ontario public sector can invest

Credit Risk: the risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

Diversification: a process of investing assets among a range of security types by sector, maturity, and quality rating.

Investment Officers: the Chief Administrative Officer, Clerk and Treasurer.

Local Authority~~ies~~ Services (LAS): one of the entities that operates The One Investment Program, a co-mingled investment strategy in which local governments and the broader Ontario public sector can invest.

Liquidity: a measure of an asset's convertibility to cash.

Market Risk (Market Price Changes): the risk that the value of a security will rise or decline as a result of changes in market conditions.

Market Value: current market price of a security.

Maturity: the date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder.

One Investment Program: a pooled investment option for Ontario municipalities and the broader public sector, where the deposits of participating groups are jointly managed by professional portfolio managers. The Program is operated by LAS and the CHUMS Financing Corporation, subsidiary of AMO and MFOA, respectively.

Safekeeping: holding of assets (e.g., securities) by a financial institution.

Schedule I Banks: Schedule I banks are domestic banks and are authorized under the Bank Act to accept deposits, which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation.

POLICY STATEMENT:
The Town of Collingwood may accept donations and issue "official income tax receipts" as prescribed by the Canada Revenue Agency[1]. Therefore, it is necessary to establish a policy for handling donations. The Town recognizes and will adhere to guidelines set out in the *Canadian Income Tax Act (I.T.A.)*.

The purpose of this policy is to provide a corporate policy for receiving donations and issuing income tax receipts. This policy applies where an income tax receipt is requested for donations. This policy will clarify when and how receipts for income tax purposes will be issued.

SCOPE:

This policy applies to all Town departments, boards, committees, and other organizations falling within the financial reporting requirements of the Town of Collingwood except the Collingwood Public Library Board. The Collingwood Public Library Board is a "registered charity" under the I.T.A. and has the right to issue its' own income tax receipts.

All donations will be in keeping with Town of Collingwood's Vision and Mission and will not in any way negatively impact the Town's public image.

The Town of Collingwood reserves the right to reject any gift or donation in whole or in part.

DEFINITIONS:

"Asset" in this policy means a capital asset as defined in the Tangible Capital Assets Policy;
"Council" means the Council of the Corporation of the Town of Collingwood;

"Director" means a person holding a management position of Director within a department and includes the Treasurer, Clerk, CAO, Fire Chief and the Directors of Building, Leisure Services, Planning and Public Works;

"Donation" means a financial contribution, cash, property or items such as art, furniture, equipment, materials of historical interest;

"Donor" means a person or organization that provides a donation to the Corporation of the Town of Collingwood;

[1] *Income Tax Act,* R.S.C. 1985 (5th supp.) c. 1, paras. 110.1(1)(*a*), 149(1)(*c*) and ss. 118.1(1).

"Fair Market Value" is the price an item would bring on an open and free market between a willing buyer and a willing seller who are operating independently of each other;

"Gift" see donation, these terms are interchangeable;
"Gift-in-kind" is a non-monetary donation;

"An Official Town Event" is an event approved by Council and supported by a Committee of Council or designated Councillor, or a Municipal Service Board, where the proceeds will be directed to an existing or future Town asset and the Town controls the event's spending. The report to Council must include:

- A request for the event to be classified as an "Official Town Event";
- A detailed budget;
- The Town asset benefiting from the event;
- Identification and approval of the Committee of Council or appointment of the Councillor designate on the committee or MSB supporting or organizing the event.

A follow up report must be submitted to Council no later than 60 days after the event has been held and will detail the material variances and the net contribution amount to the Town asset.

"Relative" is defined as parent, sibling, child, grandparent, uncle, aunt and parent in law;

"Town" refers to the Corporation of the Town of Collingwood;

"Treasurer" means the Council- appointed Treasurer of the Corporation of the Town of Collingwood.

GENERAL RULES:

No individual or organization shall solicit funds in the name of or on behalf of the Town without approval of the CAO or Council unless they are doing so on behalf of an "Official Town Event".

a) The Canada Revenue Agency defines a donation/gift as "a voluntary transfer of property owned by a donor to a donee, in return for which no benefit accrues to the donor".

b) To have a valid donation/gift, there must be an intention to give, a delivery, and an acceptance. Because there must be an acceptance by the donee, a donation is not completed until it is accepted.

c) The transfer is made without the expectation of return.

d) No benefit of any kind may be provided to the donor or anyone designated by the donor, except where the benefit is of nominal value. The benefit is considered "nominal value" where its fair market value does not exceed the lesser of $~~50~~ 75 or 10% of the amount

of the donation.

QUALIFYING DONATIONS:

Donations that qualify for an official tax receipt generally include:

a) Cash;
b) Capital, real or depreciable property;
c) Personal-use property, works of art, jewellery, rare books, stamps or coins;
d) A leasehold interest or a residual interest in real property;
e) Donations of life insurance policies; and
f) Donations made under a will.

Special rules exist for donations of cultural property and donations of ecologically sensitive lands where the donor wishes to claim the donation as either certified cultural property or certified ecologically sensitive lands.

NON-QUALIFYING DONATIONS:

- Contributions of skills or time or donations of a service (i.e. donation of a land appraisal, labour and equipment use) through volunteer service do not qualify as donations.
- The payment of a basic fee for admission to an event or to a program does not qualify as a donation that is eligible for the issuance of a tax receipt. An exception to this rule is available for the purchase of a ticket to a fund raising dinner, ball, concert, golf tournament or like event. In this case, the donation is valued as the difference between the fair market value of the food, entertainment, prizes and the purchase price of the ticket. As per Canada Revenue Agency guidelines, the Town will not issue a tax receipt if the total value of the food, entertainment and prizes received exceeds 80% of the purchase price of the ticket.
- When a donor requests that the donee pay for a portion of the donation and the amount paid by the donee exceeds 80% of the total value of the donation, no tax receipt will be issued. For example a piece of land valued at $100,000 is offered to the Town for $85,000 with the request that the Town issue a tax receipt for the $15,000 difference. The amount to be paid by the Town is in excess of 80% of the value of the land and, therefore, the Town is unable to issue a tax receipt for the difference.
- When the donor has directed the funds to a specific person or family, no tax receipt will be issued.
- Donations that have a direct benefit to the donor or any relative of the donor will not receive a tax receipt.
- Donations made in exchange for consideration of a right, privilege, material benefit or advantage such as promotions or advertising for the donor's purpose do not qualify for income tax credits under the I.T.A. and no receipts can be issued.
- The CRA regulations on donations where the donor's company name and:
    - Company logo;
    - Slogan; or

- Address/phonenumbers
  is listed in promotional material would not qualify for a tax receipt. The reason is that this is deemed as "significant advertising/promotion" for the donor (i.e. it is a form of advertising/promotion and sponsorship for the donor company).

ISSUANCE OF RECEIPTS:

- Upon the Treasurer's confirmation that the donation is in compliance with this policy and the donation has been received, the Treasurer shall issue an "official tax receipt for income tax purposes" and Clerk services shall be informed in order to arrange for the applicable insurance coverage, if required.
- All requests for tax receipts must be accompanied by appropriate donor and donation information as detailed on the "Gift-in-Kind/Conditional Gift Receipt Request" form or "Money Donation Receipt Request" form.
- Income tax receipts shall be issued for donations of $25.00 or more, unless specifically requested by the donor and approved by the Town.
- The date of the donation is the date the donation was received or the title to the asset transferred. Donations received after December 31st may not be included in the prior year's donations unless the donation was post marked in the previous year. The post marked envelope must accompany the applicable donation receipt request form.
- CRA ultimately determines the value of the donation which is permitted for tax deduction.

ACCOUNTING FOR DONATIONS OF MONEY:

- For cash donations, the receipt must be made out to the person delivering the donation. All cash donations greater than $25.00 must be received by the Treasury Department Cashier. Cash donations of $25.00 or less can be received at the appropriate departmental office or by the Treasury Department Cashier.
- All cheque donations will be required to have been cleared by the Town's financial institution. Upon successful completion of this waiting period, qualifying donors will receive a tax receipt for their donation. The official tax receipt must be made out to the same name and address appearing on the cheque or form of payment. The receipt will be prepared by the Treasury Department and returned to the department that received the donation for mailing to the donor.
- Cheques, money orders and bank drafts should be made out to "The Town of Collingwood". No third party cheques will be accepted.

ACCOUNTING FOR DONATIONS OF GIFTS-IN-KIND:

- The Town of Collingwood will only issue official tax receipts for Gift-in-Kind donations where the donation provides a clear benefit to the Town of Collingwood.

- The value placed on Gift-in-Kind items will be determined by the item's Fair Market Value.
- Valuation of Fair Market Value should be based on an arm's length sale and purchase of similar property at or near the same date. A minimum of two appraisals are required to be completed by a qualified dealer, appraiser or other knowledgeable individual who is familiar with the market for the object or property, whenever possible Art appraisers are to be members of the ADAC (Art Dealers Association of Canada). The dealer, appraiser or other knowledgeable individual must not be associated with the donor. The appraisals shall be in the form and content acceptable to the Treasurer. Any appraisal not sufficient in form and content may be rejected, and one or more additional satisfactory appraisals may be required to be produced before an official tax receipt is issued.
- If the item is valued at $1,000 or less, a Town employee qualified to make the appraisal for such items may complete an appraisal of the item.
- If the item is valued at more than $1,000 two outside appraisals are required, unless there is a ready market for the item from which the fair market value can be ascertained. Where two or more appraisals have been obtained, the average of these appraisals will be considered the Fair Market Value as long as the appraisals are to the satisfaction of the Treasurer.
- The receipt shall be in the amount of the average appraised value. The receipt shall also indicate a description of the object and the name and address of the appraiser, and shall be dated the day on which the Town received the Donation. If the two appraisals received significantly differ in appraised values, a third appraisal may be requested in an effort to clarify the true value.

ACCOUNTING FOR DONATIONS OF CULTURAL PROPERTY:

- Cultural property are items that are deemed by the Canadian Cultural Property Export Review Board to have "outstanding significance and national importance" to Canada. Criteria in determining the "significance and importance" can include the items close association with Canadian history or national life and/or its aesthetic qualities and/or its value in the study of the arts or sciences.
- The donation of cultural property must be certified as such by the Canadian Cultural Property Export Review Board.
- The receiving department shall be responsible for making the application to the Canadian Cultural Property Export Review Board for "Certification of Cultural Property for Income Tax Purposes".
- Income tax receipts will be issued by the Canadian Cultural Property Export Review Board (CCPERB) and Fair Market Value is determined by the CCPERB on the date ownership is transferred to the Town.
- For further information see the current version of IT-407 – Dispositions of Cultural Property to Designated Canadian Institutions available from the Canada Revenue Agency.

ACCOUNTING FOR DONATIONS OF ECOLOGICALLY SENSITIVE PROPERTY:

- An ecological gift must be land (including a servitude for the use and benefit of a dominant land, a covenant or an easement) that is certified by the Minister of the Environment, or a person designated by that Minister, to be ecologically sensitive land the conservation and protection of which is, in the opinion of the Minister, or that person, important to the preservation of Canada's environmental heritage.
- The categories of land that qualify as being *ecologically sensitive* vary from province to province. Some of the categories in Ontario that may be found in the Collingwood area include:
    - Provincially Significant Wetlands;
    - Areas of Natural and Scientific Interest (ANSIs);
    - Areas identified in the Towns Official Plan as an Environmentally Significant Area (ESA) and other components of the Natural Heritage System such as significant stream corridors and significant woodlands;
    - significant portions of the habitat of endangered, threatened or vulnerable species in Ontario; and
    - areas managed for wildlife habitat conservation purposes that qualify under the Managed Forest Tax Reduction Program.
- The value of donated lands is based on the fair market value of the land, as determined by a qualified land appraiser using recognized valuation techniques. For conservation easements, restrictive covenants and servitudes, the value of the land is deemed to be the greater of its fair market value otherwise determined and the amount by which the fair market value of the land is reduced as a result of the making of the gift. A tax receipt for the fair market value is issued by a municipality or other eligible recipient. The tax receipt must be attached to a completed *Certificate for Donation of Ecologically Sensitive Land* (available from the Canadian Wildlife Service at Environment Canada) and submitted to Canada Revenue Agency.
- For further information on gifts of ecologically sensitive lands visit Environment and Climate Change Canada's Website or contact:

  Environment Canada
  4905 Dufferin St
  Toronto, ON M3H 5T4
  Telephone: (647) 956-8292
  Email: pde-egp@ec.gc.ca

ACCOUNTING FOR DONATIONS FOR SPECIFIC PURPOSES:

- Donations and requests for donations that are made for specific purposes will require Council approval. These requests may originate from individuals, organizations or Council directly. Long-term programs, where cash inflows and expenditures may span many years are best handled through the establishment of a Reserve Fund. Examples include donations for specific capital projects or donations to assist with specific ongoing operational needs. Any new programs would require that Council authorize the creation of a new reserve fund.
- Requests to direct donations to a specific operation or for specific capital projects, such as to a community or cultural centre, which are generally short-term in nature (i.e. less than one year), are best handled by recording the revenue directly to the appropriate capital account.

ACCOUNTING FOR DONATIONS TO SUPPORT ORGANIZATIONS INDEPENDENT OF THE TOWN:

- Organizations that offer programs of genuine benefit to the community may request that the Town receive donations on their behalf for the purpose of issuing income tax receipts. Under the I.T.A., the Town cannot issue income tax receipts for funds that it will not itself be responsible for spending. Such organizations should receive their donations directly, and register as a Charity with CRA if they wish to provide income tax receipts.
- The Town may however accept these types of donations with the understanding that no official tax receipt will be issued.

ACCEPTANCE:

The Treasurer is the final level of acceptance for all donations requiring tax receipts for the Town of Collingwood. The Treasurer may grant approval for official tax receipts for money donations made through a Council approved fund raising effort.

ASSOCIATED COSTS:

Unless otherwise agreed upon by the Town, the donor will be responsible for any of the following costs (where applicable):

- Transporting the item;
- Appraisal or evaluation by a certified agency;
- Photographs for inventory and insurance purposes; and,
- Conservation treatment, if required.

Where the Town agrees to incur any of the above costs, these costs will be expenses to the receiving Department.

FINANCIAL IMPLICATIONS:

Financial implications of accepting a donation should be a consideration in the assessment of the donation acceptance. Some of the financial costs to consider are: cost of project implementation; installation of the work; restoration; and, ongoing maintenance of the donation.

CONTROL OF RECEIPTS:

All used and unused receipts will be securely stored in the Treasury Department until needed. All used receipts will be retained for the period required by law in adherence to section 5800 of the Income Tax Regulations or any successor legislation or regulation.

POLICY REVIEW:

This policy will be reviewed when amendments are made to the Canadian Income Tax Act or the legislation governing Charities and the issuance of income tax receipts.

Appendix B – Details from User Fee Survey

																					Total Order of magnitude revenue impact.	10,999
Service/Item	**2025 Fee**	**Unit of Measure**	**Blue Mountains**		**Innisfil**		**Orillia**		**Barrie**		**New Tecumseth**		**2025 Budget**		**Observations - Price**	**Observations - Structure**	**Max Fee**	**Municipality (Max.)**	**% increase to top-of-market**		**Order of magnitude revenue impact.**
Section C - Community Safety & Standards																						
C1 - Community Standards																						
Animal Control Compliance																						
Dog licence	$45.00	each	$25.00 $30.00	Not Neautered/Spayed: First dog Second and subsequent dogs	$39.30 $340.90	Standard Dangerous Dog					$36.25 $18.40 $303.25 No Charge	per year, Standard (Not Neutered/Spayed) per year, Seniors Discount (Not Neutered/Spayed) per year, Dangerous dogs Service Dogs	Dog Licenses, Replacement Tags	$30,000.00	Collingwood has the highest dog licence fees	Blue Mountaint, Innisfil and New Tecumseth impose annual dog licences. Barrie and Orillia both offer lifetime licences for dogs	N/A	Collingwood	0%	Collingwood already at the top-of-market	$0.00
Dog licence spayed/neutered or micro chipped (with documentation)	$35.00	each	$20.00 $25.00	Neautered/Spayed: First dog Second and subsequent dogs	$33.90 $22.90	Microchip or breeder tattoo Neutered/spayed					$23.80 $12.40	per year, Standard (Neutered/Spayed) per year, Seniors Discount (Neutered/Spayed)					N/A	Collingwood			
Dog licence spayed/neutered and micro chipped (with documentation)	$25.00	each	$15.00	per dog, neutered/spayed AND microchipped	$17.50	Microchipped /tattoed AND neutered/spayed					$5.95	Discount for Microchipped Dogs					N/A	Collingwood			
Penalty Surcharge after January 31st	REPLACED	each																			
Late Fee (charged 60 days post renewal date)	$10.00	each									$60.05 $48.90	per year, 90 days after expiry (Not Neutered/Spayed) per year, 90 days after expiry (Neutered/Spayed)	Dogs: Late Fee	$500.00	Collingwood's late fee for licence renewal is much lower than New Tecumseths	New Tecumseth imposes different late fees for neutered vs. non-neutered dogs	$48.90	New Tecumseth	389%	Revenue impacts reflect increasing the late fee to be equal to the fee New Tecumseth charges for neatured dogs	$1,945.00
New dog after July 1	REMOVED	each																			
Service Dogs	No Charge	n/a																			
Replacement tag	$8.00	each	$10.00		$5.80	lost or stolen Dog License tags			$14.05	per pet	$6.25				Collingwood's fees are lower than most.	Fee structure are the same across municipalities	$14.05	Barrie	76%		
Kennel Licence	$190.00	each	$150.00		$113.60 License fees above $11.30 $5.80	Kennel Fees: Kennel license plus, fee for each dog: 1 or 2 dogs 3 to 10 dogs 11+ dogs					$299.15 $149.05 $359.15	On or Before March 31st On or Before March 31st - Seniors (65+) After Mach 31st			Collingwood's fees are middle of the market. However, there is a different in fee structures.	Innisfil imposes a fixed charge for kennel licenses plus vairable per dog fee. New Tecumseth offers a discount for seniors and a discount for licenses obtained in the first quarter of the year.	$299.15	New Tecumseth	57%		
Impoundment Fee - Dog wearing a current Town of Collingwood Tag													Pick up of dog and return to owner, Boarding Fee, Impountment Fee	$2,000.00	Collingwood has the highest impoundment fees	Innisfil imposes their impoundment fees through a daily boarding fee and a large fixed dog pickup fee	N/A	N/A	N/A	When correcting for different fee structures, Collingwood appears to be at or near the top-of-market. No fee increases are recommended.	$0.00
First Occurrence - Picked up within 24 hrs.	No Charge																N/A	N/A	N/A		
First Occurrence - Picked up after 24 hrs.	$95.00	each	$50.00	per pick up - Service provided by Georgian Triangle Human Society					$59.66	First Occurrence							N/A	Collingwood	N/A		
Subsequent occurrence	$155.00	each							$69.66	Subsequent Occurrences							N/A	Collingwood	N/A		
Impoundment Fee - Dog not wearing a current Town of Collingwood licence																	N/A	N/A	N/A		
First Occurrence	$125.00	each															N/A	N/A	N/A		
Subsequent occurrence	$190.00	each															N/A	N/A	N/A		
Lifetime Dog Licence	REMOVED	each					$75.00	per dog, applies to all dogs	$64.67	lifetime pet registration							N/A	N/A	N/A		

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market		Order of magnitude revenue impact.
Pick up of dog and return to owner	$75.00	each			$124.50	Dog pickup fee											$124.50	Innisfil	66%		
Georgian Triangle Humane Society Boarding Fee	$30.00	per day			$34.30 $28.90	Impoundment Fees: First day or part thereof Per day thereafter			$11.93	per day, Maintenance Fee					Collingwood's impoundment fee is inline with Innisfil's. Their fee is much higher than Barrie's.	Innisfil imposes a higher fee for the first day of boarding, subsequent days have a lower fee.	$31.60	Innisfil	5%	Average between first day and subsequent days used as Max. fee	
Exemption Request to Clerk (Responsible Pet Ownership By-law)	$155.00	each																			
Summary								Orillia only offers lifelong dog licenses Stray dogs are impounded at the SPCA		Barrie only offers lifelong dog licenses					Overall Collingwood is near top-of-market for animal control fees.	Barrie and Orillia both offer lifetime dog licenses.					
Business Licensing Compliance																					
Request for Appeal - STA Licensing	$255.00	each	$570.00	Appeal to Licensing Appeal Committee									Business Licensing - Licenses	$291,450.00	Collingwoods' Short-Term Rental Licence fees are higher than the other municiaplities following a similar structure	Barrie and Innisfil both opt to charge a municipal accomodation tax (4%-6%) Blue Mountain's structure is the most similar to Collingwood's. Their Licences are for two-year periods.	$570.00	Blue Mountain	124%	Collingwood could increase their appeal fee. Appeal revenue assumed to be 5% of budgetted revenue Budgeted revenue impacts are split evenly between this row and Business Licensing - Linense revenues from food vendors, transient trader, etc. below	$9,000.66
Class A – Guest Room Short-Term Accommodation (Partial Unit Rental)	$1,250.00	per licence	$2,500.00	Type - A inside exception zone (2-year license)	4%	Municipal Accomodation Tax on Short-Term Rentals	$2,040.00 2.4%	Short-Term Rental Accomodation Licence Surcharge for Online Payments	6%	Municipal Accomodation Tax on Short-Term Rentals							N/A	Collingwood	N/A		
Class B – Principal Residence Short-Term Accommodation (Entire Unit Rental)	$2,250.00	per licence	$2,500.00	Type B: outside exemption zone (2-year license)													N/A	Collingwood			
Class C – Additional Residential Unit Short-Term Accommodation (Entire Unit Rental)	$2,500.00	per licence	$2,560.00 $590.00	Type C: Legal non-conforming (2-year license) Type D: Bed and Breakfast (2-year license)													N/A	Collingwood			
Class A - Late Fee (not renewed within 30 days of licence expiry)	$250.00	each	$110.00										Business Licensing - Fines	$28,000.00	Collingwoods late fees are higher than those imposed by Blue Mountain	Blue Mountain imposes a uniform late fee for licence renewals. Regardless of the class of licences.	N/A	Collingwood	N/A	Collingwood at the top-of-market. No fee increase recommended.	$0.00
Class B - Late Fee (not renewed within 30 days of licence expiry)	$450.00	each	$110.00														N/A	Collingwood			
Class C - Late Fee (not renewed within 30 days of licence expiry)	$500.00	each	$110.00														N/A	Collingwood			
Fire Prevention Inspection (part of STA licence fee - only charged if re-inspections are required)	$150.00	each	$160.00 $330.00 $490.00	Fire safety Inspection First Re-inspeciton Subsequent Reinspections	$389.30	First Inspection and subsequent re-inspections									Collingwood's fire inspection fee is much lower than those imposed by Blue Mountatin and Innisfil	Unlike Collingwood, the STA fire inspection fees are imposed separate of the application fee. Meaning these fees are imposed for the firsat inspection as well as re-inspections	$389.30	Innisfil	160%		
Property Standards & Licencing Inspection (part of STA licence fee - only charged if re-inspections are required)	$120.00	each	$140.00 $200.00	First Re-Inspection Subsequent Re-Inspections			$124.50								Collingwood's STA inspeciton fee is lower than the fee imposed by Blue Mountain	Blue Mountain imposes inspection fee for first inspection, not just re-inspections	$200.00	Blue Mountain	67%		
Food Vendor Class "A"	$710.00	per licence			$300.00	Food Truck Licence Fee	$617.00 $896.00	Refreshment Vehicle Catering Trucks					Business Licensing - Licenses	$291,450.00	Collingwood seems to be at the top-of-market for the majority of business licencing fees	All municipalities impose their fees using a base fee only. Categorization varies across the municipalities	N/A	Collingwood	0%	Budgeted revenue split evenly with above Business Licensing - Licenses revenues from STA licenses above. Collingwood at top-of-market for these licencing fees. No increase recommended.	0
Food Vendor Class "B"	$420.00	per licence					$293.00	Ice Cream Cycle									N/A	Collingwood			
Food Vendor Class "A" and "B" relocation fee	$60.00	per licence															N/A	N/A			
Food Vendor "C" - Charitable/Not for Profit Organization	$40.00	per licence															N/A	N/A			
Busker Resident	No Charge	per licence															N/A	N/A			
Busker Non-Resident	$20.00	per licence															N/A	N/A			
Hawker and Peddler Licence per year	$590.00	per licence			$103.00		$572.00 $231.00 $293.00	Hawker & Peddler Licences: Door-to-Door Sales Specific Location Fruit/Vegtable Stand									N/A	Collingwood			
Sale and Purchase of Second Hand Goods	$590.00	per licence			$103.00	Pawn shop License											N/A	Collingwood			
Special Event Hawker and Peddler Licence	45 or 75	per licence															N/A	N/A			
Special Event Transient Trader Licence	45 or 75	per licence															N/A	N/A			
Transient Trader Licence	$590.00	per licence			$309.00												N/A	Collingwood			

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market		Order of magnitude revenue impact.
Property/Person Compliance																					
Building Division - Letters of Compliance	$125.00	each	$150.00				$270.24 $373.24	Standard Expediated	$103.00		$188.00				Collingwood is near bottom of the market for Building Compliance Letter fees	Same fee Sturcutre used by all surveyed municipalities. Orillia offer expediated service for an increased fee	$270.15	Orillia	116%		
Upon Issuance of a Verbal or Written Warning	No Charge														N/A	Other Municipalities impose standard reinspeciton fees					
Upon Issuance of Notice of Violation	$100.00	each																			
Upon Issuance of an Order	$150.00	each																			
Inspection Fee - when an officer conducts an inspection in which there is a failure to remedy a by-law contravention by the date of compliance set out in a written notice or order	$125.00	per inspection	$150.00												Collingwood's fee is below Blue Mountains	Same fee Sturcutre used by all surveyed municipalities.	$150.00	Blue Mountains	20%		
Fee invoiced to the property owner when an inspection of the property confirms that the property does not comply with the Town's property standards by-law															N/A	N/A					
Upon issuance of first warning letter/notice/order - interior of building fee	REPLACED	each																			
Upon issuance of first warning letter/notice/order - exterior of building fee	REPLACED	each																			
Recurrence(s) within 12 month period - interior of building fee	REPLACED																				
Recurrence(s) within 12 month period - exterior of building fee	REPLACED																				
Fee invoiced to the property owner when an inspection of the property confirms that the property does not comply with a Town by-law (excluding property standards):																					
Upon issuance of first warning letter/notice/order fee	REPLACED																				
Recurrence(s) within 12 month period	REPLACED	each																			
Noise Exemption Application Fee (non-event)	$227.00 + 100% of Advertising Cost	each	$200.00	Noise By-law Relief (per application up to 10 events)	No Charge $398.90	Resident Non-resident			$410.21						Collingwood's base fee is on the lower end of the fees imposed. However, collingwood recovers advertising costs.	Other municipalities survey impose a fixed fee, no surcharge for advertising charges. Collingwood only municipality who differentiates between events and non- events Innisfill does not charge a fee to residents	$410.21	Barrie	81%		
Noise Exemption Application Fee (event)	$342.00 + 100% of Advertising Cost	each																			
Noise Exemption Application Fee (event) - less than 30 days prior to event	$564.00 + 100% of Advertising Cost	each																			
Property Standards Order - Registration on Title	$310.00	each			$244.10	Putting order on title	$220.24		$450.00	Registration of order on title	$518.00	Placing or removing and order on title			Collingwood is in the middle of the market for these fees. There is room to increase to match New Tecumseth's fees.	Similar structure used by all municipalities in the survey	$518.00	New Tecumseth	67%		
Property Standards Order - De-registration from Title	$310.00	each			$244.10	Removing order on title			$450.00	Registration of order on title	$518.00	Placing or removing and order on title					$518.00	New Tecumseth	67%		
Certificate of Compliance - Property Standards	$125.00	per letter	$150.00				$66.07								Collingwood is near the top of market. There is room to increase to Blue Mountains fee.	Same sturcture across municipalities.	$150.00	Blue Mountains	20%		
Request for Appeal - Property Standards	$255.00	each	$250.00		$284.10				$124.35	If upheld	$118.00				Collingwood is near the top of market. There is room to increase to Innisfil's fee	Barrie's fee schedule states the appeal fee is only payable if the compliant is upheld.	$284.10	Innisfil	11%		
Work Completed for Compliance	100% of total cost + 30% admin fee ($2000 max admin fee)	per occurrence																			
Private Property Compliance - Permanent Signs on Private Property																					
Fascia Sign	$3.30 per square foot (minimum $100)	each	$200.00	for all by-law compliant signs			$50.00 $10.00	first 3 sq.m additional sq.m	$288.68	Attached signs	$86.95 $33.15	first sq.m additional sq.m			Fee structures limit ability to compare fees. Collingwood's fee in square meters is approx. $35/sq.m	Orillia and New Tecumseth impose fees based on square meters. Barrie and Blue Mountain impose a fixed charge.					
Ground Sign	$3.30 per square foot (minimum $100)	each	$200.00	for all by-law compliant signs	$438.80	Ground/Pylon signs	$50.00 $10.00	first 3 sq.m additional sq.m	$510.00	Free standing ground signs	$86.95 $33.15	first sq.m additional sq.m									
Projecting Sign	$122.00	each	$200.00	for all by-law compliant signs			$50.00 $10.00	first 3 sq.m additional sq.m	$288.68	Attached signs	$86.95 $33.15	first sq.m additional sq.m			Collingwood's fixed fee is lower than the fixed fee imposes by Blue Mountain.	Blue Mountain imposes a fixed fee. Orillia and New Tecumseth impose variable fees based on size	$200.00	Blue Mountains	64%		

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market		Order of magnitude revenue impact.
Private Property Compliance - Permanent Signs on Private Property																					
Maximum 15 day display period	$59.00	each display period														Collingwood appears to have the most detail/complex fee structure when it comes to sign permits.					
Maximum 30 day display period	$122.00	each display period																			
"A" Frame Sign (sandwich board type) removed daily	No charge	each		See below						See below		See below									
Private Property Compliance - Other Signs																					
Development Sign	$3.57 per square foot (minimum $100)	each	$200.00	for all by-law compliant signs	$438.80 $194.70	Application Renewal Fee			$510.00	Free standing ground signs					Collingwood seems to be at the bootom of the market for sign fees. The simplicity of other municiaplities fee schedue comes with higher fees.	Collingwood appears to have the most detail/complex fee structure when it comes to sign permits.					
Mobile Sign: Maximum 15 day display period	$59.00	each display period	$200.00	for all by-law compliant signs																	
Mobile Sign: Maximum 30 day display period	$122.00	each display period	$200.00	for all by-law compliant signs							199.75						199.75	New Tecumseth	64%		
Portable Sign	$102.00 per calendar year	each	$200.00	for all by-law compliant signs					$510.00	Free standing ground signs	199.75	30 days - same as above					199.75	New Tecumseth	96%		
Portable Sign - sign permit fee after July 1st	$90.50	each	$200.00	for all by-law compliant signs																	
Portable Sign - Not-for-profit community event	No charge	each	$200.00	for all by-law compliant signs																	
Sidewalk Sign ("A" Frame) on private property removed daily	No charge	each	$200.00	for all by-law compliant signs					$510.00	Free standing ground signs	$119.00						$119.00	New Tecumseth			
Sidewalk Sign ("A" Frame) on public property removed daily	$122.00	each	$200.00	for all by-law compliant signs					$510.00	Free standing ground signs	$152.15						$152.15	New Tecumseth	25%		
Sidewalk Sign ("A" Frame) on public property annual renewal	$25.50 per calendar year	each	$200.00	for all by-law compliant signs					$510.00	Free standing ground signs											
Private Property Compliance - Administration Fees in Addition to Sign Permit Fees																					
Sign Variance Application Fee	$604.50	each	$200.00 $200.00	Sign Application Fee Minor Variance for Sign Fee	$975.40		$500.00	from **2010 schedule**			$664.50				Collingwood is in the middle of the market for Sign Variance Fees	Same fee structure utilized across municipalities	$975.40	Innisfil	61%		
Sign Variance Application Fee (Sign within the Collingwood Heritage Conservation Dis	$901.00	each													N/A	N/A					
Administration Fee: Where a sign has been put up without the required Sign Permit or variance approval	100% of Sign Permit Fee	each	$79.80				125% of sign permit fee								Orillia imposes a hgiher % fee.	Orillia utilizes the same % fee structure. Blue Mountains imposes a fixed fee.					
Sign Storage Fee	$5.10 per calendar day or part thereof	each	$5.00	per day											Collingwood is inline with Blue Mountain for sign storage fees.	Same sturcutre used by Collingwood and Blue Mountains					
Removal and confiscation of signs - A-Frames	$153.00	per occurrence													N/A	N/A					
Removal and confiscation of signs - poster, wire framed "bag" and similar temporary si	$102.00	per occurrence																			
Removal and confiscation of signs - all other signs	100% of total cost + 30% admin fee ($2000 max admin fee)	per occurrence																			
Private Property Compliance - Miscellaneous																					
Private Pool Fence Enclosure	$150.00	each	$100.00	Private Pool Permit Fee							$226.70	Swimming Pool Fence Permits			Collingwood is in the middle of the market for pool enclosure fees	Same fee structure is utilized across surveyed municipalities	$226.70	New Tecumseth			
Fence Variance Application Fee	$150.00	each			$846.90										innisfil imposes a muhc higher fence variance application fee.	Many municipalities seem to include fence variances under their minor variance fees,	$846.90	Innisfil	465%		
Right of Entry	$229.50	each	$290.00 $170.00	**Entrance Permit** - Construction Entrance Permit - Maintenance			$120.00 $160.00	**Entrance Permit** First inspeciton Secon or Subsequent							Other Municipalities offer "Entrance Permits". No Right of Entry.	Other Municipalities offer "Entrance Permits". No Right of Entry.	$290.00	Blue Mountains			
Right of Entry- Renewal	$117.50	each																			
Permit File Retrieval Fee	$120.00	per property									$39.85				Collingwood is at top-of-market	Base fee structure is used across surveyed municipalities					
Scanning and Conversion of paper documents to electronic format	MOVED	per page													N/A	N/A					
Black and white photo copies	MOVED	each																			
Colour Photocopies	MOVED	each																			

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market		Order of magnitude revenue impact.
C2 - Fire																					
Fire Prevention & Public Education - Reports																					
Fire/Rescue/Accident	$123.00	per report	$60.00 $60.00	Other Reports: Fire Report Property Informaiton Letter	$149.20	Fire Marshall Standard Incident Report			$23.50 $80.75 $80.75	Reports/Admin: Admin Charge for Invoices File Search Fire Report (Copy)					Collingwood imposes the second highest fee for fire services reports	Barrie imposes an admin charge for invoices.	$149.20	Innisfil	21%		
Investigation	$123.00	per report													N/A	N/A	N/A	N/A			
Inspection	$123.00	per report	No Charge $160.00 $320.00	Fire Inspection per hour, 2nd Inspection per hour, Additional Inspections (per call back)					$133.00	per hour, Fire Inspection Fee	$70.00	Inspection/letter for mortage or ownership change			Collingwood appears to be in the middle of the market. Differences in fee structures makes comparison difficult.	Barrie imposes an hourly inspeciton fee. Blue Mountains only begins to impose charges after first inspection.	N/A	N/A			
Fire Prevention & Public Education - Letters of Compliance																					
Department Letters of Compliance	$125.00	per letter					$70.00	Accreditation/ Compliance Letters **(2016 Schedule)**													
Fire Prevention & Public Education - Request for Inspection of Properties																					
Accreditation inspection for new licensed Day Care, Nursery, Schools, Rest Homes, etc.	$123.00	each			$354.80		$70.00	Private home daycare/foster care **(2016 Schedule)**	$133.00		$70.00				Collingwood is in the midrange of the market for these fees. Innisfil is very high above comparators	Uniform fee structure across municipalities.	$354.80	Innisfil	188%		
Single Occupancy Building under 20,000 sq. ft.	$123.00	each	$160.00	per hour	$389.60	Under 15,000 sq.ft	$50.00 $25.00 $200.00 $60.00 $40.00	Residential: **(2016 Schedule)** Flat Rate Per Unit Commercial/Industrial: **(2016 Schedule)** First 20,000 sq.ft Each Additional 5,000 sq.ft Each Individual Tenancy	$278.00	Commercial under 20,000 sq.ft	$70.00				Compared to other municipalities using a similar block fee structure based on square footage Collingwood is on the low end of the market. Collingwood's apartment inspection fee is higher than Barries for a 12 unit apartment.	Different municipalities use different square footage thresholds. Barrie and New Tecumseth impose a variable fee per unit. Blue Mountains imposes a fixed hourly fee for all inspecitons. Collingwood's apartment inspection fee structure is better reflective of costs compared to Barrie's block fee structure.	$389.60	Innisfil	217%		
Single Occupancy Building over 20,000 sq. ft.	$123.00	each	$160.00	per hour	$490.60 $693.40	15,000-50,000 sq.ft Over 50,000 sq.ft			$417.00	Commercial over 20,000 sq.ft	$80.00						$490.60	Innisfil	299%		
Multiple Tenant Building under 20,000 sq. ft. - common areas	$123.00	each	$160.00	per hour	$389.60	Under 15,000 sq.ft			$278.00	First 3 units	$70.00	base fee					$389.60	Innisfil	217%		
Multiple Tenant Building over 20,000 sq. ft. - common areas	$123.00	each	$160.00	per hour	$490.60 $693.40	15,000-50,000 sq.ft Over 50,000 sq.ft			$278.00	First 3 units	$80.00	base fee					$490.60	Innitfil	299%		
Multiple Tenant Building each unit - occupancy	$67.00	each							$139.00	per additional unit (after 3)	$40.00	per unit					$139.00	Barrie	107%		
Apartment Buildings 0-10 units																					
Flat Fee	$128.00	each					$50.00	**2016 Schedule**	$278.00	12 Units							N/A	Collingwood			
Unit Fee	$15.00	per unit					$25.00	**2016 Schedule**													
Apartment Buildings over 10 units																					
Flat Fee	$128.00	each					$50.00	**2016 Schedule**	$417.00	Over 12 Units							$417.00	Barrie	226%		
Unit Fee	$15.00	per unit					$25.00	**2016 Schedule**													
Fire Prevention & Public Education - Inspection required by L.L.B.O.																					
Inspection of public hall facilities that are requested by owner, etc..	$123.00	each	$160.00	per inspection/letter, requested for AGCO	$472.40	per fire inspection, Requested for AGCO			$208.00						Collingwood is at the bottom-of-the-market for these fees.	Uniform fee structure across municipalities.	$472.40	Innisfil			
Inspection of public hall facilities that are Special Occasion Permits	$123.00	each	$100.00 $170.00	Base fee Reinspection											Collingwood is at the top-of-the-market.	Uniform fee structure across municipalities.	N/A	Collingwood			

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market		Order of magnitude revenue impact.
Fire Prevention & Public Education - Permits/License/Plan Approvals																					
Burning Permits Site approval	No Charge	n/a											Fire Services - Permits	$30,000.00		New Tecumseth offer burn permits for 30, 60 and 90 day intervals. Barrie imposes these fees on a per burn basis as well as offering a yearly burn permit for trailer parks. Innisfil offers a standard burn permit and another fee for larger burns that require an inspection	N/A	N/A	N/A	Increase to revenue may better be achieved by changing sturcutre of the fee. 586% increase for open air burn permits reflects what New Tecumseth would generate if an applicant applied 4 times for a 90-day burn permit to have the ability to burn all year. Innisfil's fire work permit fee includes an inspection	$0.00
Burning Permits (max. one year)	$38.00	each			$23.50 $50.00	per calender year, standard per calender year, large pirle burn inspection			$36.75 $294.00	per burn, Standard per year, Trailer Parks	$17.10 $32.60 $65.20	Open Air Burning Permits: 30 day permit 60 day permit 90 day permit					260.8	New Tecumseth	586%		
Burning Permits Farmers	No Charge	n/a															N/A	N/A	N/A		
Controlled Burn Permit	$303.00	each															N/A	N/A	N/A		
Public Fireworks Permit	$123.00	each	$100.00 $200.00	Approval Inspection	$440.00 $592.00	Inspection/Approval Inspection of Storage/Sale Area			$257.75	per hour, overtime rates apply after 6:00 PM or weekends	$70.00	Inspection/Approval					$440.00	Innisfil	258%		
Fire Prevention & Public Education - Fire Prevention Services																					
Inspection Programs	No charge	n/a																			
Inspection Compliance (30 days) * Failure to comply within 30 days will result in a follow up inspection plus fees & service charges	$123.00	each	$160.00 $320.00	per hour, 2nd inspecitons 3rd and subsequent	$389.30	Reinspections			$144.75	Second or subsequent inspection for same Notice of Violation					Collingwood is at the bottom-of-market for these fees.	Collingwood, Barrie and Orillia utilize the same fee structure. Blue Mountain imposes a higher fee for the 3rd inspection. This incentives applicants to correct issues in earlier inspections					
Fire Safety Plan Review (Note: No fee for initial review, above fee shall be charged for any subsequent reviews)	$123.00	each	$100.00	per hour			$100.00	per hour **2016 fees schedule**	$133.00	For 3rd or subsequent review of Fire Safety Plan	$0.20 $50.00 $50.00	per $1,000 of construction value building plans review/inspection ($50.00 minimum) Review for comments on planning applications Committee of Adjustment Requests			Fee Structures are too different to provide a robust fee comparison. Better comparisons can be made by trakcing the average time taken by Collingwood to review fire safety plans.	New Tecumseth variable fee per $1,000 of construction value. Orillia and Blue Mountains use an hourly fee.					
Standpipe Hose Removal Request	$50.00	Per Standpipe Cabinet													N/A	N/A					
Public Education Programs	No charge	n/a							No charge		$70.00 No Charge	per hour, Senior Fire Offical giving presentation Not-for-Profit Organizations			N/A	N/A					
Annual Fire Extinguisher Certification/Training											$10.00	per person			N/A	N/A					
*(FPO/FPI) Flat Fee (vulnerable occupancies/schools excluded)	$153.00	Fire Prevention Fee					$100.00	Device rental **2016 Schedule**	$139.50	Corporate/group rate					Collingwood's fire extinguisher traing fees are top-of-market	All municipalities ustilize similar structures.	N/A	Collingwood			
*Plus per person attending (vulnerable occupancies/schools excluded)	$21.00	per person					$12.00	per person **2016 Schedule**			$10.00	per person					N/A	Collingwood			
Hourly Rate per officer	$96.00	per hour per officer			$115.50												$115.50	Innisfil	20%		
Fire Prevention & Public Education - Marijuana Grow Operation Enforcement (fee per property)																					
Inspection	$123.00	per occurrence													Other municipalites do not list specific inspeciton fees for marijuana grow operations	Other municipalites do not list specific inspeciton fees for marijuana grow operations					
Court/Tribunal Attendance Fee	$123.00	per occurrence																			

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market		Order of magnitude revenue impact.
Fire Suppression & Emergency Response																					
Response to emergencies on waterways	$1,463.00	per hour			Current MTO prescribed rate, 1/2 the rate for each additional 1/2 hour				Full Cost Recovery												
Response to vehicle fires and accidents	MTO Rates plus staff time (minimum 3 hrs.)	per hour			Current MTO prescribed rate, 1/2 the rate for each additional 1/2 hour		Current MTO rate per apparatus		Current MTO hourly rate per hour						N/A	N/A					
* Bill for services provided for emergencies involving vehicles/boats on municipal roadways/waterways															N/A	N/A					
False Alarms after two alarms caused by a controllable factor within a 12 month period	$610.00	per occurrence	No Charge $340.00 $870.00 $1,130.00	1st Occurrence 2nd Occurrence (in same year) 3rd Occurrence (in same year) 4th Occurrence	MTO Rates + 1/2 MTO rate for each additional 1/2 hour + Staff Billing Rates		Current MTO Rates Current MTO Rates Nil Nil Current MTO Rates Current MTO Rates	**(2016 Schedule)** Failure to Advise of Fire Alarm Testing or Improperly Maintain Fire Alarm System: per apparatus, 1st Response in Calender Year per apparatus, 2nd or Subsequent Response Fire Alarm Malfunction, Improper Use, or No Reasonable Cause: per apparatus, 1st Response in Calender			No Charge No Charge $100.00 $200.00 $300.00 $300.00	1st False Alarm 2nd False Alarm 3rd False Alarm 4th False Alarm 5th False Alarm 6th False Alarm and subsequent	Fire Service - Fines	$500.00	Collingwood imposes the highest fines for illegal burns and false fire alarms	False Fire Alarm fees are sturctured similarly across all municipalities. Blue Mountain and New Tecumseth ustilize an increasing block fee where fine increases as number of occurences increases. Blue Mountain only allows for one false alarm before fines are imposed. As such their 3rd occurrence fine is higher than Collingwood's	$870.00	Blue Mountain	43%	Revenue impacts assume that false alarm fees make up 25% of the budgetted revenue	$53.28
Elevator Calls after two alarms caused by a controllable factor within a 12 month period	$610.00	per occurrence			MTO Rates + 1/2 MTO rate for each additional 1/2 hour	Elevator Call After 1st Call that Year											N/A	N/A	N/A		
No Key Holder Responding or keyholder not available. Fire Department does Fire Alarm Re-set & Restore.	$123.00	per occurrence															N/A	N/A	N/A		
Open Air Burning without permit	$610.00	per occurrence	$50.00 $90.00 $220.00 Current MTO Rates	Illegal Burning: per hour, Labour - Volunteer Firefighter per hour, Labour - Full-time Firefighter per hour, Machine - Small Vehicle per hour, Machine - Large Vehicle	$500.00		$350 $75	Open Air Burn without Permit Fine Victim Surcharge	$305.00	Illegal Open Air burn without a Permit							N/A	Collingwood	N/A		
Apparatus Standby and 4 Fire Fighters	MTO Rates plus staff time (minimum 3 hrs.)	per hour	$440.00	per hour, Includes 2 firefights	Current MTO Rates		Current MTO rate per apparatus		$200.00	per hour, per apparatus plus labour costs	Current MTO rate per vehicle will be applied, plus 1 point per 1 officer and 1 firefighter or part thereof				Collingwood imposes MTO rates. This is inline with Innisfil, Orillia and New Tecusmeth	Orillia, New Tecumseth and Innisfil utilize the MTO rates.	N/A	N/A			

Service/Item	2025 Fee	Unit of Measure	Blue Mountains	Innisfil	Orillia	Barrie	New Tecumseth	2025 Budget	Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Order of magnitude revenue impact.
Fire Fighter - hourly rate per firefighter	$96.00	per hour per firefighter	$50.00 per hour, Volunteer Firefighter $90.00 per hour, Full-time Firefighter	$162.50 Staff Billing Rates: $115.50 per hour, Senior Fire Officer (Chief, Deputy) $99.60 per hour, Officer (Captain, Training Officer, Fire Prevention Officer.) $57.70 per hour, Career Firefighter/Fire Prevention Inspector per hour, Volunteer Firefighter		Full Cost Recovery			Collingwood fee is generally inline with Blue Mountains and Innisfil.	Collingwood, Blue Mountains, and Innisfil all impose hourly fees. Barrie imposes full cost recovery.	$99.60	Orillia	4%	
Hazardous material calls - minimum 4 Fire Fighters and Apparatus	MTO Rates plus staff time (minimum 3 hrs.)	per hour		MTO Rates + 1/2 MTO rate for each additional 1/2 hour + Staff Billing Rates	MTO Rates + Full Cost Recovery for materials/supplies, equipement lost/damaged and for contraxcted services	Current MTO Rate per appartatus	Current MTO hourly rat eper hour	Full cost revoery	Collingwood is inline with all other municipalities.	All municipalities either use MTO rates or full cost revcovery for theses services.	N/A	N/A		
Technical Rescue Services obtained from other Municipalities	Full Cost Recovery	per occurrence				Full Cost Recovery					N/A	N/A		
Fire Department Response Fees/Indemnification Technology ®	Current MTO rate per hour per vehicle plus personnel costs plus any additional costs for each and every call.* *Should the insurer pay the coverage to the property owner, the property owner is liable to remit these funds to the municipality or its representative.	per occurrence	Current MTO rate per vehicle per hour, plus personnel cost, plus any additional costs for each and every call	MTO Rates + 1/2 MTO rate for each additional 1/2 hour + Staff Billing Rates							N/A	N/A		
Fire Suppression & Emergency Response - Extraordinary Expenses														
If Fire and Emergency Services respond to a motor vehicle incident or other emergency at any property in the Town and the Fire Chief or designate determine, that it is necessary to retain a private contractor, rent special equipment not normally carried on a fire apparatus, use more materials than are carried on a fire apparatus in order to determine origin and cause, suppress or extinguish a fire, preserve property, prevent a fire from spreading, make safe or otherwise control and eliminate an emergency or damage equipment owned by the Town, the owner shall be charged those expenses incurred, plus applicable taxes.	Full Cost Recovery			Current MTO prescribed rate, 1/2 the rate for each additional 1/2 hour		Current MTO rate per apparatus	Current MTO hourly rate per hour							
Fire Suppression & Emergency Response - Training Services														
Fire Training Trailer	$400.00	per day use				$50.00 Fire Extinguisher Training Unit: $100.00 Half-day device rental $12.00 Full-day device rental per person fee	$133.00 Training other Fire Departments and Agencies							

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Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Baseball diamond - rental/hour - Minor sports groups (soccer, baseball)	$14.50	per hour			$17.00 $20.40 $14.20 $17.00	per hour, IRC Field (Resident) per hour, IRC Field (Non-Resident) per hour, Other Fields (Resident) per hour, Other Fields (Non-Resident)			$32.65 $14.70 $28.60 $13.30 $11.25 $6.85

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Soccer pitch full size- rental/hour	$19.50	per hour	$15.00	per game, Tomahawk Park			$71.44 $47.15 $36.68 $171.85 $108.02 $139.30 $88.00	Category 1 Athletic Fields (per 2.5 hours): Private - Kitchener Park Field (E,F)/WOSC Natural Turf (Unlit) Community Service Organization - Kitchener Park Field (E,F)/WOSC Natural Turf (Unlit) Category 3 Atheletic Fields (per 2.5 hours): Community Service Organizations - Kitcherner Park Fields (A,B,C) (Unlit) Artificial Turf Fields (Includes Lining Fees)	$20.95 $17.60	Major Soccer Fields (per hour): Adult Prime Adult Non-Prime	$18.98 $111.55	per hour, adult per day, adult - Tournament	Rentals - Soccer Fields	$20,250.00		Innisfil imposes separate fees for residents vs. non-residents. Barrie imposes different fees for primetime vs. non-primetime	$28.58	Orillia	47%	Average increase to top-of-market for field rental fees is 41%. It is assumed that field rentals make up 95% of the budgeted revenue in the budget area. It is important to note that some of these fees are from municipalities which structure their fees based on primetime vs. nonprimetime rentals. Shifting to this structure can have an ambiguous impact on revenue depending on the demand from users.	$7,878.22
Soccer pitch full size - rental/hour - Minor sports groups (soccer, baseball)	$11.75	per hour							$16.75 $14.00	Major Soccer Fields (per hour): Youth Prime Youth Non-Prime	$14.38 $81.65	per hour, minor per day, minor - Tournament					$16.75	Barrie - Primetime	43%		
Soccer pitch full size- line/each	$53.25	each	$70.00 $200.00	per lining, Tomahawk Park per lining, during off-season, Tomahawk Park													$70.00	Blue Mountain	31%		

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Soccer pitch full size- lights/hour	$8.75	per hour			$31.20 $37.40	per field, Light Fee (starts at 8:30PM) (Resident) per field, Light Fee (starts at 8:30PM) (Non-Resident)	$1.82 $1.00	Category 1 Fields Additional Lighting Fee (per 2.5 hours): Private - Kitchener Park Field (E,F)/WOSC Natural Turf (Unlit) Community Service Organization - Kitchener Park Field (E,F)/WOSC Natural Turf (Unlit)			$23.00						$31.20	Innisfil - Resident	257%		
Soccer pitch full size- field layout	$107.00	each															N/A	N/A	N/A		
Soccer pitch 3/4 size rental/hour	$14.50	per hour							$10.20 $8.60	Minor Soccer Fields (per hour): Adult Prime Adult Non-Prime							N/A	Collingwood	N/A		
Soccer pitch 3/4 size - rental/hour - Minor sports groups (soccer, baseball)	$7.75	per hour							$7.90 $6.85	Minor Soccer Fields (per hour): Youth Prime Youth Non-Prime							$7.90	Barrie - Primetime	2%		
Soccer pitch 3/4 size- line/each	$43.00	each	$35.00	per lining, U10/12 small lining, Tomahawk Park													N/A	Collingwood	N/A		
Soccer pitch 3/4 size- field layout/each	$79.75	each															N/A	N/A	N/A		
Soccer pitch mini- rental/hour	$12.75	each					$58.10 $43.62	Category 2 Atheletic Fields (per 2.5 hours): Private - WOSC Mini Fields 1 & 2 (Unlit) Community Service Organization - WOSC Mini Fields 1 & 2 (Unlit)	$4.70 $2.70	Mini Soccer Fields (per hour): Adult Prime Adult Non-Prime							$23.24	Orillia	82%		
Soccer pitch mini - rental/hour - Minor sports groups (soccer, baseball)	$7.75	per hour							$3.70 $2.10	Mini Soccer Fields (per hour): Youth Prime Youth Non-Prime							N/A	Collingwood	N/A		
Soccer pitch mini- line/each	$28.25	each	$25.00	per lining, U8 small lining, Tomahawk Park													N/A	Collingwood	N/A		

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Soccer pitch mini- field layout/each	$75.00	each															N/A	N/A	N/A		
Soccer pitch micro- rental/hour	$7.75	per hour															N/A	N/A	N/A		
Soccer pitch micro - rental/hour - Minor sports groups (soccer, baseball)	$4.75	per hour															N/A	N/A	N/A		
Soccer pitch micro- line/each	$14.50	each															N/A	N/A	N/A		
Soccer pitch micro- field layout/each	$35.25	each															N/A	N/A	N/A		
Track & Field/Rugby/Football - line	$149.00	each																			
Tennis Court/Multi Use Court/Skatepark	REMOVED	per day																			
Tennis Court/Multi Use Court/Skatepark	$7.00	per hour	$20.00 $300.00 $1,000.00	per court, per hour, Commercia/For-Profit per day, Tournament Fee per year, Nipissing Ridge Tennis Club Agreement			No Charge $13.70	Tennis Courts (per hour): Casual Use Outside League Hours Tennis Association Permitted Hours	$9.50	per hour					Collingwood is at the bottom-of-the-market for tennis court rentals.	Blue Mountain offers the option to rent tennis courdes for a day for tournamnet purposes.	$20.00	Blue Mountain	186%		
Tennis Court/Multi Use Court/Skatepark - minor sport groups	$3.50	per hour																			
Advertising (Outfield Fence/Dog Park)- Annual	$186.00	Per year											Parks, Trail, and Amenities - Advertising	$13,000.00	N/A	N/A					
Summary				Blue Mountain follow similar fee structure to Collingwood for sports field rentals (per game)		Collingwood imposes a tiered per hour fee structure for sports field rentals: • Resident • Non-resident		Orillia imposes sports field rental fees on per 2.5 hr basis. Fees vary depending on which field is rented		Barrie imposes a per hour fee for sports field rentals. Fees are tier by: • Adult • Youth And • Prime time • Non-primetime		New Tecumseth offers hourly or daily rentals (tournamnets) for sports field. Fee are tier by: •Adult • Minor			Collingwood's soccer field rental fees have room to be increased.	Potential fee structures that Collingwood could implement be resident vs non-resident fees and/or primetime vs non-primetime fees. The Town could implement these structure to either increase revenue or make rentals more affordable for residents.					

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Parks, Trail & Amenities - Amphitheatre																					
Amphitheatre	$33.00	per hour														Fees should cover at least incremental costs to facilitate booking and contribute to ongoing operting and maintenance costs					
Amphitheatre Half Day (minimum 4 hours)	$107.00	4 hours																			
Amphitheatre Full Day (minimum 8 hours)	$250.00	per day									$66.25	Amphitheatre /Gazebo									
Parks, Trail & Amenities - Sunset Point Park																					
Pavilion	$30.00	per hour	$120.00 $230.00 $40.00 $120.00 $90.00 $60.00 $60.00 $60.00 $1,370.00 $230.00 $230.00 $1,710.00 $5690.00 $60.00	Bayview Park Pavilion (per event) Bayview Park Grounds and Pavilion (per event) Lions Park Pavilion (per event) Lions Park Grounds and Pavilion (per event) Town Hall Park Grounds (per event) Heathcote Park Grounds (per event) Labyrinth Pavilion (per event) Delphi Point Pavilion (per event) Delphi Point Seasonal Commercial (per season) Lora Bay Grounds - Greenspace	$136.70 $164.00 $180.00 $216.00 $130.00 $156.00 $310.00 $372.00 $775.00 $930.00 $136.70 $164.00 $82.00 $98.40	Innisfil Beach Park: per day, Pavilion Rental (60 person max.) (Resident) per day, Pavilion Rental (60 person max.) (Non-Resident) 2-day weekend rental, Pop Up Shops (Resident) 2-day weekend rental, Pop Up Shops (Non-Resident) 5-day weekday rental, Pop Up Shops (Resident) 5-day weekday rental, Pop Up Shops	$68.72 $58.22 $103.47 $83.95	Picnic Pavilion (per day): Weekend - Community Service Organization/ Resident Weekday - Community Service Organization/ Resident Weekend - Commercial/ Non-Resident Weekday - Commercial/ Non-Resident	$32.00 $16.00	per hour, Prime - Pavilion Rental per hour, Non-Prime - Pavilion Rental	$108.70 $64.15 $40.35 $66.25	Tottenham Conservation Are Pavilion Rentals: Full day, Large Pavilion Half-day, Large Pavilion Full day, small Pavilion Half-day, small Pavilion	Parks, Pavillions, and Amenity Rentals	$27,650.00	Collingwood's rate are the highest of all municipalities when rental period is standardized to an 8 hour day rental	Other municipalities (except Barrie) offer pavillion rentals on daily or greater tental periods	N/A	Collingwood	0%	Budgetted revenues are split evenly between three fee areas: park rentals, pavillion rentals, and park equipment rentals. No increase suggested for pavillion rentals.	0%
Volleyball Courts	$10.00	per hour			$20.80 $25.00 $78.00 $93.60	per hour, 1 Court General (Resident) per hour, 1 Court General (Non-Resident) per hour, 4 Court Organization (Resident) per hour, 4 Court Organization (Non-Resident)			$25.50 $10.20	per hour, Barrie Community Sports Complex per hour, Centennial Beach/Tyndale Park					Indoor court rentals are much higher than Collingwood's fees. Looking at Barries outdoor beach volleyball court Collingwood is inline.	Innisfil imposes resident vs non-resident fees for indoor voleyball court rentals.	$10.20	Barrie	2%		
Summary				Blue Mountain rentals Parks/Pavillions on a per event basis. They also offer season passes to vendors.		Innisfil half-day, daily, 2-day weekend, 5-day weekday, full week and monthly rental rates to pop-up shop vendors. These fees are tier based on: •Resident • Non-resident		Orillia offers daily pavillion rentals. Fees vary based on: •Weekday •Weekend And • Resident/Not-for-Profit • Non-resident/Commercial		Barrie imposes per hour fees for pavillion and volleyball court rentals. Pavillion rental rates vary based on: •Prime time •Non-Prime time		New Tecumseth offer half-day and full day rental rates for Pavillion rentals			Collingwood could look to offer discounted rentals for longer term pavillion rentals. This could bring them back inline with what other municipalities are charging for daily rentals.	Collingwood could examine look to change fee structure by adopting a resident vs non-resident fees. For pavillion rentals Collingwood could charge different fees for different pavillions.					

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Marina & In-Water Services - Season April 1 to October 31 *Lengths below include bow sprint or pulpit, swim platform and auxiliary dinghies*																					
Docking Fees - Commercial - Per day	$3.25	per foot	$2.50	per foot, Commercial/ Recreational									Docking Fee (daily/weekly/monthly/season)	$185,000.00	Collingwoods' per day and per week docking fees are lower than the other municipalities in the survey Longer term docking fees cannot be compared since Collingwood does not follow a per ft fee structutre	Barrie and Blue Mountain both impose their docking fees on a per ft basis. Barrie utilizing an increase block structure where per ft charge increases with overall size of the boat	$90.00	Barrie - per ft charge for boats 18' to 22'	29%	Revenue impact calculated using the lowest per ft, per season charge from Barrie's schedule. If employing a increasing block structure similar to that of Barrie's could increase revenue further.	$52,857.14
Docking Fees - Commercial - Per week	$13.00	per foot	$11.50	per foot, Commercial/ Recreational																	
Docking Fees - Commercial - Per month	$398.00	per vessel	$26.00	per foot, Commercial/ Recreational																	
Docking Fees - Commercial - Per season	$1,900.00	per vessel	$75.00	per foot, Commercial/ Recreational					$90.00 $103.00 $108.00 $103.00 $117.00 $129.00	Resident (Commercial/ Recreational): per ft, per season Docks A,B ,C, D (18'-22' boats) per ft, per season Docks E, F, G, H, I, J, K (22'- 35' boats) per ft, per season Docks L Non-Resident (Commercial/ Recreational): per ft, per season Docks A,B ,C, D (18'-22' boats) per ft, per season Docks E, F, G, H, I, J, K (22'- 35' boats)									
Docking Fees - Recreational-Per overnight - up to 25'	$3.25	per foot	$2.50	per foot, Commercial/ Recreational																	
Docking Fees - Recreational-Per overnight - over 25'	$3.25	per foot	$2.50	per foot, Commercial/ Recreational																	
Docking Fees - Recreational-Per Season - up to 18'	$1,260.00	per vessel	$75.00	per foot, Commercial/ Recreational																	
Docking Fees - Recreational-Per Season - over 18'	$70.00	per foot	$75.00	per foot, Commercial/ Recreational					$90.00 $103.00 $108.00 $103.00 $117.00 $129.00	Resident (Commercial/ Recreational): per ft, per season Docks A,B ,C, D (18'-22' boats) per ft, per season Docks E, F, G, H, I, J, K (22'- 35' boats) per ft, per season Docks L Non-Resident (Commercial/ Recreational): per ft, per season Docks A,B ,C, D (18'-22' boats) per ft, per season Docks E, F, G, H, I, J, K (22'- 35' boats)									

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.	
Boat Launch Fee (for visitors, non-residents and residents that do not have an annual boat launch pass)	$10.00	per vessel per day			$26.55 $17.70	per launch, Innisfil Beach Park per Launch, Parking Lots within 1km of Lake Simcoe	No Launch Fee	Non-Residents must pay for parking their vehicle/trailer	$35.40 $10.00	per day, Residents per day, Non-Residents (Tiffin Boat Launch Only)			Season Boat Launch Pass (Resident/Non-Resident) AND Boat Launch Fees	$15,000.00	Collingwood's boat launch fee and season boat launch fee are on the low end. Expecially compared to Barrie.	The municipalities offering boat launch services all utilize the same fee structure.	$35.40	Barrie	100%	Increase the daily and seasonal boat launch fee to be inline with Barrie would require increases of 254% and 97%, respectively	$26,250.00	254%
Season Boat Launch Pass for Residents	$90.00	per vessel per season	$72.00	per season					$177.00	per season, Residents							$177.00	Barrie				97%
Season Boat Launch Pass for Non-Residents	$105.00	per vessel per season															N/A	N/A				
Season Boat Launch Pass and Parking Pass for Non-Residents	REPLACED	per vessel and vehicle per season																				
Hydro Per Season	$191.00	per vessel per season																				
Short term trailer storage approved by Harbour Attendant	$6.75	per vessel per day																				
Seasonal Dry Storage (Nov 1 - April 30)	REMOVED	per foot																				
Seasonal Mooring Waitlist (refundable)	$117.00	per vessel																				
Cancellation fee applies if notice received prior to June 30th																						
Cancellation after June 30th																						
D2 - Community Culture, Arts & Recreation Spaces																						
Museum Grounds Rental (No Staff Member On-site)																						
Museum Grounds/Event Area hourly	$33.00	per hour											Museum Rentals	500	N/A	Fees should reflect incremental marginal costs of facilitating events and contribute to operating and maintenance costs						
Museum Grounds/Event Area Half Day (minimum 4 hours)	$107.00	4 hours																				
Museum Grounds/Event Area Full Day (minimum 8 hours)	$250.00	per day																				
Museum Interior Rental (Staff Member on-site, 3 hour minimum)																						
Regular Rental	$347.00	3 hours																				
Non-profit Organization Rental	$223.00	3 hours																				
Additional Hours For Profit Organization	$128.00	per hour																				
Additional Hours For Non-Profit Organization	$82.00	per hour																				
Museum Rental Security Deposit	$200.00	per event																				
Simcoe Street Theatre Rental																						
Theatre - Commercial Standard Rate (Sundays - Thursdays) 2 hour minimum	$51.00	per hour					$214.00 $374.50 $1,706.65 $117.70 $165.85 $577.93	Lightfoot Auditorium: per hour, 4 hour min. set-up/performance per hour, 4 hour min.Performance per day, 4 hour Setup + 4 hour Performance Studio Theatre: per hour, 4 hour min. set-up/performance per hour, 4 hour min. Performance per day, 4 hour Setup + 4 hour Performance				Simcoe Street Theatre Rental	$25,048.00	Orillia's theatre facilitity rentals are about 2 or 4 times that of Collingwood's depending on which facility. Collingwood's microphone rental fees are very far below those charges by Orillia. However, this likely makes a very small portion of revneues	Orillia imposes separate fees for not-for-profit organizations vs. resident/commercial renters For theatre facilitiy rental, Orillia imposes a minimum rental time of 4 hours compares to Collingwood's 2 hour minimum. Collingwood charges seperate fees based on primetime vs. non-primetime. Orillia does not employ this structure.	$117.70	Orillia	131%	Facilitiy rentals are assumed to make up a much large portion of budgeted revenue. Revenue impacts reflect a 100% increase which is the average increase required to increase facility rental fees to be inline with Orillia's Studio Theatre rental fees.	$25,065.43	
Theatre - Commercial Prime Rate (4pm Fridays - 2am Sundays) 2 hour minimum	$75.00	per hour															N/A	N/A	N/A			
Theatre - Commercial Standard Rate (Sundays - Thursdays) Full Day	$382.50	per day															N/A	N/A	N/A			
Theatre - Commercial Prime Rate (4pm Fridays - 2am Sundays) Full Day	$562.50	per day															N/A	N/A	N/A			

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Theatre - Subsidized Standard Rate (Sundays - Thursdays) 2 hour minimum	$31.00	per hour					$84.00 $183.75 $735.42 $131.25 $262.50 $1,102.50 $52.50 $78.75 $216.30 $84.00 $115.50 $413.44	Lightfoot Auditorium: per hour, 4 hour min. set-up/performance - Not-for-Profit per hour, 4 hour min.Performance - Not-for-Profit per day, 4 hour Setup + 4 hour Performance - Not-for-Profit per hour, 4 hour min. set-up/performance - Resident per hour, 4 hour min.Performance - Resident per day, 4 hour Setup + 4 hour Performance - Resident Studio									$52.50	Orillia	69%		
Theatre - Subsidized Prime Rate (4pm Fridays - 2am Sundays) 2 hour minimum	$45.00	per hour															N/A	N/A	N/A		
Theatre - Subsidized Standard Rate (Sundays - Thursdays) Full Day	$232.50	per day															N/A	N/A	N/A		
Theatre - Subsidized Prime Rate (4pm Fridays - 2am Sundays) Full Day	$337.50	per day															N/A	N/A	N/A		
Theatre - Rehearsal Space	$24.00	per hour															N/A	N/A	N/A		
Pressroom - Commercial Rate	$35.25	per hour															N/A	N/A	N/A		
Pressroom - Subsidized Rate	$21.25	per hour															N/A	N/A	N/A		
Cleaning & Damage Deposit	$200.00	per event															N/A	N/A	N/A		
Pipe & Drape	$10.00	per event															N/A	N/A	N/A		
Additional microphones	$5.75	each					$70.00 $50.00 $200.00 $125.00 $70.00 $50.00 $200.00 $125.00	Wireless Lav Mic: per mic, per event - Standard per mic, per event - Not-for-Profit per mic, Weekly Rental - Standard per mic, Weekly Rental - Not-for-Profit Wireless Handheld Mic: per mic, per event - Standard per mic, per event - Not-for-Profit per mic, Weekly Rental - Standard per mic, Weekly Rental - Not-									$70.00	Orillia	1117%		

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Piano - Roland HP203 Digital Piano	$21.00	per event					$75.00 $375.00 $325.00 $50.00 $225.00 $175.00	Grand Piano: per event Weekly Rental - Standard Weekly Rental - Not-for-Profit Upright Piano: per event Weekly Rental - Standard Weekly Rental - Not-for-Profit									$75.00	Orillia	257%		
Concert Lighting	$31.00	per event															N/A	N/A	N/A		
Concert Sound System	$46.00	per event															N/A	N/A	N/A		
Drums (Five Piece Set)	$20.50	per event															N/A	N/A	N/A		
Wireless Mic (Includes Two Wireless Handheld Mics)	$25.50	per event															N/A	N/A	N/A		
Projector and Screen (Does Not Include Media Player, Example Laptop)	$25.50	per event															N/A	N/A	N/A		
Summary								Orillia offers per hour or daily theatre rentals. Fees vary based on: •Not-for-Profit • Resident/Commercial Orillia's fee's imposes a							Collingwood should explore ability to increase fees imposes for simcoe theatre. Consideratio nshould be given to compare the size and accomodations offered between Simcoe theatre and Orillia theatres. This should inform whether fees should be increase to be inline with Orillia's Studio theatre or the Gordon Lightfoot Auditorium.	Collingwood could seek to impose resident vs non-resident structure. This could be profitable and more fair to the community due to nature of who rents theatre.					
Centennial Aquatic Centre Pool Rental																					
Lane rental (per 1 lane)	$18.35	per hour					$37.27 $180.32	per lane, Lap Pool Rental Full Lap Pool Rental					Centennial Aquatic Centre Pool Rentals	$73,300.00	Collingwood's fee are lowest	Collingwood offers the largest variety of rental option. However, fee structures are all the same	$37.27	Orillia	103%	More consideratio nshould be given to the size and accomodations of the Collingwood facilities compared to comparator municipalities before fees are increased.	$0.00
Warm Water Pool	$35.25	per hour															N/A	N/A	N/A		
Basic Max. 25 people	$110.00	per hour							$112.00 $208.00	small pool Large pool							$112.00	Barrie	2%		
Non-Profit Youth Max. 25	$55.00	per hour															N/A	N/A	N/A		
Birthday Party Pool and Room (1 hour each) Max. 25 people	$125.00	1 hour															N/A	N/A	N/A		
Pool- over 25 people additional guards required	$25.50	per hour per guard															N/A	N/A	N/A		
Base Room Rental -Public	$37.00	per hour															N/A	N/A	N/A		
Base Room Rental Non-Profit Organization	$24.00	per hour															N/A	N/A	N/A		
Advertising- Wall	$725.00	per year																			
Central Park Outdoor Rink Rental																					
Lights	$8.75	per hour											Rentals - Outdoor Ice Surface	$15,000.00	Blue Mountain anfd Net Tecumseth's picle ball court rental fees are considerably higher than Collingwood's	Pickleball court rentals are all done on a per hour basis	N/A	N/A	N/A	Revenue impact calculated assuming pickle ball court rentals make up 15% of the budgeted revenue	$4,214.29
Summer General Rental	$24.50	per hour															N/A	N/A	N/A		
Pickleball Courts	$5.25	per hour	$20.00 $25.00 $600.00	per court, per hour standard per court, per hour, Commercial/ For-Profit per day, Tournament - 4 Courts Included					$9.50	per hour							$20.00	Blue Mountain	281%		
Winter General Rental	$117.00	per hour															N/A	N/A	N/A		
Curling Club Rental																					
Floor/room Rental (during the event)	$95.50	per hour											Curling Club Rentals	$55,000.00	N/A	N/A					
Floor/room Rental (setup, tear down, overnight)	$26.75	per hour																			
Pickleball Courts	$10.25	per hour																			
Upstairs lounge	$64.00	per hour																			
Upstairs lounge - with floor rental	$186.00	per event																			
Curling Club Lounge Security Deposit	$350.00	per event																			
Eddie Bush Memorial Arena & Central Park Arena Rental																					
Minor Sports Groups (CMHA, Collingwood Skating Club, Schools)	$132.00	per hour							$156.00	per hour, Winter- non-Prime - Youth & Adult			Rentals - Indoor Ice	$905,436.00	All fees are generally within the $100-$300 per hour range Collingwood appears to be on the lower end of	All municipalities impose separate fees for primetime vs. non-primetime. Innisfil imposes separate fees for residents vs. non-	$156.00	Barrie	18%	Average increase to top-of-market is 55% excluding non-sport summer floor rentals. We assume that sport	$497,989.80

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Minor Sports Groups Prime (after 7pm) (CMHA, Collingwood Skating Club, Schools)	$137.00	per hour			$216.30 $197.20 $236.60	per hour, Regional Minor Organization per hour, Minor Organization (Resident) per hour, Minor Organization (Non-resident)			$221.00	per hour, Winter - Prime - Youth					the major rentals.	residents Orillia has separate fees for community service organizations (not-for-profits) vs. residents Blue Mountain's fees are structure so that there is a discount on last minute bookings of unused ice.	$221.00	Barrie	61%	rentals make up the bulk of budgeted revenues	
Tournaments(15+ hours)	$173.00	per hour															N/A	N/A	N/A		
Prime Ice Rental	$209.00	per hour	$165.00 $85.00	per hour, standard per hour, last minute	$245.05 $294.10 $236.90	per hour, Standard (Resident) per hour, Standard (Non-Resident) per hour, Summer Ice	$190.84 $268.74 $268.74	per hour, Community Service Organization per hour, Private/Casual Renter/Adult/Family/Junior Hockey per hour, All Summer Ice	$276.00 $276.00	per hour, Winter - Prime - Adult per hour - Summer - Youth & Adult							$276.00	Barrie	32%		
Non Prime Ice rental (Monday - Friday 7am - 4:00pm)	$133.00	per hour	$165.00 $85.00	per hour, standard per hour, last minute	$143.80 $172.20 $112.50 $135.00 $130.80 $157.00 $79.60 $95.50 $211.20	per hour, Standard (Resident) per hour, Standard (Non-Resident) per hour, School Ice Time (Resident) per hour, School Ice Time (Non-Resident) per hour, Time Volume Pricing (Resident) per hour, Time Volume Pricing (Non-Resident) per hour, Drop In Rate (Resident) per hour, Drop In Rate (Non-Resident) per hour, Summer Ice	$108.93 $166.22 $268.74	per hour, Community Service Organization per hour, Private/Casual Renter/Adult/Family/Junior Hockey per hour, All Summer Ice	$156.00	per hour, Winter- non-Prime - Youth & Adult					$166.22	Orillia	25%		
Commercial rate (hockey camps, hockey clinics, etc.)	$219.00	per hour															N/A	N/A	N/A		
Holiday rate (Statutory Holidays)	$209.00	per hour															N/A	N/A	N/A		
Summer Floor Rental - Eddie Bush Memorial Arena	$1,166.00	per day	$570.00 $130.00	per day, Full Arena Rental per day, Arena Floor Rental	$1,151.95 $1,382.30 $1,741.40 $2,089.70	Indoor Surface Banquets/Parties/Special Events: per 8 hours, Not for Profit (Resident) per 8 hours, Not for Profit (Non-Resident) per 8 hours, For Profit (Resident) per 8 hours, For Profit (Non-Resident)	$110.31 $1,103.09 $164.92 $1,649.18	Special Event Floor Rental - Arena: per hour, Community Service Organization per day, Community Service Organization per hour, private/commercial per day, private/commercial	$2,244.00 $1,215.00 $984.00	per day, Non-Sport - For Profit/Commercial per day, Non-Sport - Private per day, Non-Sport - Not-for-Profit					$2,244.00	Barrie	92%		
Summer Floor Rental - Eddie Bush Memorial Arena	$92.00	per hour															N/A	N/A	N/A		

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Minor Sports Groups Summer Floor (Ball Hockey, Lacrosse, etc.)	$40.00	per hour			$78.00 $93.60	Lefroy/Stroud/Innisfil (2 hr min.): per hour, Minor Organization (Resident) per hour, Minor Organization (Non-Resident)			$85.00	per hour, Sport - Youth							$85.00	Barrie	113%		
Adult Sports Groups Summer Floor (Ball Hockey, Lacrosse, etc.)	$60.00	per hour			$85.50 $102.60	Lefroy/Stroud/Innisfil (2 hr min.): per hour, Generl Slab Use (Resident) per hour, Generl Slab Use (Non-Resident)			$108.00	per hour, Sport - Adult							$108.00	Barrie	80%		
Mezzanine/Meeting Room - Public	$37.00	per hour	$80.00	per day, Arena Lobby Rental			$70.52 $47.36 $23.69	Room Rentals for Private/Commercial (per hour): Community Rooms - Orillia and Barnfield Point Meeting Rooms Larger Meeting Rooms - Regan house, Boater Lounge, Tournament, multi-purpose Meeting Room - Others	$70.00 $32.00 $35.00 $16.00	per hour - Prime - Large Meeting Room per hour - Prime - Small Meeting Room per hour - Non-Prime - Large Meeting Room per hour - Non-Prime - Small Meeting Room			Arena Room Rentals	$8,000.00	Collingwood's per hour meeting room rentals are below those imposed by Orillia and Barrie.	Similar to Collingwood, Orillia offers discounted rental prices for non-profit organizations. Barrie imposes a primetime vs non-primetime structure for meeting room rentals.	$70.52	Orillia	91%	Average increase to top-of-market for hourly meeting room rentals is 93%. It is assumed that these rentals only account for 50% of budgeted revenue.	$3,720.00
Mezzanine/Meeting Room - Non Profit Organization	$24.00	per hour					$46.80 $32.96 $17.65	Room Rentals for Community Service Organizations (per hour): Community Rooms - Orillia and Barnfield Point Meeting Rooms Larger Meeting Rooms - Regan house, Boater Lounge, Tournament, multi-purpose Meeting Room - Others							$46.80	Orilla	95%		
Sports Hall of Fame	$480.00	per day															N/A	N/A	N/A		
Sports Hall of Fame - Public	$40.00	per hour															N/A	N/A	N/A		
Sports Hall of Fame - Non-Profit Organization	$25.00	per hour															N/A	N/A	N/A		
Sports Hall of Fame Deposit	$350.00	per day															N/A	N/A	N/A		
Mezzanine/Meeting Room - Public	$444.00	per day							$350.00 $176.00 $168.00 $84.00	per day - Prime per day - Non-prime per day - Prime - Tournament Headquarter (Ice Booked) per day - Non-Prime - Tournament Headquarter (Ice Booked)							N/A	Collingwood	N/A		

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Mezzanine/Meeting Room - Non-Profit Organization	$288.00	per day															N/A	N/A	N/A		
Mezzanine/Meeting Room Deposit	$350.00	per day															N/A	N/A	N/A		
Summary				Blue mountain offers hourly Ice Rink rentals: • nearly 50% discount for "last minute" bookings • Prime-time • Non-prime time		Arena floor rentals tiered by: • Not-for profit • For Profit •Resident • Non-Resident Innisfil's Lacrosse floor rentals significantly higher than Collingwoods		Ice rentals are tiered: • Community Service Organizations (Non-profit/Charity) • Private/Hockey Organizations		Barrie Ice rentals vary by: • Summer • Winter • Adult • Youth Summer floor rentals vary by: • commercial • Private • Not-for-Profit Commercial rates are nearly double Collingwoods				Collingwood could increase ice rental and similar fees without overcharging relative to surrounding municipalities. However consideration needs to be given to the size and accomodations of the facilities before increasing fees. If municipalities are offering better accomodations it may be better to leave fees as-is.	Similar to Soccer field and ball diamond rentals, Collingwood could implement resident vs non-resident fees and/or primetime vs non-primetime fee structures for Ice time. The Town could implement these structure to either increase revenue or make rentals more affordable/accessible for residents.				
Rentals and Services																					
8' Table (in facility only)	$10.75	each			$13.25 $15.90 $28.10 $33.70	per table, 6ft Folding Table (Resident) per table, 6ft Folding Table (Non-Resident) per table, Picnic Table (Resident) per table, Picnic Table (Non-Resident)			$8.20	per table, per day	$141.00 $192.50	Folding Tables/Portable Picnic Tables/Barricades: per load, set of 5 per load, set of 10	Parks, Pavillions, and Amenity Rentals	$27,650.00	Collingwood's price are on the low end of what other are charging.	Innisfil and New Tecumseth do not offer single item rentals. Majority of the equipement they rent out in sets or loads.	$13.25	Innisfil	23%	Budgetted revenues are split evenly between three fee areas: park rentals, pavillion rentals, and park equipment rentals. Table, chair and garbage can rentals are assumed to make up 25% of the revenues from park equipment rentals. Of these fees the average suggested increase is 98%.	$2,258.08
Chair (in facility only)	$3.75	each							$2.85	per chair, per day							$4.00	Innisfil	7%		
Chair - White Folding (indoor use only)	$3.75	each			$8.00 $9.60	per two chairs, (30 max) (Resident) per two chairs, (30 max) (Non-Resident)											N/A	N/A	N/A		
Garbage/Recycling pail	$3.75	each			$136.75 $164.10	10 garbage or recycling cans delivered: per day, per load, Resident per day, per load, Non-Resident					$104.50 $67.25 $104.50	per load, 8 Garbage cans per load, 6 Recycling bins per load, 4 Large Recycling bins					$13.67	Innisfil	265%		
Garbage Removal Special Events/hour	$297.00	per hour															N/A	N/A	N/A		
Playground Inspection	$124.00	per hour															N/A	N/A	N/A		
Stanchions - delivered	$2.75	each			$136.75 $164.10	per day, per load, Barricase (Resident) per day, per load, Barricase (Non-Resident)					$141.00 $192.50	Folding Tables/Portable Picnic Tables/Barricades: per load, set of 5 per load, set of 10					N/A	N/A	N/A		
Man Lift Rental - Facilities	$202.00	per day															N/A	N/A	N/A		
Cancellation fee if notice not received within 48hrs of rental	10% of rental										$24.85						N/A	N/A	N/A		
Track & Field/Rugby/Football - line	$149.00	each															N/A	N/A	N/A		
Contracted Services (i.e. grass cutting)	$200.00	per hour															N/A	N/A	N/A		
Summary						Table and chair rentals slightly higher than Collingwoods				Chair and table fees slightly lower than Collingwoods										

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
D3 - Community Gathering Spaces (Library)																					
Library Rental																					
Murray Clerkson Room	$25.00	per hour											Library Room Rentals	$26,000.00	N/A	N/A					
Free Schools/Community Room B or C	$30.00	per hour																			
Community Rooms B & C - hourly rate	$50.00	per hour																			
Community Rooms B & C - daily rate	$300.00	per day																			
Room Preparation	$15.00	per hour																			
Room Rental Late Charge first 15 minutes over time booked	$50.00	per 15 min																			
Room Rental Late Charge for every 15 minutes thereafter	$100.00	per 15 min																			
Exam Proctoring	$26.55	per exam																			
D4 - Community Recreation Activities																					
Centennial Aquatic Centre Pool - Entrance Fees																					
Monthly Pass- Adult (18Y - 54Y)	$50.00	per pass					$45.25 $56.71	per month, Resident per month, Non-resident					Public swims - Passes (Monthly/3-month/annual)	$21,840.00	Collingwood's prices are below those imposed by Orillia.	Orillia imposes separate fees for residents vs. non-residents.	N/A	Collingwood	N/A	Average increase to top-of-market for each individual fee is 64%. Revenue impacts is based on a 50% increase. Collingwood could choose to implement different fees for residents vs. non-residents	$10,920.00
Monthly Pass- Child/Youth (17 Y under)	$30.00	per pass					$30.75 $38.32	per month, Resident per month, Non-resident									$30.75	Orillia	2%		
Monthly Pass- Family (3 or more max. 2 adults)	$80.00	per pass					$116.50 $145.61	per month, Resident per month, Non-resident									$116.50	Orillia	46%		
Monthly Pass- Senior (55+)	$30.00	per pass															N/A	N/A	N/A		
3 Month Pass- Adult (18Y-54Y)	$100.00	per pass															N/A	N/A	N/A		
3 Month Pass- Child/Youth (17 Y under)	$75.00	per pass															N/A	N/A	N/A		
3 Month Pass- Family (3 or more max. 2 adults)	$200.00	per pass									$180.00 $35.15 $90.05	Rotary Pool Season Passes (Outdoor): per season (July+August) - Family (max 5, 3 kids, 2 adults) per season (July+August) - Additional Family Member per seaon (July+August) - Individual					N/A	N/A	N/A		
3 Month Pass- Senior (55+)	$75.00	per pass															N/A	N/A	N/A		
12 Month Pass- Adult (18Y-54Y)	$275.00	per pass					$500.00 $623.82	per year, Resident per year, Non-resident									$500.00	Orillia	82%		
12 Month Pass- Child/Youth (17 Y under)	$210.00	per pass					$337.00 $421.50	per year, Resident per year, Non-resident									$337.00	Orillia	60%		
12 Month Pass- Family (3 or more max. 2 adults)	$555.00	per pass					$1,281.50 $1,601.71	per year, Resident per year, Non-resident									$1,281.50	Orillia	131%		
12 Month Pass- Senior (55+)	$210.00	per pass															N/A	N/A	N/A		
Friday Public Swim	no charge	n/a																			
Public Swim/Lane Swim- Adult (18Y - 54Y)	$4.65	per participant per visit					$6.00	per swim, Adult	$5.65 $54.00	per swim 10-Visit pass	$4.90	per vist, Adult (18-60)	Public swims - single ticket	$47,200.00	Collingwood's single swim addmission prices are the lowest of the municipalities surveyed.	Barrie offers discounted prices for buying 10-pass bundles. Barrie and New Tecumseth offer separate fees for teenagers vs young children.	$6.00	Orillia	29%	Average increase to top-of-market for each individual fee is 39%. Revenue impacts is based on a 25% increase in revenue. Revenue could be further increased if collingwood opts to adopt a fee for toddler addmission.	$11,800.00
Public Swim/Lane Swim- Child/Youth (17 Y under)	$3.76	per participant per visit					$4.25	Per swim, Child	$4.60 $42.30 $4.10 $35.15	per swim, Youth (13-17 years) 10-Visit pass, Youth (13-17 years) per swim, Child (12 and under) 10-visit pass Child (12 and under)	$4.00	per visit, Child/Youth (5-17)					$4.60	Barrie	22%		
Public Swim/Lane Swim- Family (3 or more max.2 adults)	$9.74	per family per visit					$15.00	per swim, Family	$17.35 $142.70	per swim 10-Visit pass	$13.70	per vist, Family (max 5 Participants, 3 Kids, 2 Adults)					$17.35	Barrie	78%		

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
Public Swim/Lane Swim- Group Rate (up to 10 people)	$40.00	per group per visit									$2.85	per person, minimum 10 people					N/A	Collingwood	N/A		
Public Swim/Lane Swim- Senior (55+)	$3.76	per participant per visit					$4.75	Per swim, Senior	$4.80 $40.90	per swim, Senior (60+) 10-visit pass, Senior (60+)	$4.00	per visit, Older Adult (60+)					$4.80	Barrie	28%		
Public Swim/Lane Swim-Toddler (2Y under)	no charge	per participant per visit									$1.55	per vist, Preschool Childrem (0-4)					$1.55	New Tecumseth	N/A		
Frequent Swimmer Card (Adult)	$46.00	per card																			
Frequent Swimmer Card (Senior)	$36.00	per card																			
Summary				No Municipal owned pool		YMCA Pool only		Orillia imposes resident vs non-resident structure. There single addmission tickets are slightly higher than collingwood's their annual passes are much higher.		Single admissions about $1 higher than Collingwoods					Collingwood has room to increase many of their public swimming addmission fees. Comparisons should be made between Collingwood's pool and other municipalities to ensure services being provided are comparable	Collingwood could potentially look at imposes addmission fees for Friday night public swims to increase revenue.					
Centennial Aquatic Centre Pool - Classes & Lessons																					
Aqua Fitness Adult (18Y - 54Y)	$4.65	per participant per class					$45.29 $58.88	Aqua ABCs Classes Resident Non-Resid.					Pool - Classes & Lessons	$114,400.00	collingwood is gneerally on the low end of the market for swim lessons fees. Although number of lessons inlcuded in the fee varies making 1:1 comparisons difficult. New Tecumseth's swimming lessons are offered at an outdoor pool.	Orillia imposes a resident vs. non-resident fee structure.	$45.29	Orillia	N/A Fee structures different	A conservative estimate of a 5% increase has been used. Average increase to top-of-market is 52%. Fees are not presented on a per lesson basis, making true comparisons on price/value difficult.	$5,720.00
Aqua Fitness Senior (55+Y)	$3.76	per participant per class															N/A	N/A	N/A		
Aqua Therapy	$85.00	per participant per lesson set															N/A	N/A	N/A		
Swim Lessons Bronze Star	$155.00	per participant per lesson set															N/A	N/A	N/A		
Swim Lessons Adult	$105.00	per participant per lesson set									$71.00 - $128.00	Swim Lessons (All Ages) (per registration): Group					$71.00 - $128.00	New Tecumseth	N/A New Tecumseth's fees presented as a range		
Swim Lessons Parent and Tot	$80.00	per participant per lesson set					$94.74 $123.16	Resident Non-Resid.	$88.00 $88.00	Waterbabies Kinderswim							$94.74	Orillia	18%		
Swim Lessons Preschool	$80.00	per participant per lesson set					$94.74 $123.16	Resident Non-Resid.	$93.00								$94.74	Orillia	18%		
Swim Lessons - Swimmer 1 to 6	$85.00	per participant per lesson set					$94.74 $123.16 $138.30 $179.79	Swimmer 1-2 Resident Non-Resid. Swimmer 3-6 Resident Non-Resid.	$88.00 $93.00	Swimmer 1-4 Swimmer 5-6							$94.74	N/A	11%		
Swim Lessons- Private 1/2 hour	$170.00	per participant per lesson set					$186.74 $242.76	6 classes Resident Non-Resid.	$444.00	12 lessons (1/2 hour)	$151.00 - $228.00	Swim Lessons (All Ages) (per registration): Semi-Private/Private					$444.00	New Tecumseth	161%		
Swim Lessons- Semi Private 1/2 hour	$130.00	per participant per lesson set							$195.00	Swimmer 1-6 Low Ratio							$195.00	Barrie	50%		
Swim Lessons- School Program	$3.00	per student per lesson set															N/A	N/A	N/A		
Swim Lesson Cancellation Fee (less than 48hr notice)	$20.00																N/A	N/A	N/A		
Centennial Aquatic Centre Pool - Certifications																					
Swim Lessons Standard First Aid/CPR "C"	$170.00	per participant per lesson set					$102.75 $133.50	Resident Non-res	$108.00				Centennial Aquati Cewntre Pool - Certifications	$22,880.00	Collingwood is at or near top-of-market for the 5 of the 8 swim certification fees surveyed.	Orillia imposes resident vs non-resident fee structure. Also imposes varying fees based on age gorup for some fees.	N/A	Collingwood		Average increase to top-of-market for Swim instructor certification fees is 72%. It is assumed these fees make up 15% of the total budgeted revenue in this budget area.	$2,483.33
Swim Lessons Standard First Aid/CPR "C" Recertification	$85.00																N/A	N/A			
Swim Lessons Swim Patrol	$100.00	per participant per lesson set															N/A	N/A			
Swim Lessons NLS Certification	$325.00	per participant per lesson set							$277.00								N/A	Collingwood			
Swim Lessons NLS Recertification	$110.00	per participant per lesson set							$88.00								N/A	Collingwood			
LSS Swim Instructor Certification	$160.00	per participant per lesson set					$297.00 $393.50 $222.75 $295.12	Resident Non-res Resident 55+ Non-res 55+	$175.00								$297.00	Orillia	86%		

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.
LSS Instructor Certification	$110.00	per participant per lesson set							$175.00								$175.00	Barrie	59%		
High Five Principles of Healthy Child Development Certification	$85.00	per participant per lesson set							$85.00								N/A	Barrie/Collingwood			
High Five Quest Two	$130.00	per participant per lesson set															N/A	N/A			
Swim Lessons Bronze Cross	$210.00	per participant per lesson set					$159.25 $210.90	Resident Non-res	$128.00								N/A	Collingwood			
Swim Lessons Bronze Medallion/Emergency First Aid	$210.00	per participant per lesson set				2	$138.00 $183.80	Resident Non-res	$128.00								N/A	Collingwood			
Eddie Bush Memorial Arena & Central Park Arena																					
Public Skating	$4.00	per participant per visit	$3.00 $165.00	per participant, (16 years old +) per hour, Public skating Sponsorship	$10.62 $2.65 $3.54 $4.42 $2.65 No charge $15.04	per admission, family (2 adults, 3 kids) per admission, children (15 & under) per admission, student (16+) per admission, adult per admisison, senior per admission, parent & tot per admission ticket ice (Coach required)	$3.25 $8.00 $30.00	per admission, Single per admission, Family 12 Session Pass	$2.30 $21.55 $3.60 $33.15 $4.85 $45.40 $2.70 $25.00 $10.50 $102.20	Public Skating: per skate, Child (12 and under) 10-visit pass Child (12 and under) per skate, youth (13 - 17 years) 10-visit pass, youth (13 - 17 years) per skate, Adult 10-visit pass, Adult per skate, Seniors (60+) 10-visit pass, Seniors (60+) per skate, Family 10-visit pass, Family	$4.90 $4.00 $4.00 $1.55 $13.70 $2.30 $61.00 $49.50 $49.50 $173.00	Public Skate Drop-In Rates (per visit): Adult (18+) Older Adults (60+) Child/Youth (5-17) Preschool children (0-4) Family (max. 5 Participants - 3 Kids, 2 Adults) Holiday Skate Public Skate 6-Month Pass: Adult (18+) Older Adults (60+) Child/Youth (0-17) Family (max. 5 Participants - 3 Kids, 2 Adults)	Public Skate	$2,500.00	Colliingwood's public skating and shinny fees are generally inline with the other municipalities. There is still some room to increase to the top-of-market, specifically to reach the fees imposed by Barrie for shinny	Innisfil, Barrie and New Tecumseth imposes different fees for different ages when it comes to public skating admissions.	$4.90	New Tecumseth	23%	The average percentage increase to top-of-market is 18% Revenue impacts reflect a 10% increase across the board	$250.00
Intro to Skating	REMOVED	per student per lesson set															N/A	N/A	N/A		
Youth Shinny	$6.00	per participant per class							$2.30 $3.60	Stick & Puck <12 years 13-17 years	$6.45 $4.90 $75.00	Drop-in Rate Holiday Shinny Drop-in Rate 6-Month Pass					$6.45	New Tecumseth	8%		
Senior Shinny	$8.00	per participant per class							$8.90 $2.70	Shinny Stick & Puck	$6.45 $4.90 $75.00	Drop-in Rate Holiday Shinny Drop-in Rate 6-Month Pass					$8.90	Barrie	11%		
Adult Shinny	$9.00	per participant per class			$6.19	per admission			$11.90 $4.85	Shinny Stick & Puck	$7.50 $4.90 $93.00	Drop-in Rate Holiday Shinny Drop-in Rate 6-Month Pass					$11.90	Barrie	32%		
Chair Yoga	$5.00	per participant per class																			
Summary				Blue Mountain offers abilty to sponsor public skates		Innisfil offers tiers public skating pricing by age. Also offers family discounted rates.		Orillia offers family rate for public skates and savings for 12 session passes.				New Tecumseth offers tiered public skate rates by age. They also offer winter pass for public skates and shiny hockey			Collingwood has room to increase some of their fees to the top-of-market. Consideration needs to be given to compare the quality of ice rinks to ensure there is not a difference in service levels.	Colllingwood could explore offing multi-session ticket passes and also imposing different fees for different ages for public skates. Blue Mountain offers ability to sponsor public skates.					

																			Total Order of magnitude revenue impact.			3,500
Service/Item	**2025 Fee**	**Unit of Measure**	**Blue Mountains**		**Innisfil**		**Orillia**		**Barrie**		**New Tecumseth**		**Budget Area**	**2025 Budget**	**Observations - Price**	**Observations - Structure**	**Max Fee**	**Municipality (Max.)**	**% increase to top-of-market**	**Notes**	**Order of magnitude revenue impact.**
Section E - Arts, Culture & Heritage																					
E1 - Conservation of Heritage & Culture																					
Museum Image Reproduction & Digital																					
Admin/New Scan - Applicable to images for which the Town of Collingwood does not hold copyright and are not in the Public Domain (pre 1949)	$11.00	per image											Museum Image Reproduction and Digital	$1,000.00	N/A	N/A					
Digital Image/Usage - Applicable to images in the Public Domain (pre 1949) or those images for which the Town of Collingwood holds copyright	$25.50	per use																			
Mailing Fee Minimum Charge	$7.00	per item																			
Photocopies-any size	MOVED	per page																			
Museum Activities																					
Admission	$5.00	per person donation					No Charge $5.00 No Charge	Under 25 Years 25 Years and Older Indigenous Guest													
Staff Costs	$29.50	per hour																			
Museum Activities - Membership Fees																					
Individual - Annual Membership	$23.50	per membership					$50.00	Individual (25-					Museum Activities - membership fees	$1,000.00	Collingwood's museum membership fees are lower than Orillia's	Orillia offers discounted rates for couples	$50.00 - Individual $75.00 - Family $1000.00 - Corporate	Orillia	75%	Increase for family and indiivdual membership between 50%-100%	$750.00
Family - Annual Membership	$48.00	per membership					$75.00 $60.00 $70.00	Family Senior Couple (65+) Adult Couple (25-65)													
School - Annual Membership	$85.50	per membership																			
Corporate - Annual Membership	$127.50	per membership					$1,000.00	Annual, Corporate													
Benefactor - Annual Membership	$653.00	per membership																			
Life Membership	$1,246.50	per membership																			
Museum Activities - Tours																					
Group Guided Tour / capacity limits in place	$29.50/Hour Base Fee plus $5/per person.	per hour											Museum activites - School Programming/Tours	$8,000.00	N/A	N/A					
Group Tour: self-guided	Suggested Donation of $5	per person																			
Museum Activities - School Programming - Fees are non-refundable if cancelled within 48 hours of Program																					
In House-local classes	$29.50/hour base fee plus $4/per person	per class																			
In House-Georgian Triangle classes	REMOVED	per class																			
Remote - at school	$29.50/hour base fee plus $4/per person	per class																			
Remote- Georgian Triangle Classes	$46/Hour Base Fee plus $4 per student plus mileage	per class																			
Children's Programming Museum Member	$12.00	per member																			
Children's Programming Non Member	$15.00	per member																			
Museum Activities - Speaking Engagements																					
In House	By Donation																				
Research required/Community History/ Group Request	$59.00	per hour																			
Mileage Fee (Outside Collingwood)	$0.66	per km									$37.80-$131.00	per hour, outreach fee, plus per kilometer allowance (CRA)									
Museum Activities - Research																					
Research Inquiries 1/4 hr.	free												Museum Activities - Research	$50.00	Collingwood's fees Museum research fees are in line with other municipalities	New Tecumseth imposes a higher research fee for commercial research	$30.00	Blue Mountain	0%	Increasing to match Blue Mountain's $30 hourly fee will have a negligible impact on operating revenues	$0.00
Image & Research Inquiries Staff Assisted after first 15 min.	By Donation	per hour																			
Research Services provided by Staff based on staff availability	$29.50	per hour	$30.00	per hour							$25.90 $51.75	per hour, research fee (Resident) per hour, research fee (commercial/ priority)									
Built Heritage - Applications																					
Heritage Tax Relief Application	$130.00	each																			
Retroactive Heritage Permit Application	$300.00	each																			

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		Budget Area	2025 Budget	Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes	Order of magnitude revenue impact.
E2 - Community & Public Events																					
Special Event Application Fee	$25	per permit							$50.00	Series Event (Occurs 3+ times): per occurrence, plus below permit fees			Special Events	$6,000.00	Collingwood's special event fees are mostly below Barrie's which is the municiaplity with the most similar fee structure/categorization	Other municipalities do not charge a seperate application fee. Fee Structures vary widely across each municipality. Innisfil imposes seperare fees for commercial vs. not-for-profit events and for residents vs non-residents. They also impose different fees dependent on type of event. Blue Mountain imposes fees based on a criteria they use that determines the amount of planning and effort required by Town staff. Barrie, like Collingwood imposes tiered fees based on the number of people who will be in attendence. Orrilia charges hourly or daily rates to hold special event on the arena floor.	N/A	N/A	N/A	Current impact on revenue is calculated using a 25% increase to reflect the smallest fee	$1,500.00
Special Event Permit Application Revision Review Request	$100	per review	$120.00	Special events "A" and "B" additional	$100.00 $120.00	Special event permit: Resident Non-resident											N/A	N/A	N/A		
Special Event Permit Community Not-For-Profit - event under 300 people	$50.00	per permit			$200.00 $240.00 $300.00 $360.00 $600.00 $720.00 $75.00 $90.00	Town square event: Not-for-profit (resident) Not-for-profit (Non-resident) Commercial half-day (5 hrs) (Resident) Commercial half-day (5 hrs) (Non-Resident) Commercial full day (10 hrs) (Resident) Commercial full day (10 hrs) (Non-Resident) Commercial additional hour (Resident) Commercial additional hour (Non-Resident)	$110.31 $1,103.09	Special Event Floor Rental - Arena: per hour, Community Service Organization per day, Community Service Organization							$450.00	Barrie - Under 1,000 people, not-for-profit	800%		
Special Event Permit Community Not-For-Profit - event 300 -999 people	$100.00	per permit			$200.00 $240.00	Parking Lot Vendor Markets: Not-for-profit (resident) Not-for-profit (Non-resident) Commercial half-day (5 hrs) (Resident) Commercial half-day (5 hrs) (Non-Resident) Commercial full day (10 hrs) (Resident) Commercial full day (10 hrs) (Non-Resident) Commercial additional hour (Resident) Commercial additional hour (Non-Resident)			$450.00	Special Event Permit: Under 1,000 people (Not-for-Profit)						$450.00	Barrie - Under 1,000 people, not-for-profit	350%		

	Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		Budget Area	2025 Budget	Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes	Order of magnitude revenue impact.
	Special Event Permit Community Not-For-Profit - event 1000+ people	$200.00	per permit			$600.00 $720.00 $2,000.00 $2,400.00 $100.00 $120.00	Festivals (ticketed event): Not-for-profit (resident) Not-for-profit (Non-resident) Commercial full day (10 hrs) (Resident) Commercial full day (10 hrs) (Non-Resident) Commercial additional hour (Resident) Commercial additional hour (Non-Resident)			$600.00 $2,100.00	Special Event Permit: 1,000-5,000 people (Not-for-Profit) 5,000+ people (Not-for-Profit)						$600.00	Barrie - Over 1,000 people, not-for-profit	200%		
	Special Event Permit Private function or for-profit - event under 300 people	$300.00	per permit					$164.92 $1,649.18	Special Event Floor Rental - Arena: per hour, private/commercial per day, private/commercial									$750.00	Barrie - Uner 1,000 people, for-profit	150%		
	Special Event Permit Private function or for-profit - event 300 -999 people	$600.00	per permit	$565.00 $120.00	Special Event "B" Community Event: Application Fee Cancellation Fee (Not for Profit Exempt)					$750.00	Special Event Permit: Under 1,000 people (For Profit)							$750.00	Barrie - Uner 1,000 people, for-profit	25%		
	Special Event Permit Private function or for-profit - event 1000+ people	$1,200.00	per permit	$1,650 $230.00	Special Event "A" Regiona/Multi Community Event: Application Fee Cancellation Fee (Not for Profit Exempt)					$1,000.00 $3,500.00	Special Event Permit: Under 1,000 people (For Profit) 5,000+ people (For Profit)							N/A	Collingwood	N/A		
##	Summary				Blue Mountain splits event by small, medium (B), and Large (A) scale. There is no charge for small scale event (minimal consultation from staff and minimal traffic control. NOTE: not-for-profit or charitble events are all considered small (No fee)		Innisfil imposes fees for different types of event. They also charge different fees depending on organizer • Resident • Non-resident •Commercial •Not-for-Profit				Barrie imposes fees based on number of attendees. There are also fee tiers: •Not-for-Profit •For Profit									

	Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		Budget Area	2025 Budget	Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market	Notes	Order of magnitude revenue impact.
##	**E3 - Circulation & Curation of Library Materials**																					
##	**Fines**																					
	Lost or Damaged Audio Books	Replacement Cost + $5.00 processing fee	per item	Replacement Cost	If damaged or not returned in 60 days	Replacement Cost	If damaged or not returned in 6 weeks							Library Fines	$1,500.00	Blue Mountain and Innisfil only charge replacement cost. No processing fee	Other municipalities are charging the replacement cost of lost/damaged items			No increase recommended		
	Lost or Damaged Books- Hardcover, Paperback, Children's or Trade	Replacement Cost + $2.50 processing fee	per item	Replacement Cost	If damaged or not returned in 60 days	Replacement Cost	If damaged or not returned in 6 weeks															
	Lost or Damaged DVD, Video or CD	Replacement Cost + $2.50 processing fee	per item	Replacement Cost	If damaged or not returned in 60 days	Replacement Cost	If damaged or not returned in 6 weeks															
	Memberships																					
	Institutional	$35.00	per year											Library Memberships	$10,000.00	Collingwood's monthly vistor fees are highest of all municipalities. In terms of yearly, household memberships barrie is higher	All municipalities with public library use similar fee structures. Library services are free for residents of each municipality.			25%	Revenue impacts assumes 50% of memberships are annual non-resident households	$1,250.00
	Non-Resident Household	$120.00	per year			$60.00	1 Year	$80.00 $150.00	per 6 months, Family per year, Family									$150.00	Barrie - Annual Family			
	Non-Resident High School Students	No Charge	n/a			No charge	If member of a Innisfil Highschool															
	Visitor	$20.00	per month			$25 $35	per household, 3 Months per household, 6 Months	$15.00	per month, individual (non-resident)	$100.00	per year, Non-resident											
	Lost card	$4.43	per card																			
	Summary						Library membership are half of Collingwoods															
	SALES																					
	Art Sales	30% commission	per sale											Library Art Sales	$3,000.00	N/A	N/A					
	USER FEES																					
	Fax Machine	$5.00	per fax	$1.00	First page									Libraries - Printing/Copying fees	$6,000.00	Collingwoods prices are inline with Blue Mountains	For Faxes, Blue mountain charges per page rather than per fax	N/A	N/A	0%		$0.00
	Fax Machine Additional Pages	REMOVED	per page	$0.50	Subsequent pages																	
	Photocopies (Black and White) any size	$0.25	per page	$0.25 $0.50	per page per page, Ledger size																	
	Photocopies (Colour) any size	$0.50	per page	$0.50 $1.00	per page per page, Ledger size																	
	Printing (Black and White) any size	$0.25	per page	$0.25 $0.50	per page per page, Ledger size																	
	Printing (Colour) any size	$0.50	per page	$0.50 $1.00	per page per page, Ledger size																	

																Total Order of magnitude revenue impact.			370,350
Service/Item	**2025 Fee**	**Unit of Measure**	**Blue Mountains**		**Innisfil**		**Orillia**		**Barrie**		**New Tecumseth**		**2025 Budget**		**Observations - Price**	**Observations - Structure**	**Max Fee**	**Municipality (Max.)**	**% increase to top-of-market**		**Order of magnitude revenue impact.**
Section F - Community Access & Mobility																					
F1 - Roads & Active Transportation																					
Operations & Maintenance - Sewer & Drains																					
Flushing/Vacuuming Laterals/Culverts/Mains/CB etc. Policy 2.1.2.1 (private)	$229.50	per hour													Per hour fees should reflect hourly staff costs plus equipment/materials and overhead/admin	3 hour minimums ease administrative burden associated with time tracking					
Overtime Charge - Minimum 3 hours Call Out	$255 Minimum 3	per hour																			
Sewer Lateral Clearing Policy 2.5.1.3 (normal hrs.)	$163.50	per hour																			
Overtime Charge - Minimum 3 hours Call Out	$205 Minimum 3 hour call out	per hour																			
Trace and /or Camera Sewer Lateral	$163.50	per hour																			
Overtime Charge - Minimum 3 hours Call Out	$200 Minimum 3 hour call out	per hour																			
Vactor truck disposal fee	$204.00	per 1,000 gallons							$436.50	per hour, plus operator cost, Hydro Vac											
Operations & Maintenance - Laterals - New/repairs																					
New Sewer Lateral - Semi-detached Lots (two services in common trench)	Time & Materials	each	$1,580.00	per Lateral, New/Replacement Water/Sewer Lateral Administration Fee									New Sewer Lateral fees	$25,000.00	Recoveries - No recommendations	Time and materials is an appropriate charging mechanism					
New Sewer Lateral - Industrial/Commercial/Multi Residential	Time & Materials	each																			
New Sewer Lateral - Single Lots Policy 2.5.1.1.	Time & Materials	each																			
Replacement of Problem Lateral - Semi-detached Lots (two services in common trench)	Owner pays 50% of time & material costs to maximum of $6,000	each																			
Replacement of Problem Lateral - Single Lots Policy 2.5.1.2	Owner pays 50% of time & material costs to maximum of $6,000	each																			
Replacement of Problem Lateral - Industrial/Commercial/Multi Residential	Owner pays 50% of time &	each																			
Sewer Lateral Repair Only-On Public Property-Multi Residential, Commercial,	Owner pays 50% of time &	each											Sewer Lateral Repairs	$12,000.00	Recoveries - No recommendations						
Sewer Lateral Repair Only - On Public Property for Single Family Residential	Owner pays 50% of time & material costs	each																			
Operations & Maintenance - Sweeping/Water Truck																					
Sweeping	$189.00	per hour							$174.38	per hour					Per hour fees should reflect hourly staff costs plus equipment/materials and overhead/admin						
Overtime Charge - Minimum 3 hours Call Out	$196 Minimum 3 hour call out	per hour																			
Trackless (re: Sweeping)	$173.50	per hour																			
Overtime Charge - Minimum 3 hours Call Out	Minimum 3 hour call out	per hour																			

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market		Order of magnitude revenue impact.
Operations & Maintenance - Vehicle Rental/Installations Charge for Time & Material																					
Pickup	$19.50	per hour							$10.53	per hour, 100/300 series truck, plus operator costs						Fees should recover interal allocation of operations and maintenance or could be designed based on OPSS Fees					
1 Ton Truck	$32.00	per hour							$19.32	per hour, 300 series truck, plus operator costs											
Single Axle Dump Truck	$88.00	per hour							$47.39	per hour, 400/500 series single axle, plus operator costs											
Tandem Dump Truck	$96.00	per hour							$54.42	per hour, 400/500 series tandem, plus operator costs											
Backhoe	$84.00	per hour							$46.22	per hour, plus operator costs											
Rock Breaker	$125.50	per hour																			
Loader	$86.00	per hour							$70.21	per hour, plus operator costs											

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market		Order of magnitude revenue impact.
ROW Permits and Locates																					
Road Occupancy Permit	$240.00	per permit	$25.00 $15.00 $0.50 $7.00 $1.50	per m2, per day, arterial and collector per m2, per day, local road per m2, per month, unopened road per m2, per week, sidewalk per m2, per week, boulevard	$240.00	plus engineering fee	$100.00		$335.84 $194.94 $899.10	Right of Way Permits: Major activity Minor activity Contracted Services	$260.00 $366.00	Softscape/Boulevard Hardscape/roadway	Road occupancy permit or Wide Load Permits OR Municipal conset - Utility OR Steet Closure	$45,000.00	Collingwood's fees are on the lower end relative to the other municipalities	Blue Mountain charges a per m2 fee for right of way permit. Otherwise fees are imposed with the same structure	$335.84	Barre - ROW Permit Major	100%	The average increase to top of market of each individual fee inlcuded within this budget are is 147%.	$45,000.00
Municipal Consent - utility application	$107.00	per application							$422.51	For Municipal Consents/Utility							$422.51	Barrie			
Street Closure	$240.00	per permit							$493.78 $246.89	Temporary Road Closure: Full closure, unplanned event Partial closure, unplanned event							$493.78	Barrie - Full clouse (Unplanned)			
Wide Load Permits - Oversize Load Permit - Annual	$163.50	per permit	$120.00	per year	$570.00				$454.86	Annual Permit		Excess Load Permit **FEE NOT AVAILABLE ONLINE**					$570.00	Innisfil			
Wide Load Permits - Oversize Load Permit - Single Trip	$82.00	per permit			$96.00				$113.73	per Permit, Single Trip							$113.73	Barrie			
Municipal Consent - utility application	$107.50	per application			$270.00	plus engineering fee, Municiapl Consent											$270.00	Innisfil			
Other Charges																					
Truck Driver/Labour Charge - Normal Hours	$66.50	per hour																			
Operator - Normal Hours	$76.50	per hour																			
Labour Charge -Supervisor Normal Hours	$87.00	per hour																			
Administrative Charge as a % of material and contract cost	15%															Confirm where these charges are imposed					
Request for Infrastructure drawings	$50.00	each request																			

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market		Order of magnitude revenue impact.
Parking Payment & Enforcement (Non-tax supported)																					
Parking Hurontario Street between northerly limit of Hurontario Street & Fourth Street (Business Improvement Area)	$1.50	per hour					$3.00	per hour, High Demand Area (Mississauga St. East/ West Street)	$1.50	per hour, street parking (main roads)			Parking - Street Parking	$238,000.00	Collingwood's per hour street parking charge is generally in line with those imposed by other municipalities	Barrie has implemneted a higher hourly rate for their areas with higher parking demand.	$3.00	Barrie - High Demand Area	75%	Matching Barrie's high and low demand parking fees results in a 75% and 100% fee increase for the main streets and side street, respectively	$178,500.00
Parking on Side Streets (Business Improvement Area)	$1.00	per hour					$1.75	per hour, Low demand Area (Mississauga St. West/Side Streets)									$1.75	Barrie - Low Demand Area			
EV Charging Station - Level 2	$2.00	per hour																			
EV Charging Station - Level 3	$0.40	per minute																			
Parking Lots (Business Improvement Area)	$1.00	per hour	$5.00 $2.00 $1.00	per hour, Rural Parking Lots First hour, 15/17 Aurther St., Post Office/Hester Parking Lots Subsequent hours, 15/17 Aurther St., Post Office/Hester Parking Lots			$1.25 $1.00	Parking Lots Downtown: per hour, Lots 2 and 5 per hour, All other Lots	$1.25	per hour, parking lots ($7.00 maximum)			Parking - Parking Lots	$55,000.00	Collingwood is generally inline with other municipalities on parking lot rates.	Innisfil imposes a higher rate for the first hour of parking.Barrie includes a maximum charge per day. Orillia imposes different fees for different lots.	$1.25	Orillia	25%		$13,750.00
On-Street Parking & Lots Hourly Rate (Waterfront Parking Area)	$10.00	per hour	$10.00	per hour, max. fee of $40 per day	$10.60 $53.10 $53.10 + $8.85	Pay and Display: Town parking lots in Innisfil Beach Park:	$10.00	per hour, Daily Max. of $50.00					Parking - Waterfront Parking	$185,000.00	Collingwood's waterfront parking fees are generall aligned with the other municipalitiies offering	All municipalities with waterfront parking impose hourly fees with a daily Max.	$10.60	Innisfil - Innisfil Beach Park	6%	Revenue impact asusme that the daily rate (or daily maximum) also increase by 6%	$11,100.00
On-Street Parking & Lots Daily Rate (Waterfront Parking Area)	$50.00	per day																			
Non-Resident Waterfront Parking Permit	$120.00	per year											Parking - Permits	$90,000.00							
Monthly Parking Permits in Lots (Business Improvement Area)	$56.50	per month					$75.00 $60.00	Permit Parking: per month, Lots 1 and 7 per month, Lots 3, 6, 11, and 14	$66.00 $82.50	per month, Downtown - Yellow Lots per month, Downtown - Green Lots											
Yearly Parking Permit in Lots (Business Improvement Area)	$565.00	per year	$100.00	per year, Parking Permit - Non-Resident			$1,250.00	Annually, Lot 1 and 6	$633.60 $792.00	per year, Downtown - Yellow Lots per year, Downtown - Green Lots											
Single Space Daily Rate - Lots & Side Streets	$10.00	per space per day																			
Single Space Daily Rate - Hurontario Street	$15.00	per space per day																			
Partial or Complete Parking Lot Closure (daily rate per space closed is additional)	$150.00	per request																			
One or More Single Space Reservation (Hurontario Street/Side Streets) (daily rate per space reserved is additional)	$150.00	per request																			
Parking Lot Closure and Street Closure - added street closure to the Permits section on the Roads list	REPLACED	per space per day																			
Parking Lot Closure and Street Closure Administrative Fee	$128.00	per request																			
Pylon Rental - Deposit for Parking Space Rental/Closure	REPLACED	per pylon																			
Payments in Lieu of Parking	$6,330.00	per space																			

Service/Item	2025 Fee	Unit of Measure	Blue Mountains		Innisfil		Orillia		Barrie		New Tecumseth		2025 Budget		Observations - Price	Observations - Structure	Max Fee	Municipality (Max.)	% increase to top-of-market		Order of magnitude revenue impact.
F2 - Transit																					
Colltrans Adult Monthly Pass	$41.00	per month		124%			$68.50	Monthly Pass					Colltrans Adult, Senior, Student Monthly Passes	$58,000.00	Collingwood has the lowest monthly pass prices of any municipality offering monthly passes	Only Collingwood, Orillia and Barrie offer monthly passes. They all use the same fee structure.	$92.00 - Adults $70.50 - Student $53.50 - Seniors	Barrie	150%	Average percentage increase to top of the market for adult, senior, and student passes is 189%	$87,000.00
Colltrans Student Monthly Pass	$15.00	per month		370%			No charge	Teen Monthly Pass	$70.50	per month - Students											
Colltrans Senior Monthly Pass	$31.00	per month		73%					$92.00 $53.50	per month - Adults per month - Seniors											
Blue Mountain-Link Monthly Pass	$41.00	per month											Blue Mountain-Link Monthly Pass	$14,500.00							
Colltrans Adult Fare	$2.25	per fare					$3.10	per ride, Cash Fare	$3.50 $3.50 No charge $3.00 No charge	Cash Fare: Adults 19-64 Students 13-18 Children 0-12 Seniors 65+ Visually impairs			Coll Trans Adult Fare, Senior/Student Fare	$70,000.00	Collingwood charges the lowest fares of the municipalitie in this survey.	Orillia and Barrie both offer discounted ticket bundles	$3.50 - Adults $3.50 - Students $3.00 - Seniors	Barrie	50%	Average percentage increase to top of the market for adult, senior, and student passes is 76%	$35,000.00
Colltrans Senior/Student Fare	$1.75	per fare					$2.00	per ride, Senior Rate													
Blue Mountain-Link Fare	$2.25	per fare											Blue Mountain-Link Fare	$59,000.00	N/A	N/A					
Fees/services imposed/offered by other municipalities					$4.10 $4.10 $4.10 $4.10 $5.20 $6.20 $6.20	**Uber Rates:** Any trip to/from Innisfil Recreation Complex/Townhall area Trip to/from IdeaLAB and Library (Alcona) Trip to/from Morgan Russel Memorial Arena & Community Centre (Lefroy) Trip to/from Innisfill Community Church or Innisfil Foodback Any trip to/from closest GO bus stop along Younge Street Trip to/from	$34.10 $58.90 $130.20	Multi-Ride Rates: 12 Rides 20 Rides 48 Rides	$30.00 $26.00 $21.00	Ride Card (10 rides): Adults 19-64 Students 13-18 Seniors 65+					Collingwood's transit fees are affordable relative to surrounding municipalities that offer the service.	Collingwood could explore offering discounted ticket bundles or daily passes to increase affordability/accessibility for users who rely on public transit.					
Fees/services imposed/offered by other municipalities					50%	Fair Transit Program discount	$23.20 $30.80 $37.70	Group Passes: Group of 10-15 Children, 3 Adults Group of 16-20 Children, 4 Adults Group of 21-30 Children, 5 Adults	$8.50 $10.00	Day Passes: Day pass Family day pass											
Summary						Innisfil offers: • Cash fare • Discount program for low-income households		Orillia offers: • cash fare • Ticket bundles • Monthly passes (FREE FOR TEENS) • Group discounts for single rides		Barrie offers: • cash fare • Ticket bundles (savings) • Daily passes • Monthly passes (significantly more expensive than Collingwood)											

																				Total Order of magnitude revenue impact.			5,729
Service/Item	**2025 Fee**	**Unit of Measure**	**Blue Mountains**		**Innisfil**		**Orillia**		**Barrie**		**New Tecumseth**		**2025 Budget**		**Observations - Price**	**Observations - Structure**	**Max Fee**	**Municipality (Max.)**	**% increase to top-of-market**	**Notes:**	**Order of magnitude revenue impact.**
Section G - Municipal Governance & Civic Engagement																					
G1 - Governmental Services																					
Vital Statistics																					
Death Registrations	$20.00	each			$25.00 $35.00	Burial permit Burial permit - outside of town death			$22.50 $75.00	Burial permit Burial permit (after hours)	$29.50 $41.95	Burial permit, death inside town Burial permit, out of town death			Fees for Burial Permits are listed. Other municipalities do not have "Death Registrations" in their fee schedules or online.	Some municipalities impose increased burial permit fees for out-of-town deaths and outside of regular hours registrations					
Marriage Licence	$160.00	each	$170.00		$155.00		$166.00		$145.00		$143.93		Marriage Licences	$10,000.00	Collingwood has the third highest fee	Only Collingwood imposes different fees for residents vs. non-residents New Teumseth and Blue Mountain offer outside of hours civil marriages for an increased charge.	$170.00	Blue Mountain	6%	Revenue impacts based on average increase to top-of-market of 12%	$1,200.00
Marriage Licence - Non-resident	$200.00	each															N/A	N/A	N/A		
Civil Marriages	REPLACED	*each*															$350.00	Innisfil	17%		
Civil Marriages - During Office Hours	$300.00	each	$270.00 $410.00	Within hours Outside of hours	$350.00 $400.00 $85.00 $108.00	at Town Hall Off-site Witnesses Renewal of Vows					$289.80 $406.75 $60.00 $60.00	Standard Outside of normal hours Witnesses Wedding Photography									
Civil Marriage - Rehearsal Fee	$75.00	each	$85.00		$85.00						$58.00						$85.00	Blue Mountain	13%		
Provincial Services																					
Bingo Licence	3% of Gross Prize	each	3%	Lottery License: of Prize, (Max. $100)	3%	Lottery License: of Prize, (Max. $100)					3%	Lottery License: of Prize, (Max. $100)	Bingo Licence, Raffle Licence, "Break Open" Tickets	$10,050.00	Uniform fee across all municipalities	Uniform fee across all municipalities	N/A	N/A	0%		
Raffle Licence	3% of Gross Prize	each																			
"Break Open" Tickets	3% of Gross Prize	each			33.5	License to sell Nevada Tickets															
Designation of Event as Municipally Significant - Special Occasion Permit - AGCO	$100.00	each																			
Municipal Information Form - Liquor Licenses - AGCO	$25.00	each	$85.00		$39.25				$52.00						Collingwoods Liquor License fee is at the bottom-of-the-market	Base fee structure used by all municipalities	$85.00	240%			
Public Commissioner																					
Administer Oaths and Affidavits	$25.50	each			$25.00		$42.00	per document	$23.40	Commissionin	$19.40 No charge	Standard Oaths related to Town applications	Public Commissioner - Administer Oaths and Affidavits (Resident/Non-Resident)	$7,000.00	Collingwood has the second highest fee	Only Collingwood imposes different fees for residents vs. non-residents	$42.00	Orillia	65%	Reveneue impact assumes all budgetted revenue comes from requests from residents. Projected impact	$4,529.41
Administer Oaths and Affidavits - Non-Resident	$36.00	each																			
G2 - Records																					
FOI Requests	Fees as prescribed under M.F.I.P.P.A.	each	Fees as prescribed under M.F.I.P.P.A.		$5.00 $7.50 $7.50 $0.20 $15.00 $15.00	Application/Request for access per 15 mins, Search time per 15 mins, Record prep Photocopying (under MFIPPA) CD copies change to USB per 15 mins, developing computer programing			$5.00 $7.50 $0.20 $10.00 $15.00	Application per 15 mins, search time Photocopying per disk, disks/CD's/DVD's per 15 mins, Computer planning	$5.00 $7.50 $0.20	Application per 15 mins, search time per page, copies	FOI Requests	$14,000.00	Uniform fee imposed across all municiaplities	Uniform fee imposed across all municiaplities	N/A	N/A	0%		

																			Total Order of magnitude revenue impact.		2,271
Service/Item	**Collingwood**	**Unit of Measure**	**Blue Mountains**		**Innisfil**		**Orillia**		**Barrie**		**New Tecumseth**		**2025 Budget**		**Observations - Price**	**Observations - Structure**	**Max Fee**	**Municipality (Max.)**	**% increase to top-of-market**	**Notes:**	**Order of magnitude revenue impact.**
Section H - Corporate & Customer Services																					
H1 - Legal & Land																					
Legal Costs Re: Preparation of Agreements (unless otherwise established)	REPLACED	each																			
Legal Costs Re:Preparation of Agreements or Documents outside of applications - Deposit (unless otherwise established)	$600	each																			
Legal Costs Re:Preparation of Agreements or Documents outside of applications (unless otherwise established)	Full cost recovery	each											H1 - Legal Costs Fees	$5,000.00							
H2 - Corporate Finance																					
Cash & Investment Management - Fees on payments																					
N.S.F. Cheques	$48.00	each	40		49	Returned Item Charge			$47.00		41.9		N.S.F. Cheques	$1,000.00	Collingwoods' fees are on the higher end. Only Orillia is higher.	Fee structure the same across all municipalities	$49.00	Innisfil	2%		$20.83
Taxation																					
Tax Certificate	$90.00	each	85		78				$78.00 $117.00	Standard Expediated (24 hrs)	74		Tax Certificate	$30,000.00	Collingwood imposed the highest fees for standard tax certificates	Barrie offers expediated ervice for an increased fee	$117.00	Barrie - Expediated	30%	Revenue impact assumes that 25% of tax certificate requested would end up being expediated	$2,250.00
Convenience Fee - Property Taxes paid by Credit Card	2.5%	per transaction											Taxation - Convenience Fees	$8,000.00							
Proof of Taxes Paid in Current Year	$5.75	each									10.85	Tax statement fee									

																		Total Order of magnitude revenue impact.			1,425
Service/Item	**Collingwood**	**Unit of Measure**		**Blue Mountains**		**Innisfil**		**Orillia**		**Barrie**		**New Tecumseth**			**2025 Budget**		**Observations - Price**	**Observations - Structure**	**Max Fee**	**Municipality (Max.)**	**% increase to top-of-market**	**Notes**	**Order of magnitude revenue impact.**
Section I - Miscellaneous Charges Used By All Services (except Services delivered by the Library)																							
Document Copies				s																			
Black/White Photocopies	$0.50	per page		0.5		0.6				0.77		0.25	Copies and scan (more than 4)		Miscellaneous Charges - Photocopies, Scans, Etc	$20,000.00	Collingwood's printing fees are generally in line with other municipalities except for Barie who has higher fees	Same fee structure employed by all municipalities	$0.77	Barrie	54%	Revenue impacts reflect the average increase to top of market of 29%. It is assumed that photocopies make up 25% of the total revenue for this budget area.	$1,425.00
Color Photocopies	$1.00	per page								1.03									$1.03	Barrie	3%		
11 x 17 Colored	$10.50	each																					
24 x 36 B&W	$31.00	each																					
24 x 36 Colored	$92.00	each																					
Scanning and Conversion of paper documents to electronic format	$5.70	per page																					
Outsourced provider	Full cost recovery									Staff hourly rate plus benfits	Not to exceed full cost recovery												



Reserve and Reserve Funds Policy Review

Town of Collingwood

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

February 25, 2026

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Chapter 1
Introduction and Background

1. Introduction and Background

1.1 Introduction

The Town of Collingwood (Town) retained Aspire Consulting Group (Aspire) and Watson & Associates Economists Ltd. (Watson) to undertake an Asset Management Plan (A.M.P.), which was completed in July 2025. As part of the A.M.P. deliverables, Watson conducted a review of the Town's Reserve and Reserve Funds Policies. Through this study, Watson worked with Town staff to:

- Review the Town's existing Reserve and Reserve Funds (R.R.F.s); and
- Develop the policy components for each R.R.F., such as their purpose, source of funding, targets, etc.

The overall objective of this study is to establish clear, consistent, and sustainable policies to guide the management and use of the Town's R.R.F.s.

1.2 Background

Within Ontario, municipalities have the authority to establish or maintain R.R.F.s for any purpose within their jurisdiction. This authority is currently provided by Section 417 of the *Municipal Act, 2001*, which grants municipalities broad powers to manage financial matters, including establishing reserves and reserve funds for services under the municipality's jurisdiction (e.g. local boards). Other statutes, as will be discussed later, can also direct the establishment of reserve funds.

In its simplest form, a reserve or reserve fund is a sum of money set aside for future known expenditures or contingent purposes. The establishment of an R.R.F. is at the discretion of Council and represents a financial management tool for smoothing out fluctuations in taxes and rates over time. To summarize, R.R.F.s:

- Provide a mechanism for legally saving money to finance all or part of future infrastructure, equipment, and other requirements;
- Provide a degree of financial stability by reducing reliance on indebtedness to finance capital projects and acquisitions; and
- Serve as a budgetary option during uncertain economic times, helping to mitigate the need to cut services or to raise taxes.

Most R.R.F.s are established to provide resources for future intended uses. It is important to note that R.R.F.s should not be viewed as a "parking lot" for excess cash. Best practices dictate that a R.R.F. should be established with a clear intent or plan in mind regarding the future purpose, use and, when appropriate, replenishment of funds from the R.R.F.

The Town of Collingwood has a long history of establishing and utilizing R.R.F.s for various purposes. The Town has a policy framework document titled "Reserve and Reserve Fund Management Policy" (FIN-004-04). While numerous R.R.F.s have been created following this framework, the policies and intent surrounding many of these R.R.F.s have not been clearly established. Therefore, the purpose of this review is to develop clear and comprehensive policies for the Town's existing R.R.F.s.

Chapter 2
Reserve and Reserve Funds Overview

2. Reserve and Reserve Funds Overview

2.1 Reserves and Reserve Funds

At the outset, it must be stated that there are differences between a reserve and a reserve fund. The establishment of each may be by different legislation and the rules over the use and maintenance of each will vary. The following sections provide detailed information on each type.

2.1.1 Reserves

Reserves are authorized under the provisions set out in the *Municipal Act*. A reserve may be established for a predetermined purpose and applied for that purpose at the discretion of Council.

While reserves may be established for any municipal purpose, the following listing provides the most common uses:

2.1.1.1 Reserve for working funds

In most municipalities, expenditures are often incurred before taxes, grants, and other revenues become available. This timing difference can create cash flow issues.

To address this, municipalities can obtain short-term loans, but this approach incurs interest charges. In order to reduce reliance on short-term borrowing, a working fund reserve is often employed as a financial management technique.

2.1.1.2 Reserve for stabilization

A stabilization reserve is established to mitigate the impacts of unforeseen increases in expenditures or decreases in revenue. The funds are used to offset potential tax rate increases due to temporary economic conditions or other unforeseen circumstances. They may also be used to mitigate water and wastewater revenue fluctuations due to weather conditions (e.g. a year that experiences high precipitation may reduce water billings due to a reduction in outdoor usage). By maintaining a stabilization reserve, municipalities can continue to deliver existing services without imposing significant tax and/or rate increases on residents.

2.1.1.3 Reserve for contingencies

A contingency reserve can also be established in anticipation of unknown expenditures or potential liabilities, such as damage claims or shortfalls in forecast operating revenues. Without contingency reserves, an unforeseen event could lead to significant tax or rate increases or an increased reliance on debt.

2.1.1.4 Reserve for equipment replacement

Major items of equipment, such as fire vehicles, require replacement on a recurring basis. A reserve can be established to set aside funds for future equipment replacement. This type of reserve eliminates the need to levy the full cost of the equipment in the year of acquisition, thereby reducing year-to-year fluctuations in the tax levy and minimizing the need for short-term or long-term debt.

2.1.2 Reserve Funds

Reserve funds are similar to reserves in that they set aside monies for future expenditure. However, reserve funds are normally created by statutory authority or through a municipal by-law and are restricted to specific uses.

The two types of reserve funds are described in more detail below: **obligatory reserve funds** and **discretionary reserve funds**.

2.1.2.1 Obligatory Reserve Funds

Obligatory reserve funds shall be created whenever a statute requires revenue received for special purposes to be segregated from the general revenues of the municipality. Examples include:

- Monies received as development charges as set out under Sections 33 to 37 of the *Development Charges Act*;
- Monies received as community benefits charges as set out under Sections 37 of the *Planning Act*;
- Monies received in lieu of land for park purposes as set out under Sections 42, 51, and 53 of the *Planning Act*;
- Monies received from special charges to provide additional sewer or water supply;

- Contributions received in consideration of expenses incurred or to be incurred as the result of a proposed subdivision;
- Funds received from the Canada Community-Building Fund Agreements;
- Currency exchange premiums received on debentures expressed in a foreign currency as set out in the *Municipal Act*;

Obligatory reserve funds are to be used solely for the purpose prescribed to them by statute.

2.1.2.2 Discretionary Reserve Funds

Discretionary reserve funds are created by by-law under the *Municipal Act*. These funds are established whenever a municipal Council wishes to earmark revenues to finance a future expenditure and set aside a certain portion of any year's revenues so that the funds are available as required.

Discretionary reserve funds may be used for a number of different purposes, including (but not limited to):

- Major capital projects (e.g. facilities, rolling stock, roads, watermains, sewers, etc.);
- Future expenditures for land acquisition;
- Industrial promotion;
- Insurance claims; and
- Future sick leave commitments.

There are two major advantages to discretionary reserve funds:

- Stabilization of Tax Levy: Similar to a reserve, they help to stabilize the general municipal tax levy requirements. In a year when a large amount of revenue is required to finance capital projects, a previously established discretionary reserve fund can enable a municipality to spend money without affecting the general municipal levy or the need to incur debt.
- Investment Income: The assets of the reserve fund may be specifically directed to be invested to earn additional income, thus helping to reduce the amount of money to be set aside.

2.2 Types of Reserves / Reserve Funds

The previous section summarized the differences between a Reserve and a Reserve Fund. R.R.F.s can be further categorized into four types:

- Operating
- Capital
- Working Funds
- Statutory

2.2.1 Operating Reserves / Reserve Funds

Operating R.R.F.s are generally discretionary and may or may not be established by by-law. These reserves are primarily used to manage fluctuations in operating expenditures and revenues, including those arising from cyclical activities or unexpected costs. The following subsections provide examples of operating R.R.F.s:

2.2.1.1 Financial Stabilization

These types of R.R.F.s are utilized to offset revenue shortfalls within a given year. They are commonly associated with building permits to mitigate reduced revenues as a result of low levels of building activity, winter maintenance to provide funding in case of an unexpected heavy snowfall, and other R.R.F.s to mitigate unforeseen circumstances.

2.2.1.2 Insurance

An insurance reserve is typically established to cover the cost of insurance claims and deductibles. This reserve may also be used to bridge the impacts of significant premium increases. As the magnitude and timing of claims are often indeterminable, municipalities should set aside annual amounts during the budget process to assist in years that experience a larger number of claims.

2.2.1.3 Other Programs and Contingencies

Municipalities may consider establishing other types of operating R.R.F.s for cyclical or unexpected expenditures. These could include election reserves to fund municipal elections held every four years, legal reserves to offset lawyer and court fees, and general contingency reserves set aside for emergency situations (e.g. floods, tornadoes, etc.).

2.2.2 Capital Reserves / Reserve Funds

Capital R.R.F.s are established to assist in financing all, or part of the cost of construction, reconstruction, or acquisitions of facilities, equipment, and land. Capital reserve policies are generally developed as part of a Long-Term Financial Plan, a Master Plan, or part of an Asset Management Plan. These funds assist in reducing the overall impact to tax rates or user fees and limit the need for debt financing.

Capital R.R.F.s can be utilized for general capital requirements (e.g. facilities) or for specific projects (e.g. a skate park or community centre). Additionally, this type of R.R.F. typically includes lifecycle replacement to address the ongoing replacement and maintenance of capital assets over their useful life. In a municipal finance setting, this R.R.F. establishes a basis for planning for the long-term replacement of capital assets.

Examples of Capital R.R.F.s include, but are not limited to:

- Equipment Replacement
- Asset Management
- Facilities
- Water Infrastructure
- Wastewater Infrastructure

2.2.3 Working Funds

Working funds are established to provide cash flow for operations to eliminate the need for short-term borrowing to meet immediate obligations. For example, if a municipality does not collect the first installment of taxes until April 30th, expenditures are still being incurred during the months of January to March. Therefore, the working funds provide assistance with the required expenditures for the first four months, until the taxation revenue is received in April.

Although municipalities can short-term borrow to cover these expenditures, doing so would add interest costs to the municipality's budget.

2.2.4 Statutory Reserve Funds

Statutory reserve funds are established through legislation and are classified as obligatory reserve funds. Examples of these reserve funds are created through the following:

- *Development Charges Act*;
- *Planning Act* (Cash-in-Lieu of Parkland, Cash-in-Lieu of Parking);
- *Building Code Act*; and
- Federal / Provincial Transfer Payments (Canada Community-Building Fund).

These reserve funds must be separated from other reserve fund accounts and can only be used for the specific purposes as outlined in their respective legislation or regulations.

2.3 Reserves and Reserve Funds in Ontario

As stated in the preceding section, municipalities in Ontario have the ability to establish R.R.F.s for a variety of purposes and goals. These R.R.F.s can be intended for roads, water, wastewater, parks, transit, protection services, libraries, insurance, parking, health, or any other service that falls within the sphere of jurisdiction for a municipality.

To demonstrate the use of R.R.F.s within Ontario, the following figure (Figure 1) has been extracted from the 2022 Financial Information Return (F.I.R.) data and provides an overview of all reported reserves and reserve fund balances for various purposes. As can be seen, Obligatory Reserve Funds are a distinct category. However, as presented, Discretionary Reserve Funds and Reserves are often used interchangeably for many services and purposes. The key difference is that Discretionary Reserve Funds are established through a by-law.

Figure 1
Summary of Reserves and Reserve Funds for Ontario Municipalities – 2022

FIR2022: PROVINCIAL SUMMARY

Schedule 60

CONTINUITY OF RESERVES AND RESERVE FUNDS

for the year ended December 31,2022

	Totals in line 2099 are analysed as follows:	Obligatory Res. Funds, Deferred Rev. 1 $	Discretionary Res. Funds 2 $	Reserves 3 $
5010	Working funds		446,969,765	1,216,637,034
5020	Contingencies		309,130,106	670,081,095
	Asset Replacement funds for: Sewer & Water			
5030	Sewer		733,532,246	443,402,975
5040	Water		353,217,691	624,831,314
5050	Replacement of equipment		382,549,658	1,281,520,864
5060	Sick leave		135,636,440	232,482,853
5070	Insurance		295,731,643	67,068,617
5080	Workplace Safety and Insurance Board (WSIB)		312,128,341	125,219,878
5090	Post-employment benefits		807,694,983	116,153,717
5091	Tax rate stabilization		655,671,138	2,215,293,259
5630	Lot Levies		78,236,065	127,043
5660	Parking revenues		35,220,636	2,707,154
5670	Debenture repayment		1,484,903,619	219,203,216
5680	Exchange rate stabilization		0	0
	Per Service Purpose:			
5205	General government		2,766,013,471	1,188,156,393
5210	Protection services		171,568,315	318,762,004
	Transportation services:			
5215	Roadways		1,482,088,562	1,211,012,294
5216	Winter Control		20,746,135	91,036,187
5220	Transit		348,215,254	160,541,897
5221	Parking		64,288,834	15,307,961
5222	Street Lighting		3,139,534	8,639,483
5223	Air transportation		8,411,172	20,031,226
	Environmental services:			
5225	Wastewater system		1,906,096,527	686,190,248
5230	Storm water system		296,807,089	113,012,101
5235	Waterworks system		2,050,003,703	813,315,223
5240	Solid Waste collection		70,203,101	21,021,717
5245	Solid Waste disposal		403,809,371	366,544,660
5246	Waste Diversion		139,651,509	143,935,676
5250	Health services		184,351,456	136,606,528
5255	Social and family services		200,245,852	261,351,852
5260	Social housing		922,636,757	486,733,706
	Recreation and cultural services:			
5265	Parks		103,095,444	99,406,612
5266	Recreation programs		3,070,372	14,595,488
5271	Recreation facilities - Golf Course, Marina, Ski Hill		5,655,678	31,353,505
5274	Recreation facilities - All Other		146,468,845	242,292,936
5275	Libraries		71,179,723	73,290,620
5276	Museums		12,150,288	13,276,008
5277	Cultural services		43,156,756	38,594,191
5280	Planning and development		673,074,398	331,098,118
5290	Other		1,270,280,738	1,671,859,952
	Obligatory Deferred Revenue:			
5635	Development Charges (61 0299 14)	10,306,228,529		
5636	Development Charge Installments Receivable (Uncollected) (61 0299 13)	362,387,441		
5640	Subdivider contributions	198,805,189		
5650	Recreational land (the Planning Act)	2,492,047,261		
5655	Community Benefit Charges	28,331,345		
5661	Building Code Act, 1992 (Section 2.23)	584,940,009		
5690	Gasoline Tax - Province	208,138,872		
5691	Gasoline Tax - Federal	1,774,515,871		
5692	Canada Transit Funding (Bill C-48)	0		
5693	Building Canada Fund (BCF)	39,452,719		
5695	Other	428,017,340		
5696	Other	106,472,037		
5697	Other	147,005,118		
5698	Other	51,312,388		
5699	Other	(9,141,438)		
9930	TOTAL	16,718,512,681	19,397,031,215	15,772,695,605

Based on Figure 1, municipalities in Ontario have a combined R.R.F. balance of $51.9 billion, of which $16.7 billion is related to statutory or obligatory requirements.

2.4 Collingwood's Current Reserves and Reserve Funds

The Town of Collingwood currently has 62 R.R.F.s. These R.R.F.s have been established either by by-law, Council resolution, or by allocation through the budgeting process.

As of December 31, 2024, the combined balance of the Town's obligatory reserve funds, discretionary reserve funds, and discretionary reserves is $116.7 million. Out of which, $43.7 million are obligatory reserve funds, $66.6 million are discretionary reserve funds, and $6.4 million are discretionary reserves.

The Town's R.R.F.s have been categorized into the four primary types: operating, capital, working funds, and statutory. Figure 3 provides a summary of the Town's current R.R.F.s, allocated by type and category. Note that all Development Charges related reserve funds have been grouped into Development Charges Reserve Funds.

Figure 3
Summary of the Town's Reserves and Reserve Funds – by Type and Category

Type	Name	Category	Closing Balance December 31, 2024
Obligatory Reserve Fund	Building Dept. Stabilization Reserve	Statutory	1,402,615
Obligatory Reserve Fund	Development Charges Reserve Funds	Statutory	34,629,259
Obligatory Reserve Fund	Federal Gas Tax	Statutory	4,627,049
Obligatory Reserve Fund	OCIF	Statutory	1,623,891
Obligatory Reserve Fund	Parkland Levy - Cash in Lieu	Statutory	1,344,177
Obligatory Reserve Fund	Parkland Reserve Fund	Statutory	60,000
Subtotal - Obligatory Reserve Funds			**43,686,991**
Discretionary Reserve Fund	Working Capital Reserve Fund	Working Funds	2,021,386
Discretionary Reserve Fund	Heritage Reserve Fund	Operating	72,681
Discretionary Reserve Fund	Asset Sale Proceeds Reserve Fund	Capital	(1,389)
Discretionary Reserve Fund	Commuter Cycling	Capital	45,573
Discretionary Reserve Fund	CW Arts & Culture Legacy RF	Capital	1,324,676
Discretionary Reserve Fund	CW Greening Legacy RF	Capital	1,082,513
Discretionary Reserve Fund	Greening Reserve Fund	Capital	977
Discretionary Reserve Fund	Hospital Redevelopment RF	Capital	3,999,686
Discretionary Reserve Fund	Land Acquisition Reserve Fund	Capital	1,084,553
Discretionary Reserve Fund	Lifecycle Replacement Reserve Fund	Capital	7,382,470
Discretionary Reserve Fund	Main Street Revitalization	Capital	3,291
Discretionary Reserve Fund	Modernization	Capital	127,302
Discretionary Reserve Fund	Multi Use Facility Reserve Fund	Capital	3,247,359
Discretionary Reserve Fund	Municipal Parking Reserve Fund	Capital	2,427,161
Discretionary Reserve Fund	Non DC Growth Related Reserve Fund	Capital	-
Discretionary Reserve Fund	Social Housing - Birch St. Apts	Capital	100,599
Discretionary Reserve Fund	Special Capital Levy	Capital	3,169,553
Discretionary Reserve Fund	Wastewater Reserve Fund	Capital	19,730,770
Discretionary Reserve Fund	Water Reserve Fund	Capital	15,521,361
Discretionary Reserve Fund	Waterfront Master Plan	Capital	5,294,767
Subtotal - Discretionary Reserve Funds			**66,635,288**
Discretionary Reserve	2012-13 Ontario Winter Games Busary	Operating	118,665
Discretionary Reserve	Accessibility Committee	Operating	30,000
Discretionary Reserve	Affordable Housing	Operating	921,862
Discretionary Reserve	BIA	Operating	241,968
Discretionary Reserve	Employee Future Benefits	Operating	-
Discretionary Reserve	General	Operating	2,331,901
Discretionary Reserve	Library General	Operating	43,903
Discretionary Reserve	Mayors Golf	Operating	32,983
Discretionary Reserve	Municipal Election	Operating	99,866
Discretionary Reserve	Operating Contingency	Operating	396,000
Discretionary Reserve	Paralympic Bursary	Operating	30,489
Discretionary Reserve	Winter Control	Operating	350,727
Discretionary Reserve	WSIB	Operating	300,000
Discretionary Reserve	Airport	Capital	138,308
Discretionary Reserve	Balsam Debenture	Capital	(1)
Discretionary Reserve	Cultural Reserve Fund	Capital	8,190
Discretionary Reserve	Library Capital	Capital	779
Discretionary Reserve	Library Internet	Capital	10,241
Discretionary Reserve	Public Art	Capital	6,059
Discretionary Reserve	Public Works	Capital	(147,869)
Discretionary Reserve	Reserve - Capital Contingency	Capital	1,500,000
Subtotal - Discretionary Reserves			**6,414,068**
Total			**116,736,346**

Chapter 3
Reserve and Reserve Fund Principles

3. Reserve and Reserve Fund Principles

3.1 Setting the Framework and Policy

The development of policies for reserves and discretionary reserve funds is based in part on the preferences of the municipality and the objective the reserve or reserve fund is meant to achieve. Generally, the creation of a reserve or discretionary reserve fund shall address several key matters, such as:

- Objective of the fund
- Rules regarding usage
- Source of funding
- Funding targets

With regards to obligatory reserve funds, the objectives and policies are determined through their respective legislation and regulations.

As described in the previous section, R.R.F.s can be a useful financial planning tool when combined with a comprehensive analysis of future financial needs and obligations. However, historical research provides that a level of oversight, evaluation and communication to the public is generally warranted to validate municipal policy. Based on the foregoing, the following questions and considerations may be considered as part of developing reserve policy:

- Has the financial need or purpose served by the reserve been identified?
- Does the reserve fit within or complement the long range financial or capital plans of our locality?
- Has a written reserve fund plan or policy been developed?
- What events and obligations are the municipality planning for? i.e. Is cash being accumulated for the purchase of a major piece of equipment or to help finance other major capital outlays?
- Is cash being sequestered to help mitigate the impact of other large, nonrecurring expenditures?
- Are there risks that need to be protected against?
- Does the municipality's policy address how to replenish depleted reserve balances, as appropriate?
- Is the Council provided with periodic financial reports on reserve fund activity?

- Are reserve balances at an appropriate level?
- Has the Council reviewed all reserve funds currently established and determined if the balances are necessary and reasonable?
- Is there a limit on the dollar amount to be accumulated?
- Is the reserve serving the purpose for which it was established?
- Are the best interests of the taxpayers being met?

Based on the questions presented above, it is important to have policies that outline the overall approach and management of reserves and reserve funds. As well, specific policies, rules, and target levels can be set for individual R.R.F.s.

The Town currently has an existing framework for the broader R.R.F. Policy. Through discussions with staff, the review of these policies is not part of the study undertaking and is proposed to continue. Details of the existing policy are outlined in Section 3.2 below.

3.2 Existing Broader R.R.F. Policy

The "Reserve and Reserve Fund Management Policy" document (FIN-004-04) establishes the Town's broader policy framework, which serves as the foundation for all individual R.R.F. policies. This framework addresses the following key components:

- Policy Statement
- Application
- Purpose
- Definitions
- Description
    - Philosophy for Reserves and Reserve Funds
    - Objectives of Reserve and Reserve Funds
- Standard of Care
    - Delegation of Authority
    - Management of Reserves and Reserve Funds
    - Reporting Requirements
    - Responsibilities

The following outlines the Town's current broader policy framework as outlined in the "Reserve and Reserve Fund Management Policy" document:

Policy Statement

Reserves and reserve funds play a very important role in the Corporation's finances and provide a strong indicator of the overall health of the municipality. For this reason, the management of reserves and reserve funds is vitally important and therefore the primary basis for this policy. The policy is intended to establish consistent guidelines and standards which will assist in the management and administration of reserves and reserve funds in a responsible and consistent manner.

Application

This policy applies to all employees who are responsible for the control, administration and management of the Corporation's reserve and reserve funds.

Purpose

This policy establishes the objectives for reserves and reserve funds, standard of care, as well as it delineates the responsibilities for their management and administration.

Definitions

Corporation: Refers to the Corporation of the Town of Collingwood.

Debt: Any obligation for the payment of money. The Corporation 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 and internal loans.

Development Charges: Development charges are one-time fees levied by municipalities on new residential and non-residential properties to pay for a portion of growth-related capital infrastructure requirements. The charges are determined and accounted for by type of service component (i.e. roads, water, and fire protection) and are collected at the time a building permit is issued.

Discretionary Reserve Funds: Discretionary Reserve Funds are established, based on Council direction, to finance future expenditures for which the Town has the authority to spend money or to provide for a specific contingent liability. Discretionary reserve funds are segregated from the general revenues, earn interest and are created by by-law.

Obligatory Reserve Fund: Obligatory Reserve Funds are funds acquired by the Town for a legislated purpose through a financial agreement. These reserve funds are segregated and created solely for the purpose prescribed for them (i.e. Development Charge Reserve Funds, Federal and Provincial Gas Tax).

Reserve: A Reserve is an allocation of accumulated net revenue set aside at the discretion of Council to provide future expenditure requirements such as working funds, contingencies, equipment replacement or any other municipal need. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. They are generally used but are not limited to use in conjunction with the operating fund to support or supplement activities which are normally funded from general revenues.

Reserve Funds: Funds that have been set aside either by a bylaw of the municipality or by a requirement of legislation to meet a future event. As a result, reserve funds are either "discretionary" being those set up by Council or "obligatory" being those set up by virtue of a requirement of a provincial statute. Municipal councils may set up reserve funds for any purpose for which they have the authority to spend money.

Surplus Management Policy: A policy approved by Council that directs the allocation of any operating surpluses on an annual basis.

- Transfer to Capital Contingency Reserve, General Reserve, Operating Contingency Reserve and the Working Capital Reserve Fund sufficient funds to maintain their target balances.
- Transfer 10% of the remaining surplus to reduce the outstanding balance of internal loans.
- Transfer 60% of the remaining surplus to the Lifecycle Replacement Reserve Fund.
- Transfer 10% of the remaining surplus to the 10% Non DC Growth Reserve Fund.
- 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.

Description

Philosophy for Reserves and Reserve Funds

Reserve and Reserve Funds are a critical component of the Corporation's long term financial strategy. Their creation and use should be based on the following financial principles:

- Replace or rehabilitate major Corporate assets as required.
- Provide for future liabilities.
- Provide a source of contingency funding for one time and unforeseeable events beyond the control of the Municipality.
- Provide flexibility to manage debt levels and protect the Corporation's financial position.

Adequacy of these funds is paramount in the affordability and sustainability of the community.

Building on these principles, this Policy's philosophy is to promote fiscal prudence through the creation and management of reserves, as well as to achieve a best practice for reserving among municipal governments.

While the Town does not seek financing in the marketplace, this policy acknowledges that reserves have a direct impact on the credit rating awarded by Bond Rating Agencies and therefore, the Town's long-term cost of financing.

Objectives of Reserve and Reserve Funds

The primary objectives for reserves and reserve funds shall be in priority order:

- Adherence to statutory requirements;
- Promotion of financial stability and flexibility;
- Provision for major replacement or rehabilitation of existing Town assets; and,
- Reduce the need for tax-levy funded debentures.

a) Adherence to Statutory Requirements

It shall be the Corporation's practice to establish and maintain segregated funds and/or reserves that meet all statutory obligations. Appendix A of document FIN-004-04 identifies the current statutory reserve funds as well as reference to their applicable legislation.

All reserves and reserve funds will be managed in accordance with provincial legislation. Included in the Municipal Act are the following requirements:

- Section 417 (3) that money raised for a reserve fund shall be paid into a special account and shall be invested only in securities or classes of securities prescribed;
- Section 418 (3) a municipality may combine money held in any fund for investment purposes; and
- Section 418 (4) that earnings from combined investments shall be credited to each segregated fund in proportion to the amount invested in it.

Furthermore, it will be the Corporation's practice to establish all reserves and reserve funds by by-law, Council Resolution or the annual budget process and all appropriations be approved by Council either through the annual budget or by specific resolution or by by-law.

b) Promotion of Financial Stability and Flexibility

It will be the Corporation's practice to maintain adequate non-capital reserves to achieve long-term financial stability and flexibility.

To meet these objectives, the following types of funds will be established and adequately funded:

- Reserves for known and recurring material cash flow deficiencies (e.g. Winter Control);
- Reserves for large or erratic periodic or one time payments (e.g. Contingency);
- Reserves for long-term contingencies (e. g. Employee Future Benefits);
- Reserves for potential liabilities; and,
- Reserve for unanticipated expenditures (e.g. Contingency).

Appendix B of document FIN-004-04 identifies the current reserves and reserve funds established for financial stability and flexibility.

The Corporation will strive to maintain reserves and reserve funds that promote financial stability and flexibility within a target range of 5% - 15% of own source revenues and the Treasurer shall report to Council annually on this standard.

c) *Provision for Replacement or Rehabilitation of Major Capital Assets*

It will be the Corporation's practice to maintain adequate reserves and reserve funds to replace and rehabilitate major capital assets, as required, and to provide for new capital assets that have been identified in the long-term corporate strategy.

To achieve this, the following principles will apply where practicable:

- Reserve funds for the full cost of replacement or rehabilitation of major assets will be funded from ongoing operations at a rate which reflects a proportion of the amount needed to fund the renewal of that asset by current taxpayers. Contributions to this reserve fund will commence in the fiscal year that the asset is acquired or put into service and will be based on an estimate of the useful life underlying the asset;
- Where the total cost is material, the purchase of minor assets which must be replaced on an ongoing basis (e.g. computers systems, furniture) the expenditure will be funded through operations;
- The Operating Budget will include an annual contribution for the replacement or rehabilitation of major capital assets as determined by Council. These contributions will be allocated to asset replacement reserve funds based upon reserve fund adequacy analyses.
- Reserve funds will be maintained for growth related capital projects that will be fully funded from developer contributions (Development Charge Reserve Funds).
- Reserve funds will be maintained for the component of the growth related project that benefits the existing ratepayers or for which a discount has been given.
- Reserves will be maintained for the acquisition of land and/or land and buildings that are strategic in nature, non-growth related and therefore not fundable through development charges, and not environmentally sensitive.

Appendix C of document FIN-004-04 identifies current reserves and reserve funds established for major capital expenditures.

d) *Reducing the Need for Tax-Levy Funded Debentures*

It will be the Corporation's practice to fund reserves and reserve funds to ensure adequate funds are available to reduce the need to issue tax-levy debentures. The Town has adopted a debt servicing cost limit of 7% of own source revenues and adopted a "Pay As You Go" philosophy for all spending as part of the long-term financial strategy.

To succeed in reaching this goal, the following principles will apply:

- Additional debt will not be undertaken until the debt servicing cost limit is achieved;
- As debt charges decline due to the retirement of debt, savings will be applied to the Lifecycle Replacement Reserve Fund; and
- Long-term debt for replacement and rehabilitation of existing capital assets will be reduced and ultimately eliminated by increased contributions to this reserve.

Standard of Care

Reserves and reserve funds are important assets of the Corporation for which a high standard of care will be maintained.

Delegation of Authority

The Treasurer will retain the overall administrative authority for establishing and managing reserves and reserve funds.

Management of Reserves and Reserve Funds

It is the Corporation's policy to use best practices to manage its reserves and reserve funds. These practices will include:

a) Establishing a Reserve or Reserve Fund

Prior to establishing a new reserve or reserve fund, a financial plan will be prepared which identifies need, target funding level (if applicable), contribution sources and projected disbursements (when practicable) to meet planned future obligations.

b) Reserve Funding Targets

A target funding level will be established for every reserve or reserve fund at the time that it is created. This target will be reviewed annually by staff to ensure

adequacy. 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.

Methodologies for calculating targets are specific to each reserve or reserve fund; however consideration will be given to the following:

- Purpose of the fund (operating or capital);
- Certainty of end needs (for contingent liability or long-term asset replacement);
- Economic factors (inflation, interest rates, cyclical pressures);
- Industry/Government/Accounting standards; and,
- Multi-year forecast of contribution and projected usage.

A report forecasting reserve and reserve fund balances with discussion on adequacy to the target objectives shall be prepared annually based on the most current information available.

c) Investment of Reserves and Reserve Funds

Reserves and reserve funds may be invested for a term that will not exceed the expected date of need. The investment income will be credited to reserves and reserve funds when required by legislation in the proportionate share of the investment portfolio. Investments shall further be governed by the Corporation's Investment Policy.

d) Contributions to/withdrawals from Reserves and Reserve Funds

All contributions to and/or withdrawals from reserves and reserve funds shall be approved by Council, normally as part of the annual budget approval process or specifically by resolution with the following exceptions:

- Direct contributions to a reserve or reserve fund such as development charge contributions or Federal Gas Tax monies;
- Transfers that are the result of the Surplus Management Policy;
- Transfer of funds between asset replacement reserves based upon reserve adequacy analyses or other related information at the discretion of the Treasurer.

Withdrawals from reserves or reserve funds will be made at the actual cost of the project or purchase. Where a project or purchase requires more than the amount of budgeted funding, staff will require Council approval for withdrawing additional funds in excess of 20% of budget.

All contributions to and/or withdrawals from reserve and reserve funds will be clearly identified and segregated within the Corporation's accounting system and accounted for by entry either to or from an operating account or a capital project.

Funding strategies developed for reserves and reserve funds will take into account fairness to current and future tax/rate payers, affordability and sustainability.

e) Lending/Transferring of Reserves and Reserve Funds for Other Purposes

The following principles apply to only those reserves and reserve funds that Council exercises direct control over:

i. Use for Other Purposes

If required, Council may by by-law provide that the funds in a reserve or reserve fund be spent, pledged or applied to a purpose other than that for which it was established.

ii. Internal Loans/Transfers

Consistent with Goals and Financial Measures adopted by Council, intra-fund lending from reserves and reserve funds is permitted to temporarily finance capital fund expenditures or cash flow deficiencies to avoid external temporary borrowing costs. Funds will be returned to the lending reserve or reserve fund as soon as possible. In cases where a long-term loan is required, repayment of internal loans will be included in the budget on an annual basis with a maximum time of 10 years for repayment and bearing interest equivalent to the Bank of Canada overnight lending rate.

Reporting Requirements

The Treasurer will provide Council with the following reports:

Annual Treasurer's Statement of Development Charge and Cash-in-Lieu of Parkland Reserve Funds.

This is a mandatory report required by the Development Charges Act, 1997 and the Planning Act. Components of the report are prescribed in the legislation.

Annual Audited Financial Statements

The consolidated financial statements shall include a statement of financial position, financial activities and changes in fund balances with notes on obligatory reserve funds and summarized reserve and reserve funds in the note on accumulated surplus.

Annual Statement of Reserve and Reserve Funds

This report will provide the change in reserve and reserve fund balances for the year.

Adequacy Review Report

Annually a review of the reserves and reserve funds will be made to determine if balances are adequate or if the need for a particular reserve or reserve fund still exists or if new reserves and reserve funds are required.

Annual Budget and Business Plan

Contributions to and budget appropriations from reserves and reserve funds will normally be approved by Council as part of the annual Business Plan and Budget or specifically by resolution with the exception of those instances noted above.

Annual Assessment of the Municipalities Financial Health

Annually, an independent third party assessment of the financial health of the municipality will be presented to Council.

<u>Responsibilities</u>

The Treasurer has overall responsibility for the management of reserves and reserve funds. These responsibilities include:

- Determining the need for reserves and reserve funds for operating and capital operation.
- Sets targets for various reserves and reserve funds where appropriate.
- Ensures a review and report to Council of the adequacy and continuing need for reserves and reserve funds is undertaken annually.

- Arranges for the preparation and presentation of required reports and/or by-laws for the creation or termination if any new or obsolete reserve or reserve funds.
- Develops appropriate strategies, procedures and processes for the investment of reserves and reserve funds.
- Develops long range fiscal planning strategy to effectively meet the Corporation's capital financing and capital asset replacement requirements.
- Ensures the appropriate allowances, contributions and/or withdrawals are accounted for in the annual budget and business plan relating to the financial requirements of the reserves and reserve funds.
- Monitors and reconciles all receipts to and disbursements from reserve and reserve fund accounts to ensure compliance with provincial regulations, PSAB and the Reserve and Reserve Fund Policy.

Chapter 4
Reserve and Reserve Fund Policies

4. Drafting Specific Reserves and Reserve Fund Policies

4.1 Components of Specific Policy Development

The establishment of a broader policy framework allows the Town to have policies for R.R.F.s that outline, at a general level, the overall approach and management of the reserves and reserve funds. Using those concepts, this chapter will focus on the development of specific policies, rules, target levels and other details for individual R.R.F.s.

To establish policies related to specific reserves and reserve funds, the components for each R.R.F. should describe the following:

- Purpose & Objective
- Legislative Reference (if required)
- Reserve and Reserve Fund Management
    - Revenue Sources
    - Eligible Expenditures
    - Minimum / Maximum Target Levels
    - Permitted Borrowing

To develop these policies, detailed meetings with staff were undertaken throughout this study process. Each R.R.F. was examined based on the components outlined above, leading to the creation of new policies for both obligatory and discretionary reserves and reserve funds.

A benchmarking exercise was also undertaken to examine how Collingwood's comparable municipalities handle their respective R.R.F. policies. These samples assisted in providing insight as to how to develop the Town's R.R.F. policies. The findings of the benchmarking for specific R.R.F. are provided as examples in the following sections.

The following sections provide the drafted policies for specific R.R.F.s. It is recommended that the policies within this chapter replace any existing policies that may be encased in an existing by-law.

4.2 Obligatory Reserve Fund Policies

The Town of Collingwood currently has 21 obligatory reserve funds as identified by staff, each governed by specific legislative requirements. The Town's obligatory reserve funds are as follows:

- Development Charges
    - Administration
    - Airport
    - By-Law Services
    - Fire Protection
    - Indoor Recreation Services
    - Library
    - Municipal Parking
    - Outdoor Recreation Services
    - Police Protection
    - Roads and Related
    - Transit
    - Wastewater
    - Wastewater Treatment Plant
    - Water
    - Water Treatment Plant
    - BAC Watershed & Special Policy Area
- Parkland Levy - Cash in Lieu
- OCIF Formula Based
- Federal Gas Tax
- Parkland Reserve Fund
- Building Department Stabilization Reserve

Detailed discussions were undertaken with staff to assess the use and adequacy of each current obligatory reserve fund. Considerations were given to whether each reserve fund was achieving its intended purpose or if some changes were required for the funds to meet the Town's future financial needs.

In developing appropriate policies for the obligatory reserve funds, a comparative review was conducted using reserve fund policies from comparable municipalities. The

following figure provides an overview of policies related to selected obligatory reserve funds.

Figure 4
Survey of Select Obligatory Reserve Fund Policies

Development Charges Reserve Fund				
Municipality	**Naming**	**Objective of Fund / Rules of Usage**	**Source of Funding**	**Funding Targets**
Township of Ramara	Development Charges Reserve Fund	To provide funding for capital expansion related to growth.	Collected from developers in accordance with the Development Charges Act, as enacted via By-law.	N/A
The City of Waterloo	Consolidated Development Charges Reserve Funds	The Development Charges (DC) Reserve Funds provide financing for growth related projects undertaken by the City as detailed in the DC Background Study and By-law. The DC Reserve Funds include 860039-Fleet & Public Works, 860040-DC Roads, 860041-DC Water & Sewer, 860042-DC Stormwater, 860043-DC Parks & Indoor Rec, 860045-DC Library, 860047-DC Fire, and 860048-DC Studies.	DC legislation took effect in 1991. A charge is imposed and collected prior to the issuance of a building permit on new development and redevelopment that will result in the demand for engineered and general services.	The Reserve Funds balances should cover projected expenditures and debt charges in the current approved DC Background Study and By-law.
Town of Parry Sound	Development Charges Reserve Fund	To provide funding for capital expansion related to growth.	Collected from developers in accordance with the Development Charges Act, as enacted via By-law.	N/A
Township of Georgian Bay	Development Charges Reserve Fund	Fund growth related capital in accordance with the Development Charges Act.	Collections of Development Charges from developers.	Not required.
Township of West Lincoln	Development Charges Reserve Fund	Provides financing for growth related projects undertaken by the Township as detailed in the Development Charges Background Study and By-law.	A charge is imposed and collected prior to the issuance of a bulding permit on new development and redevelopment that will result in the demand for hard and soft services.	N/A

Building Department Stabilization Reserve Fund				
Municipality	Naming	Objective of Fund / Rules of Usage	Source of Funding	Funding Targets
Town of The Blue Mountains	Building Division Rate Stabilization Reserve Fund	This Reserve Fund will be used to fund annual capital purchases as well as fund any operating budget deficits on an annual basis. The Building Division is 100% user-fee funded and in years were sufficient user-fees are not collected to fund the annual operations the Reserve Fund will be used to offset this deficit.	Funds will be received either from an annual contribution established through the annual operating budget or in years were the Building Division has an annual surplus.	A Council approved target level for the Building Division Rate Stabilization Reserve Fund balance is to maintain a minimum equal to 12 months of projected operating expenses, to mitigate the sharp cyclical drops experienced, or when the economy is in a recessionary period, and to protect against low building permit activity. The maximum target level for this Reserve Fund will be equal to 125% of the annual building permit revenue generated.
The City of Waterloo	Building Permit Reserve Fund	The Building Code Act states that the fees collected are to be used to administer the Act; surpluses cannot be used to fund general City expenditures, and deficits should be funded from a Reserve Fund and not from the City funds. For this reason, the Building Permit Reserve Fund was established for the Building Standards division to provide for capital expenditures and revenue stabilization, as building permit activity is highly cyclical.	Revenues to the Building Permit Reserve Fund are surpluses from Building Permits. Contributions and balances associated with building permits should be reviewed every 5 years.	The Building Reserve Fund aims to maintain a target balance equal to 18 months of projected operating expenses to mitigate the sharp cyclical drops experienced or for when the economy faces a recessionary period, as well as to protect against building activity downturns. The reserve fund should not drop below a minimum of 12 months of projected operating expenses.
Town of Whitby	Building Permit Reserve Fund	The Town maintains a Building Permit Reserve Fund to accumulate building code enforcement related surpluses to fund and manage building code service delivery responsibilities.	From annual building code revenue surplus.	A maximum of 2.07 times the annual total building code costs (i.e. direct, indirect and capital costs).
Town of Pelham	Building Code Act	To offset the cost of administration and enforcement of the Building Code when fee revenues are less than costs of delivering building services.	Year-end building department surplus transferred to the reserve.	Target balance based on two years of projected Building Department operating expenditures, given the risk and unpredictable timing of development.
Township of West Lincoln	Building Code Act	Statutory under Building Code Act to offset the cost of administration and enforcement of the Building Code when fee revenues are less than costs of delivering building services.	Year end surpluses from Building Department.	Target balance based on 12 months of projected Building Dept. operating expenditures.

Canada Community-Building Fund (CCBF) Reserve Fund				
Municipality	Naming	Objective of Fund / Rules of Usage	Source of Funding	Funding Targets
Town of Gravenhurst	Gas Tax Revenue Reserve Fund	Fund capital investment in infrastructure and initiatives that enhance sustainability outcomes in accordance with the New Deal for Cities and Communities agreement	Federal Government through the Gas Tax agreement administered by AMO	N/A
Town of Whitby	Federal Gas Tax Reserve Fund	The purpose of the reserve fund is to provide a funding source for the eligible municipal infrastructure as identified in the Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds (the Agreement).	1. Transfers of Funds made from the Association of Municipalities Ontario (AMO) on behalf of the Federal Government as per the schedule of payout funds in the Agreement. 2. The annual interest allocated by Treasury to this reserve fund. 3. If applicable, investment income earned.	1. At minimum, the reserve fund cannot go below $0.00. 2. At maximum, the reserve cannot exceed five years of allocations under the Agreement.
Township of Georgian Bay	Federal Gas Tax	Fund capital infrastructure projects that qualify under the Federal Gas Tax Program	Federal Government through Gas Tax agreement administered by AMO	N/A
Town of Bracebridge	Canada Community Building Fund	To fund a broad range of infrastructure, including local roads and bridges, public transit, capacity building projects, brownfield redevelopment projects, sport infrastructure, recreational infrastructure, and tourism infrastructure.	Annual allocations prescribed through a multi-year Municipal Funding Agreement with the Association of Municipalities of Ontario (AMO).	N/A - objective is to deploy these funds on eligible projects as quickly as possible to mitigate the levy requirement.
Township of Seguin	Gas Tax	Limited to funding expenditures as dictated by the Federal Gas Tax Program. Federal fund to assist municipalities with capital projects that will reduce greenhouse gas emissions.	Annual Gas Tax Funding, as set by federal government Investment Income	N/A

Using the benchmarking information as a guide, policies were developed for the Town's obligatory reserve funds that are consistent with their respective legislative requirements and best practices. The general policy components for these obligatory reserve funds include the following key elements:

- Purpose:
    - Funds must be used solely for their legislated or designated purpose (e.g. Cash-in-Lieu of Parkland is for acquisition of parkland or other park-related expenditures).
- Source of Funding:
    - Funding is generally collected from fees or charges imposed on development or through specific programs, such as the Canada Community-Building Fund or the *Aggregate Resources Act*.
- Target Balances:
    - The target balances should equal the budgeted or forecasted expenditure amounts.
    - The minimum balances typically should not fall below $0.

Based on this analysis, the Town's R.R.F. structure was categorized as follows, as detailed in the subsequent subsections:

- Reserve funds proposed to be continued;
- Reserve funds proposed to be modified and combined;
- Reserve funds proposed to be reclassified; and
- Reserve funds proposed to be terminated / closed.

4.2.1 Reserve Funds Proposed to be Continued

The following are the Town's obligatory reserve funds that are proposed to continue, with updates to the naming of the reserve funds if required:

- Development Charges Reserve Funds
    - Administration D.C. Reserve Fund
    - By-Law Services D.C. Reserve Fund
    - Fire Protection D.C. Reserve Fund
    - Library D.C. Reserve Fund
    - Roads and Related D.C. Reserve Fund
    - Transit D.C. Reserve Fund

    - Wastewater D.C. Reserve Fund
    - Wastewater Treatment Plant D.C. Reserve Fund
    - Water D.C. Reserve Fund
    - Water Treatment Plant D.C. Reserve Fund
- Ontario Community Infrastructure Fund (OCIF) Reserve Fund
- Canada Community-Building Fund (CCBF) Reserve Fund
- Building Department Stabilization Reserve Fund

Through detailed discussions with staff, the policies for the above reserve funds were developed through an examination of how each of the funds was utilized based on the Town's current and future practices.

For all reserve funds related to development charges, it is proposed to have a single policy that is applied to all applicable D.C. services. It is noted that there are three D.C. reserve funds that are no longer proposed to be continued, which are Airport Reserve Fund, BAC Watershed & Special Policy Area Reserve Fund, and Police Protection Reserve Fund. This is further discussed in Section 4.2.3 of the report.

The following summarizes the policies related to the reserve funds that are to be continued:

Figure 5
Town of Collingwood's Obligatory Reserve Funds Proposed to be Continued

Suggested Name	Purpose - Proposed	Source of Funding - Proposed	Suggested Practice: Target Balance	Suggested Practice: Target Balance (Maximum)	Borrowing
Development Charges Reserve Fund	The Development Charge Reserve Funds are obligatory reserve funds that provide financing for growth-related capital projects required to meet the increased demand for services arising from new development. The funds ensure that the costs of growth are recovered in accordance with the municipality's Development Charges Background Study and by-law. Each reserve fund is a legislative requirement of the *Development Charges Act, 1997*.	Each reserve fund is funded through the collection of development charges imposed on new development under the authority of the *Development Charges Act, 1997*. These charges are collected at the time of building permit issuance or other trigger points defined in the by-law.	Individual reserve funds may fall below $0, while the sum of all D.C. reserve fund balances should not fall below $0.	The sum of all reserve fund balances should not exceed the estimated funding required to complete anticipated growth-related capital projects within the forecast period, as outlined in the Development Charges Background Study.	Inter-fund borrowing, as allowed under the Act, should be limited to amounts under $1 million to ensure that the Town has sufficient flexibility to complete the capital projects contemplated in the DC Background Study.
Ontario Community Infrastructure Fund (OCIF) Formula Based Reserve Fund	The Ontario Community Infrastructure Fund (OCIF) Formula Based Reserve Fund is an obligatory reserve fund used to track receipts and disbursements of funds in accordance with the terms of the Ontario Community Infrastructure Fund (OCIF) Formula-Based Component Agreement.	The reserve fund is funded exclusively through transfers received under the Ontario Community Infrastructure Fund (OCIF) Formula-Based Component Agreement. These transfers are made annually by the Province of Ontario in accordance with the terms and conditions set out in the Agreement.	The balance should not fall below $0.	The balance should not exceed the cumulative value of five years of OCIF allocations, in compliance with the Agreement requirement that all funds must be spent within five years of receipt.	Borrowing is not permitted, prescribed use only.
Canada Community-Building Fund (CCBF) Reserve Fund	The Canada Community-Building Fund (CCBF) Reserve Fund is a permanent source of federal funding for local infrastructure. Funds are provided to communities up front and can be strategically invested across 18 project categories to address local priorities.	Association of Municipalities Ontario (AMO) on behalf of the Federal Government per a Municipal Funding Agreement which requires the funds be deposited in a dedicated reserve fund.	The balance should not drop below $0 and should be monitored regularly to make best use of the opportunity available to the Town.	Per the Municipal Funding Agreement, funds must be expended within five years after the end of the year in which funds were received. Therefore, the maximum balance should be equal to the total contributions over a five year period.	Borrowing is not permitted, prescribed use only.
Building Department Stabilization Reserve Fund	The Building Department Stabilization Reserve Fund is an obligatory reserve fund is used to mitigate fluctuations in building permit fees by managing the risk associated with an economic downturn and managing the financial implications resulting from additional compliance costs. This reserve fund is a legislative requirement of the *Building Code Act, 1992*.	Annual operating surpluses of the Building Department, after accounting for all direct and indirect operating costs and future capital requirements, should be transferred into the reserve fund.	The target balance at a minimum is equal to 24 months of projected operating expenses to mitigate the sharp cyclical drops experienced, or when the economy faces a recessionary period, and to protect against building activity down turns.	The balance should not exceed the equivalent of 36 months of projected Building Department operating expenditures. This cap ensures that building permit fees collected do not accumulate beyond what is reasonably required to manage risks, while continuing to uphold the principle of cost recovery and self-sufficiency under Bill 124.	Borrowing is not permitted, prescribed use only.

4.2.2 Reserve Funds Proposed to be Modified and Combined

Through discussions with Town staff, it was noted that the Town currently has reserve funds that serve a similar purpose. As part of this review, it is recommended that the following reserve funds be consolidated:

Figure 6
Town of Collingwood's Obligatory Reserve Funds Proposed to be Combined

Proposed to be Combined	Combined Reserve Fund Title
Indoor Recreation Services	Parks and Recreation Services D.C. Reserve Fund
Outdoor Recreation Services	
Parkland Levy - Cash in Lieu	Parkland Levy - Cash in Lieu Reserve Fund
Parkland Reserve Fund	

It is proposed that Indoor Recreation Services and Outdoor Recreation Services be combined into a single Parks and Recreation Services D.C. Reserve Fund, and follow the proposed policy for Development Charges Reserve Funds outlined in Section 4.2.3.

Based on recommendations from the finance staff, it is proposed that the Parkland Levy – Cash in Lieu and Parkland Reserve Fund be consolidated into a single Parkland Levy – Cash in Lieu Reserve Fund. The policies surrounding this reserve fund are summarized as follows:

- Purpose
    - The Parkland Levy - Cash in Lieu Reserve Fund is an obligatory reserve fund created to fund the acquisition of land for parks or any other public recreational purposes, including the erection, improvement or repair of buildings and the acquisition of machinery for park or other public recreational purposes. This reserve fund is a legislative requirement of the *Planning Act*.
- Source of Funding
    - The *Planning Act* provides municipalities the authority to request the conveyance of land for parks at a rate of 5% for residential development and 2% of industrial and commercial development.
- Suggested Target Balance (Minimum)
    - The balance should not fall below $0.
- Suggested Target Balance (Max.)
    - The funding level should be sufficient to purchase and develop new parkland opportunities and to provide funding for the upgrade of parks/facilities in new areas and areas undergoing intensification, as required. The targets should reflect the requirements of the Town's Asset Management Plan, Official Plan, and any other relevant planning documents.

- Permitted Borrowing
    - Borrowing is not permitted, prescribed use only.

4.2.3 Reserve Funds Proposed to be Terminated / Closed

Through this evaluation process, it was observed that certain reserve funds currently maintained by the Town have either fulfilled their intended purpose or are no longer required. Therefore, it is recommended that the following reserve funds be closed:

- Airport Reserve Fund: This is a D.C. reserve fund that is no longer needed. The balance has been zero over the last five years.
- BAC Watershed & Special Policy Area Reserve Fund: This is a D.C. reserve fund that is no longer needed. The balance has been zero over the last five years.
- Police Protection Reserve Fund: This is a D.C. reserve fund that is no longer needed, as the Town's 2024 D.C. By-law discontinued the collection of D.C.s for Police Services. As of Dec. 31, 2024, the Police Protection Reserve Fund has an estimated balance of $507,000. Given that there are no outstanding commitments for the Police Protection Reserve Fund, it is recommended that the Town transfer the remaining balance to the Fire Protection D.C. Reserve Fund, as both reserve funds support comparable protection-related services.

4.2.4 Reserve Funds Proposed to be Reclassified

Under the *Development Charges Act*, municipal parking is no longer considered an eligible service for development charge funding. As a result, the existing Municipal Parking D.C. reserve fund, which was previously categorized as an obligatory reserve fund, is proposed to be reclassified as a discretionary reserve fund. This change ensures compliance with current legislative requirements while allowing the Town to continue setting aside funds to support future municipal parking initiatives. The detailed policy for this reserve fund is provided in Section 4.3.2 of this report.

4.3 Discretionary Reserves and Reserve Funds

With respect to discretionary R.R.F.s, the Town currently has 41 reserves and reserve funds that are related to operating, capital, or working funds. A breakdown of these funds is presented below:

Operating:

- Reserve - Operating Contingency
- Heritage Reserve Fund
- Reserve - Accessibility Committee
- Reserve - Employee Future Benefits
- Reserve - General
- Reserve - Mayor's Golf
- Reserve - Municipal Election
- Reserve - Winter Control
- Reserve - WSIB
- Paralympic Bursary
- 2012-13 Ontario Winter Games Bursary
- Reserve - Affordable Housing
- Reserve - BIA
- Reserve - Library General
- Water Reserve Fund
- Wastewater Reserve Fund

Capital:

- Non-DC Growth Related Reserve Fund
- Land Acquisition Reserve Fund
- Lifecycle Replacement Reserve Fund
- Municipal Parking Reserve Fund
- Waterfront Master Plan
- Balsam Debenture
- Reserve - Capital Contingency
- Reserve - Public Works
- Reserve - Public Art
- Modernization
- Special Capital Levy
- Multi-Use Facility Reserve Fund
- Hospital Redevelopment RF
- Social Housing - Birch St. Apts
- Reserve - Airport
- Asset Sale Proceeds Reserve Fund

- Reserve - Library Capital
- CW Greening Legacy RF
- CW Arts & Culture Legacy RF
- Reserve - Library Internet
- Commuter Cycling
- Main Street Revitalization
- Cultural Reserve Fund
- Greening Reserve Fund

General Working Fund:

- Working Capital Reserve Fund

Similar to the approach taken for obligatory reserve funds, a survey of comparable municipalities was conducted to inform the development of policies for the Town's discretionary R.R.F.s. This benchmarking exercise helped identify common principles, objectives, and best practices, which were used to guide the formulation of the Town's own discretionary R.R.F. policies. A summary of discretionary R.R.F. policies from municipalities with available data is presented below:

Figure 8
Survey of Select Discretionary Reserves and Reserve Fund Policies

Municipal Election Reserve				
Municipality	**Naming**	**Objective of Fund / Rules of Usage**	**Source of Funding**	**Funding Targets**
Township of Ramara	Election	Budget contributions set aside to help cover the cost of the election every four (4) years.	Budget contributions of 25% of estimated election costs.	Estimated budget cost.
Town of Parry Sound	Municipal Election Reserve	To fund future municipal election costs.	Tax levy.	25% per year of anticipated election costs.
Town of Gravenhurst	Election Reserve	Fund expenditures related to the municipal elections held as per legislation.	Town operating budget contributions approved annually.	Estimated cost of Municipal Election and related costs including potential by-elections.
Township of Georgian Bay	Election	Fund expenditures related to the municipal election held every four years as per legislation.	Annual approved operating budget contribution.	Estimated cost of the municipal elections. (Estimate: $15,000 annually).
Town of Lincoln	Election Costs Reserve	The Elections Reserve was established to amortize the cost of a municipal election over 4 years, rather than expensing the entire amount in the year of the election.	The Elections Reserve receives an allocation from the operating budget.	Min: The Elections Reserve balance should not drop below zero. Max: The maximum amount is, in the Clerk and Treasurer's opinion, the required amount to undertake an election.
Township of Seguin	Election	Fund the municipal election (held every four years).	Tax revenue.	N/A

Operating Contingency Reserve				
Municipality	**Naming**	**Objective of Fund / Rules of Usage**	**Source of Funding**	**Funding Targets**
Township of Ramara	Contingencies Reserve	Budget contributions to cover emergency or contingent liabilities that may arise.	Budget contributions.	N/A
The City of Waterloo	General Contingency Reserve	The General Contingency Reserve funds operating expenditure variations that result from cyclical spending. In addition, unanticipated operating opportunities and pressures, and those which are anticipated but for which the timing is undetermined would also be funded from this reserve. The reserve may also be used for strategic, one-time, capital contingency expenditures.	The General Contingency Reserve receives an annual operating budget allocation. In addition, an annual allocation of 10% of gross rent from City Centre leases is transferred to this reserve.	The General Contingency Reserve minimum balance is $500,000, which is equal to the highest potential charge per incident by the Ministry of Labour under the Occupational Health & Safety Act, Section 66. The target balance of the reserve is 3% of the net tax levy. The maximum balance for the reserve is 4% of the net tax levy. If funding levels reach this maximum, funds would be redirected to the Tax Rate Stabilization Reserve.
Town of Whitby	Contingency Reserves	To provide a source of funding to offset extraordinary and unforeseen expenditures, one-time expenditures or unplanned revenue shortfalls. The Town's Contingency Reserves and Reserve Funds are comprised of the following: General Contingency Reserve, Bad Debt Allowance Reserve, Winter Control Reserve, and Insurance Reserve Fund.	The funding source for this reserve is dependent upon the Disposition of Operating Surplus Policy and the Insurance Reserve Fund Policy.	The target is based on an overall contingency reserve category balance (i.e. the target balance when all of the above contingency reserves and reserve funds are combined). The consolidated target is a minimum of 5% and maximum of 10% of gross expenditures.

Detailed discussions were undertaken with staff to assess the use and adequacy of each current discretionary R.R.F. Considerations were given to whether each R.R.F. was achieving its intended purpose or if some changes are required for the funds to meet the Town's future financial needs.

The resultant R.R.F. structures were categorized as follows:

- R.R.F.s proposed to be continued;
- R.R.F.s proposed to be modified and combined;
- R.R.F.s proposed to be created; and

- R.R.F.s proposed to be terminated / closed.

4.3.1 R.R.F.s Proposed to be Continued

The following are the Town's discretionary R.R.F.s that are proposed to continue, with updates to the naming of the R.R.F.s if required:

- Land Acquisition Reserve Fund
- Water Reserve Fund
- Waterfront Master Plan Reserve Fund
- Wastewater Reserve Fund
- Collingwood Greening Legacy Reserve Fund
- Collingwood Arts & Culture Legacy Reserve Fund
- Multi-Use Facility Reserve Fund
- Hospital Redevelopment Reserve Fund
- Asset Sale Proceeds Reserve Fund
- Heritage Reserve Fund
- Paralympic Bursary
- 2012-13 Ontario Winter Games Bursary
- Accessibility Committee Reserve
- Affordable Housing Reserve
- Airport Reserve
- Business Improvement Area (BIA) Reserve
- Capital Contingency Reserve
- Mayors Golf Reserve
- Municipal Election Reserve
- Operational Asset Replacement Reserve Fund
- Public Art Reserve
- Winter Control Reserve
- Workplace Safety and Insurance Board (WSIB) Reserve

Through detailed discussions with staff, the policies for the above R.R.F.s were developed through an examination of how each of the funds were utilized based on the Town's current and future practices. The following summarizes the policies related to the R.R.F.s that are to be continued:

Figure 9
Town of Collingwood's Discretionary R.R.F.s Proposed to be Continued

Suggested Name	Purpose - Proposed	Source of Funding - Proposed	Suggested Practice: Target Balance (Minimum)	Suggested Practice: Target Balance (Maximum)	Borrowing
Land Acquisition Reserve Fund	The Land Acquisition Reserve Fund is a discretionary reserve fund established to provide for a source of financing for the Town to acquire land and/or land and buildings that are strategic in nature, non-growth related and therefore not fundable through DC's and not environmentally sensitive.	Any funds generated from the sale of municipally owned properties regardless of the nature of the property should be transferred to the reserve fund. Exceptions to this principle are: i. proceeds of property sales that have been included as a funding source for a capital project; ii. proceeds of properties that have outstanding debenture balances. Only funds in excess of the amount required to "retire" the entire portion of the applicable debenture should be transferred to the reserve fund.	The balance should not fall below $0.	The target balance should be maintained at a level sufficient to fund at least one significant strategic land acquisition opportunity, or approximately 1% of the Town's assessment base, whichever is greater.	Borrowing is not permitted, prescribed use only.
Water Reserve Fund	The Water Reserve Fund is established to provide a source of funding for operating and maintenance needs of the Town's water system. The fund supports day-to-day operational requirements, routine maintenance, and repairs of water treatment and distribution systems. It may also be used to address unforeseen operational emergencies or cost fluctuations.	Water Services is a self supporting department fully funded through user fees. Annually, the surplus in the water operating budget will be transferred to this reserve fund.	The balance should not fall below $0. However, it is recommended that the Water Reserve Fund maintain a minimum target balance of $2 million to ensure adequate liquidity for operational contingencies and maintenance needs.	No target maximum balance.	Inter-fund borrowing should be limited to the Water and Wastewater Reserve Funds and amounts of $2 million or under.
Waterfront Master Plan Reserve Fund	The Waterfront Master Plan is a discretionary reserve fund established to provide for a source of funding for the Town to implement the Waterfront Master Plan that was adopted at the November 28th 2016 meeting. The cost estimate for complete implementation of the plan is $50 million however the project can and will be completed in phases.	• Annual contributions from the Town's operating budget as approved by Council. • Proceeds from grants or contributions received from Federal and/or Provincial governments to support implementation of the Waterfront Master Plan. • Any other funding sources approved by Council, including donations or special levies, that are designated for Waterfront Master Plan implementation.	The balance should not fall below the amount required to fund one-third of the estimated costs for the next phase of the Waterfront Master Plan.	The balance should not exceed the estimated Town share of the total Waterfront Master Plan implementation cost for the current phase plus a contingency of 10%.	Borrowing is not permitted, prescribed use only.
Wastewater Reserve Fund	The Wastewater Reserve Fund is established to provide a source of funding for operating and maintenance needs of the Town's wastewater system. The fund supports day-to-day operational requirements, routine maintenance, and repairs of wastewater treatment and distribution systems. It may also be used to address unforeseen operational emergencies or cost fluctuations.	Wastewater Services is a self supporting department fully funded through user fees. Annually, the surplus in the wastewater operating budget will be transferred to this reserve fund.	The balance should not fall below $0. However, it is recommended that the Water Reserve Fund maintain a minimum target balance of $2 million to ensure adequate liquidity for operational contingencies and maintenance needs.	No target maximum balance.	Inter-fund borrowing should be limited to the Water and Wastewater Reserve Funds and amounts of $2 million or under.

Suggested Name	Purpose - Proposed	Source of Funding - Proposed	Suggested Practice: Target Balance (Minimum)	Suggested Practice: Target Balance (Maximum)	Borrowing
Collingwood Greening Legacy Reserve Fund	The Collingwood Greening Legacy Reserve Fund is a discretionary reserve fund that provides a dedicated source of funding for initiatives that enhance and sustain green infrastructure, environmental stewardship, and natural heritage in the Town of Collingwood.	• Contributions from the municipal operating budget as approved by Council. • Donations or grants received from external organizations or individuals for environmental initiatives. • Proceeds from the sale of municipal assets earmarked for environmental purposes.	Sufficient to fund at least one major planned greening project planned within one year, or annual priority initiative as approved by Council.	The balance should not exceed the anticipated funding required to complete all planned greening initiatives over the next three years, plus a 10% contingency to account for project cost variability.	Borrowing is not permitted, prescribed use only.
Collingwood Arts & Culture Legacy Reserve Fund	The Collingwood Arts & Culture Legacy Reserve Fund is a discretionary reserve fund established to provide funding for arts, cultural, and heritage initiatives, supporting programs, facilities, and community events that promote cultural development in Collingwood.	• Annual contributions from the municipal operating budget. • Donations or sponsorships from individuals, organizations, or foundations. • Grants from provincial or federal arts and culture programs.	Sufficient to support the Town's annual arts and cultural programming obligations or one significant arts/culture initiative.	The balance should not exceed the total projected funding requirements for planned arts and culture initiatives over the next three years, plus a 10% contingency.	Borrowing is not permitted, prescribed use only.
Multi Use Facility Reserve Fund	The Multi Use Facility Reserve Fund is a discretionary reserve fund to provide a dedicated source of funding for the planning, construction, maintenance of a new multi-use facility.	• Contributions from the municipal operating budget. • Grants or funding from senior levels of government. • Proceeds from fundraising or facility-related fees.	The balance should not fall below $0.	The balance should not exceed the estimated municipal contribution required for all planned facility projects over the next three years, plus a 10% contingency.	Borrowing is not permitted, prescribed use only.
Hospital Redevelopment Reserve Fund	Fund is a discretionary reserve fund to provide a source of funding to support municipal contributions to hospital redevelopment projects, including expansions, upgrades, or major renovations.	• Annual contributions from the municipal operating budget. • Donations, fundraising campaigns, or community partnerships. • Provincial or federal grants specifically tied to hospital redevelopment.	The balance should be sufficient to cover at least one year of anticipated municipal contributions toward hospital redevelopment.	The balance should not exceed the total projected municipal contribution for the next major phase of redevelopment, plus a 10% contingency.	Borrowing is not permitted, prescribed use only.
Asset Sale Proceeds Reserve Fund	The Asset Sale Proceeds Reserve Fund is a discretionary reserve fund to hold funds from the sale of assets to finance future capital expenditures, reduce debt, or stabilize budgets.	Funded through the sale of municipal assets.	The balance should not fall below $0.	No target maximum balance.	Borrowing is permitted with the approval of Council.
Heritage Reserve Fund	The Heritage Reserve Fund is a discretionary reserve fund to be used for the establishment of a new Heritage Conservation District and/or expansion of the current Heritage Conservation District. This reserve fund was established by Council at the adoption of the 2016 Budget on March 7th 2016.	An allocation of $10,000 in the operating fund.	The minimum balance should be set at $10,000, equivalent to one year of the planned annual contribution.	The maximum balance should be set at $30,000, equivalent to three years of the planned annual contribution.	Borrowing is not permitted, prescribed use only.
Paralympic Bursary	The Paralympic Bursary is a discretionary reserve provide financial support for Collingwood residents who are participating in Paralympic-level training or competition.	Funded through allocations approved by Council, community donations, and any interest earned on the balance of the fund.	The minimum balance should be maintained at $5,000, ensuring that sufficient funds are available to provide at least one bursary award each year.	The balance should be capped at $50,000, to ensure that funds are actively deployed to support athletes rather than held idle, while still allowing capacity for multi-year awards or expanded bursary programs.	Borrowing is not permitted, prescribed use only.
2012-13 Ontario Winter Games Busary	The 2012-13 Ontario Winter Games Busary is a discretionary reserve to support Collingwood residents participating in provincial or national-level competitions inspired by the legacy of the 2012–13 Ontario Winter Games hosted in Collingwood.	Financed through legacy funds from the 2012–13 Ontario Winter Games, Council-approved allocations, community sponsorships or donations, and interest earned on the balance.	The minimum balance should be maintained at $5,000, ensuring that sufficient funds are available to provide at least one bursary award each year.	The balance should be capped at $50,000, to ensure that funds are actively deployed to support athletes rather than held idle, while still allowing capacity for multi-year awards or expanded bursary programs.	Borrowing is not permitted, prescribed use only.
Accessibility Committee Reserve	The Accessibility Committee Reserve is a discretionary reserve to provide funding for accessibility initiatives in municipal facilities and/or on Town owned lands.	Unexpended balance from Accessibility account in the Operating fund.	The balance should not fall below $0.	The target balance is $30,000.	Borrowing is not permitted, prescribed use only.

Suggested Name	Purpose - Proposed	Source of Funding - Proposed	Suggested Practice: Target Balance (Minimum)	Suggested Practice: Target Balance (Maximum)	Borrowing
Affordable Housing Reserve	The Affordable Housing Reserve is a discretionary reserve established to provide a dedicated source of funding to support the planning, development, and implementation of affordable housing initiatives within the Town. The reserve may be used to fund capital contributions, partnerships with not-for-profit and private sector housing providers, land acquisition for affordable housing purposes, and other initiatives that directly increase or preserve the supply of affordable housing.	• Annual contributions approved through the Town's operating budget. • Contributions from upper levels of government designated for affordable housing. • Donations, grants, or other external funding specifically designated for affordable housing. • Proceeds from the sale of municipally owned properties where Council has directed funds to support affordable housing.	The minimum balance should be set at $200,000 to ensure sufficient funds are available to respond to urgent or time-sensitive housing opportunities, such as leveraging senior government or private sector contributions.	No target maximum balance.	Borrowing is not permitted, prescribed use only.
Airport Reserve	The Airport Reserve is a discretionary reserve established to provide a source of financing for the operation, maintenance, and capital replacement of the Town's airport infrastructure and equipment.	• Annual operating surpluses generated from airport operations. • Allocations approved through the Town's operating or capital budget. • Proceeds from the sale of airport-related assets, where directed by Council.	The minimum balance should be maintained at an amount equal to one year of projected airport operating expenditures to ensure adequate funds are available to stabilize operations in the event of a revenue shortfall, emergency, or unexpected capital repair.	The maximum balance should be set at the equivalent of five years of planned capital needs identified in the Airport's long-term capital forecast, or $2,000,000, whichever is greater.	Borrowing is not permitted, prescribed use only.
Business Improvement Area (BIA) Reserve	The Business Improvement Area (BIA) Reserve Fund is a discretionary reserve fund established to provide financial stability for BIA operations and to support special projects, capital improvements, beautification initiatives, promotions, and events within the BIA boundaries.	• Annual BIA operating surpluses, after recognition of all direct and indirect costs. • Contributions approved by Council through the BIA levy process or the Town's budget. • Sponsorships, donations, or grants specifically designated for BIA-related purposes.	The minimum balance should be equal to 25% of the annual BIA operating levy to provide a financial buffer against unforeseen operating pressures or revenue fluctuations.	The maximum balance should be the equivalent of 100% of the annual BIA operating levy, unless earmarked for an approved capital project or strategic initiative. This ensures that funds are available for major projects while preventing the unnecessary accumulation of unutilized resources.	Borrowing is not permitted, prescribed use only.
Capital Contingency Reserve	The Capital Contingency Reserve is a discretionary reserve to provide funding for emergency capital expenditures or unforeseen costs related to budgeted capital projects.	Allocation of Operating Surplus to maintain the reserve balance at the target balance.	The balance should not fall below $750,000. If the balance falls below this level, no funds should be expended from this reserve until the target balance has been re-established.	The target balance is $1,500,000.	Borrowing is not permitted, prescribed use only.
Mayors Golf Reserve	The Mayors Gold Reserve is a discretionary reserve to provide startup funding for the Mayor's Golf Challenge tournament each year.	Surplus proceeds from the Mayor's Golf Challenge tournament, as well as sponsorship contributions and other fundraising efforts.	The balance should not fall below $0.	The funding required for the Mayor's Golf Challenge tournament each year.	Borrowing is not permitted, prescribed use only.
Municipal Election Reserve	The Municipal Election Reserve is a discretionary reserve to mitigate budget pressure resulting from the expenditures of a municipal election.	Contribution from Operating fund. One-quarter of the estimated costs of the election will be transferred annually to this reserve and drawn upon in the year of election.	The balance should not fall below $0.	The target balance is $140,000, or in the Clerk's opinion, the cost of one municipal election.	Borrowing is not permitted, prescribed use only.
Operational Asset Replacement Reserve Fund	The Operational Asset Replacement Reserve Fund is a discretionary reserve fund established to provide funding for the cyclical replacement and refurbishment of municipal fleet, vehicles, and equipment required for day-to-day operations.	Contribution from the operating budget based on an internal "machine rental fee".	The minimum balance should be sufficient to fund at least one year of planned fleet and equipment replacements as identified in the Asset Management Plan to ensure service	The maximum balance should be equal to the estimated replacement value of all operational assets required over a five year horizon in the Asset Management Plan.	Borrowing is not permitted, prescribed use only.

Suggested Name	Purpose - Proposed	Source of Funding - Proposed	Suggested Practice: Target Balance (Minimum)	Suggested Practice: Target Balance (Maximum)	Borrowing
Public Art Reserve	The Public Art Reserve is a discretionary reserve that provides funding to acquire, maintain and preserve Public Art in or adjacent to new or existing municipal buildings, infrastructure projects, parks, trails and other Town-owned land and facilities.	• Annual contribution from Operating fund. • Private sector and community donations.	The balance should not fall below $0.	The target balance is $42,500.	Borrowing is not permitted, prescribed use only.
Winter Control Reserve	The Winter Control Reserve is a discretionary reserve established to provide funding for winter control costs which exceed the amount provided for in the Town's operating budget to mitigate an adverse effect on the current years' operating fund.	• Contribution from the unexpended winter control funds, if any. • Allocation of Operating Surplus.	The minimum balance should be equal to 25% of the five year average actual winter control costs.	The maximum balance should be equal to 100% of the five-year average of actual winter control costs.	Borrowing is not permitted, prescribed use only.
Workplace Safety and Insurance Board (WSIB) Reserve	The Workplace Safety & Insurance Board Reserve is a discretionary reserve established to cover any significant potential future claims, damage settlements or Ministry of Labour fines.	• No on-going source of funding. • Contribution from unused Salary Contingency account in the Operating fund as needed to maintain the target balance.	The balance should not fall below $0.	The target balance is $300,000.	Borrowing is not permitted, prescribed use only.

4.3.2 R.R.F.s Proposed to be Modified and Combined

Through discussions with Town staff, it was noted that the Town currently has R.R.F.s that serve a similar purpose. As part of this review, it is recommended that the following R.R.F.s be consolidated:

Figure 10
Town of Collingwood's Discretionary R.R.F.s Proposed to be Combined

Proposed to be Combined	Combined R.R.F. Title
Commuter Cycling Main Street Revitalization Modernization	Provincial Grants Reserve Fund
Working Capital Reserve Fund Reserve - Operating Contingency	Operating Contingency Reserve
Lifecycle Replacement Reserve Fund Special Capital Levy	General Asset Management Reserve Fund
Municipal Parking Reserve Fund Municipal Parking	Municipal Parking Reserve Fund
Reserve - General Cultural Reserve Fund Greening Reserve Fund	General Reserve
Reserve - Library Capital Reserve - Library General Reserve - Library Internet	Library Reserve

It is proposed that the Commuter Cycling, Main Street Revitalization, and Modernization reserve funds be consolidated into a single Provincial Grants Reserve Fund. Future grant funding from the Province that does not require the establishment of a separate

legislated reserve fund will also be directed into this new consolidated reserve fund. The following policy has been drafted for Council's consideration:

- Purpose
    - The Provincial Grants Reserve Fund is intended to provide a mechanism for managing and accounting for unspent or committed provincial grant funding received by the municipality. The funds may be used for
        1) expenditures directly tied to the original intent of the grant,
        2) projects or initiatives deferred due to timing, regulatory, or operational constraints, and
        3) covering eligible costs in future fiscal years as approved by Council or in accordance with multi-year agreements.
- Source of Funding
    - Unspent balances from provincial operating or capital grants,
    - Surplus allocations designated for future provincial grant match requirements, as approved by Council.
- Suggested Target Balance (Min.)
    - The balance should not fall below $0.
- Suggested Target Balance (Max.)
    - No target maximum balance.
- Permitted Borrowing
    - Borrowing is not permitted, prescribed use only.

Based on recommendations from the finance staff, it is proposed that the Working Capital Reserve fund and Reserve – Operating Contingency be consolidated into a single general reserve titled the Operating Contingency Reserve. The Operating Contingency Reserve would continue to support the original intents of the individual reserves but would provide broader discretion to address unforeseen expenditures or priority initiatives as they arise. The policies surrounding this reserve is summarized as follows:

- Purpose
    - The Operating Contingency Reserve provides financial flexibility to respond to unforeseen or unplanned expenditures that may arise during the year and are not accommodated in the approved operating budget. The fund acts as a stabilization mechanism to ensure the Town can

manage unexpected financial pressures without significant disruption to services or unplanned tax increases.

- Source of Funding
    - Allocation of Operating Surplus to maintain the reserve balance at the target balance.
- Suggested Target Balance (Min.)
    - The balance in this reserve should not fall below $150,000. If the balance falls below this level, no funds shall be expended from this reserve until the target balance has been re-established.
- Suggested Target Balance (Max.)
    - The upper limit is established at 1% of projected funds to be raised from taxation for the subsequent year.
- Permitted Borrowing
    - Borrowing is permitted.

Furthermore, it is recommended that the Lifecycle Replacement Reserve Fund and Special Capital Levy be consolidated into a single reserve titled the Asset Management Reserve Fund. The target balances for the reserve fund are proposed to be tied with tax-supported requirements outlined in the 2025 Asset Management Plan (A.M.P.), which is currently being untaken by Aspire and Watson. The annual lifecycle cost over a 10-year period (2025 – 2034) as identified from the 2025 A.M.P. is outlined below:

Figure 11
Town of Collingwood 2025 A.M.P. Annual Lifecycle Cost by Asset Category

Asset Category	AMP Lifecycle Cost (2025$)
Tax Supported	
Core Assets	
Transportation	6,228,500
Stormwater	2,317,400
Non-Core Assets	
Buildings and Facilities	3,263,400
Culture and Community Assets	67,600
Fleet and Equipment	4,904,600
Information Technology	491,400
Library	58,000
Natural Assets	-
Parking	116,500
Parks and Recreation	2,972,400
Total Tax Supported (2025$)	**20,419,800**
Water	
Water - Linear / Vertical	2,870,200
Total Water (2025$)	**2,870,200**
Wastewater	
Sanitary - Linear / Vertical	5,076,300
Total Wastewater (2025$)	**5,076,300**
Grand Total (2025$)	**28,366,300**

The following policy has been drafted for Council's consideration:

- Purpose
    - The General Asset Management Reserve Fund is a discretionary reserve fund established to provide a source of funding for lifecycle maintenance, rehabilitation, and replacement of municipal infrastructure assets not classified under water or wastewater systems, ensuring sustainable levels of service over the long term. The capital projects are related to non-rate-supported categories of the Town's Asset Management Plan.
- Source of Funding
    - Annual allocations from the Town's operating budget surplus and the special capital levy approved by Council.
    - Grants, subsidies, or other external funding sources designated for asset management.
- Suggested Target Balance (Min.)
    - The reserve fund balance should not fall below $0.

- Suggested Target Balance (Max.)
    - The balance should not exceed the estimated funding required to complete anticipated lifecycle projects for tax-supported assets within the forecast period, as outlined in the Town's Asset Management Plan, plus a 20% contingency to account for potential cost fluctuations and timing variations.
- Permitted Borrowing
    - Borrowing is not permitted, prescribed use only.

In addition, finance staff have suggested that the Municipal Parking Reserve Fund and Municipal Parking be consolidated into a single Municipal Parking Reserve Fund. Municipal Parking was previously categorized as an obligatory reserve fund and is now proposed to be reclassified as a discretionary reserve fund to ensure compliance with current legislation. The consolidation of the two reserve funds will provide a more efficient means of managing all parking-related revenues and expenditures under one unified account. The following policy has been drafted for Council's consideration:

- Purpose
    - The Municipal Parking Reserve Fund is a discretionary reserve fund established to ensure that parking related operating surpluses are retained for ongoing maintenance and future increased parking infrastructure needs.
- Source of Funding
    - The Parking operations of the Town of Collingwood are fully funded through user fees.
- Suggested Target Balance (Min.)
    - The minimum balance for the Parking Reserve Fund is $500,000.
- Suggested Target Balance (Max.)
    - The balance should not exceed the estimated funding required for the design and construction of one major parking facility (such as a surface lot or structure), plus associated technology and fleet requirements, as identified in the Town's Parking Strategy or capital forecast.
- Permitted Borrowing
    - Borrowing is not permitted, prescribed use only.

Furthermore, it is recommended that the Reserve – General, Cultural Reserve Fund, and Greening Reserve Fund be consolidated into a single reserve titled the General

Reserve. This consolidation is intended to simplify the Town's reserve structure, reduce administrative complexity, and improve the flexibility and responsiveness of funding allocation to support a wide range of municipal initiatives. The following policy has been drafted for Council's consideration:

- Purpose
    - The General Reserve is a discretionary reserve established to provide short-term funding for cash flow deficiencies, interim financing needs, and other temporary working capital requirements. This reserve may also be utilized to address unforeseen or emergency expenditures that arise during the fiscal year, subject to Council approval. The General Reserve supports the Town's liquidity management objectives and ensures sufficient financial flexibility to maintain stable municipal operations.
- Source of Funding
    - Allocation of Operating Surplus.
- Suggested Target Balance (Min.)
    - The balance should not fall below $250,000. If the balance falls below this level, no funds shall be expended from this reserve until the target balance has been re-established.
- Suggested Target Balance (Max.)
    - The target balance is $500,000.
- Permitted Borrowing
    - Borrowing is not permitted, prescribed use only.

Lastly, through discussions with staff, it is recommended that the Reserve – Library Capital, Reserve – Library General, and Reserve – Library Internet reserves be consolidated into a single reserve titled the Library Reserve. This consolidation will streamline financial management and provide a more efficient and transparent means of administering all library-related revenues and expenditures through one unified account. The following policy has been drafted for Council's consideration:

- Purpose
    - The Library Reserve is a discretionary reserve established to provide a source of funding for the Town's library operations, programs, and capital requirements. This reserve ensures financial flexibility to address both planned and unforeseen library needs, supporting the continued delivery of library services to the community.

- Source of Funding
    - Contributions approved by Council through the annual budget process; and
    - Donations, fundraising proceeds, or grants specifically designated for library purposes.
- Suggested Target Balance (Min.)
    - The minimum balance shall be 10% of the annual Library operating budget to provide a buffer for unforeseen operating needs or revenue fluctuations.
- Suggested Target Balance (Max.)
    - The maximum balance shall be equal to the greater of $100,000 or 100% of the annual Library operating budget, unless earmarked for an approved capital project such as facility renewal or expansion.
- Permitted Borrowing
    - Borrowing is not permitted, prescribed use only.

4.3.3 R.R.F.s Proposed to be Created

Through this study process, it was identified that four reserves should be established based on the Town's evolving needs. These proposed reserves include

- Water Asset Management Reserve Fund
- Wastewater Asset Management Reserve Fund
- Federal Grants Reserve Fund
- Legal Reserve Fund
- Tourism Reserve

The proposed Water Asset Management Reserve Fund and Wastewater Asset Management Reserve Fund are aligned with the Town's A.M.P. and are specifically designated for the Water and Wastewater asset categories, respectively. Similar to the Other Assets Asset Management Reserve Fund outlined in the previous section, the target balances for these reserves will be directly linked to the funding requirements identified in the A.M.P. and reviewed annually to ensure ongoing alignment with updated asset data, condition assessments, and lifecycle forecasts. The following policies have been drafted for Council's consideration:

Figure 12

Suggested Name	Purpose - Proposed	Source of Funding - Proposed	Suggested Practice: Target Balance (Minimum)	Suggested Practice: Target Balance (Maximum)	Borrowing
Water Asset Management Reserve Fund	The Water Asset Management Reserve Fund is a discretionary reserve fund established to provide a source of funding for lifecycle maintenance, rehabilitation, and replacement of water system infrastructure, ensuring sustainable levels of service over the long term. The capital projects are related to the Water - Linear / Vertical category of the Town's Asset Management Plan.	• Annual contributions from water rates as approved in the Town's annual budget. • Grants, subsidies, or other external funding sources allocation for water asset management.	The balance should not fall below $0.	The balance should not exceed the estimated funding required to complete anticipated water system lifecycle projects within the forecast period, as outlined in the Town's Asset Management Plan, plus a 20% contingency to account for potential cost fluctuations and timing variations.	Borrowing is not permitted, prescribed use only.
Wastewater Asset Management Reserve Fund	The Wastewater Asset Management Reserve Fund is a discretionary reserve established to provide a source of funding for lifecycle maintenance, rehabilitation, and replacement of wastewater system infrastructure, ensuring sustainable levels of service over the long term. The capital projects are related to the Sanitary - Linear / Vertical category of the Town's Asset Management Plan.	• Annual contributions from wastewater rates as approved in the Town's annual budget. • Grants, subsidies, or other external funding sources allocation for wastewater asset management.	The balance should not fall below $0.	The balance should not exceed the estimated funding required to complete anticipated wastewater system lifecycle projects within the forecast period, as outlined in the Town's Asset Management Plan, plus a 20% contingency to account for potential cost fluctuations and timing variations.	Borrowing is not permitted, prescribed use only.

Similar to the Provincial Grants Reserve Fund described in the previous section, a Federal Grants Reserve Fund is proposed. This reserve fund would serve as a holding account for future federal grant funding that does not require the establishment of a separate legislated reserve fund. Based on the objective, the following policy has been drafted:

- Purpose
    - The Federal Grants Reserve Fund is intended to provide a mechanism for managing and accounting for unspent or committed federal grant funding received by the Town. The funds may be used for
        - 1) expenditures directly tied to the original intent of the grant,
        - 2) projects or initiatives deferred due to timing, regulatory, or operational constraints, and
        - 3) covering eligible costs in future fiscal years as approved by Council or in accordance with multi-year agreements.
- Source of Funding
    - Unspent balances from federal operating or capital grants,
    - Surplus allocations designated for future federal grant match requirements, as approved by Council.
- Suggested Target Balance (Min.)

    - The balance should not fall below $0.
- Suggested Target Balance (Max.)
    - No target maximum balance.
- Permitted Borrowing
    - Borrowing is not permitted, prescribed use only.

Following consultation with staff, it is proposed that a Legal Reserve Fund be established to ensure dedicated financial capacity and flexibility to address current and future legal matters. The policies surrounding the proposed reserve fund are as follows:

- Purpose
    - The Legal Reserve Fund is a discretionary reserve established to fund legal costs arising from Ontario Land Tribunal (OLT) proceedings and other unanticipated legal matters.
- Source of Funding
    - Transfers from operating funds when required.
    - Annual budget surpluses.
- Suggested Target Balance (Min.)
    - The reserve fund balance should not fall below $0.
- Suggested Target Balance (Max.)
    - The balance should be maintained at a level sufficient to fund legal costs associated with at least one major Ontario Land Tribunal (OLT) proceeding and other unanticipated legal matters, based on the average cost over the last five years.
- Permitted Borrowing
    - Borrowing is not permitted, prescribed use only.

Furthermore, it is proposed that a Tourism Reserve be established to provide dedicated funding to support tourism-related initiatives, programs, and infrastructure that enhance the Town's visitor economy and promote sustainable growth in the tourism sector. The policies surrounding the proposed reserve are as follows:

- Purpose
    - The Tourism Reserve is a discretionary reserve established to support initiatives, events, infrastructure, and marketing efforts that enhance tourism, promote the Town as a destination, and contribute to economic development.

- Source of Funding
    - Allocations from municipal accommodation tax, including tourism-related revenues (40% for the Town of Collingwood).
    - External funding or grants specifically designated for tourism that remain unspent at year-end.
- Suggested Target Balance (Min.)
    - The minimum balance shall be equal to 25% of the average annual tourism program costs over the previous three years, ensuring the Town has adequate resources to support ongoing tourism initiatives and respond to unforeseen opportunities.
- Suggested Target Balance (Max.)
    - The maximum balance shall not exceed the equivalent of two years of average annual tourism program costs, providing capacity for strategic tourism investments without accumulating excessive idle funds.
- Permitted Borrowing
    - Borrowing is not permitted, prescribed use only.

4.3.4 R.R.F.s Proposed to be Terminated / Closed

Through this evaluation process, it was observed that certain R.R.F.s that the Town currently maintains have either fulfilled their intended purpose or are no longer required. Therefore, it is recommended that the following R.R.F.s be closed:

- Non-DC Growth Related Reserve Fund: This reserve fund was originally established to provide funding for the 10% mandatory deduction on soft service assets and for growth-related items not eligible for D.C. funding. However, under the current *Development Charges Act*, municipalities are now permitted to recover the full cost of growth-related capital needs. As a result, the purpose of this reserve fund is no longer relevant, and its balance has been zero since December 31, 2024.
- Social Housing - Birch St. Apartments Reserve Fund: This reserve fund was originally established to provide funding for the repair and maintenance of the Birch Street Apartments, which were previously managed on the Town's behalf by the Rotary Club. As the Birch Street Apartments are no longer owned or operated by the Town, and the land has since been transferred to the County for the development of new social housing, the original purpose of this reserve fund is no longer applicable. Accordingly, it is recommended that this reserve fund be

closed. As of Dec. 31, 2024, the Social Housing - Birch St. Apartments Reserve Fund has an estimated balance of $101,000. Given that there are no outstanding commitments associated with this reserve fund, it is recommended that the remaining balance be transferred to the Affordable Housing Reserve to ensure the funds continue to support housing-related purposes consistent with their original intent.

- Balsam Debenture: The balance of the reserve has been zero as of December 31, 2024, and is no longer required as the related project has been completed and the associated debenture fully repaid.
- Employee Future Benefits Reserve: Following consultation with staff, it is proposed that this reserve be closed, as the Town now recognizes and maintains this obligation as a liability rather than through a reserve. The balance of the reserve has been zero since December 31, 2023.

Chapter 5
Annual Reporting

5. Annual Reporting

5.1 Summary of Reporting

The previous chapters set the foundational principles for the creation, management, maintenance, and termination of the Town's R.R.F.s, along with specific policies for each account. To ensure transparency and accountability, it is recommended that the Town undertake annual reporting to stakeholders, including Council, Town departments, and the public. These reports should:

- Identify the current state of the R.R.F., providing balances, commitments, and transactions performed throughout the year;
- Provide a forecast of funds, which includes potential expenditures and revenues over a period of time; and
- Identify any issues that should be addressed. This may include:
    - Target balances not being met;
    - Target balances being exceeded; or
    - Balances not sufficient for proposed expenditures.

5.2 Annual Reporting Example

As part of the study process, other municipalities were examined in order to analyze best practices that could be adopted by the Town. Through this review, it was noted that one municipality provides a comprehensive R.R.F. annual report to Council. The report provides details to the various types of reserves and reserve funds that are currently in place, including:

- An overview of the Town's current reserves and reserve funds;
- Opening balances, projected activity for the following year, and the estimated closing balances;
- An explanation of how the R.R.F.s will be utilized;
- A summary of R.R.F.s related to the Town's Boards and Committees;
- Details for significant changes in each R.R.F.;
    - Reasons for substantial decreases (or increases) in balances
- Schedule of Movement – summarizing the transaction activity in the current year; and

- Forward forecast of their R.R.F.s over the next 10-years.

This type of reporting would assist the Town of Collingwood in maintaining transparency for stakeholders, in addition to providing a document that will assist in forecasting the reserve and reserve fund positions for budgetary considerations. A sample of the R.R.F. presentation is provided in Appendix A.

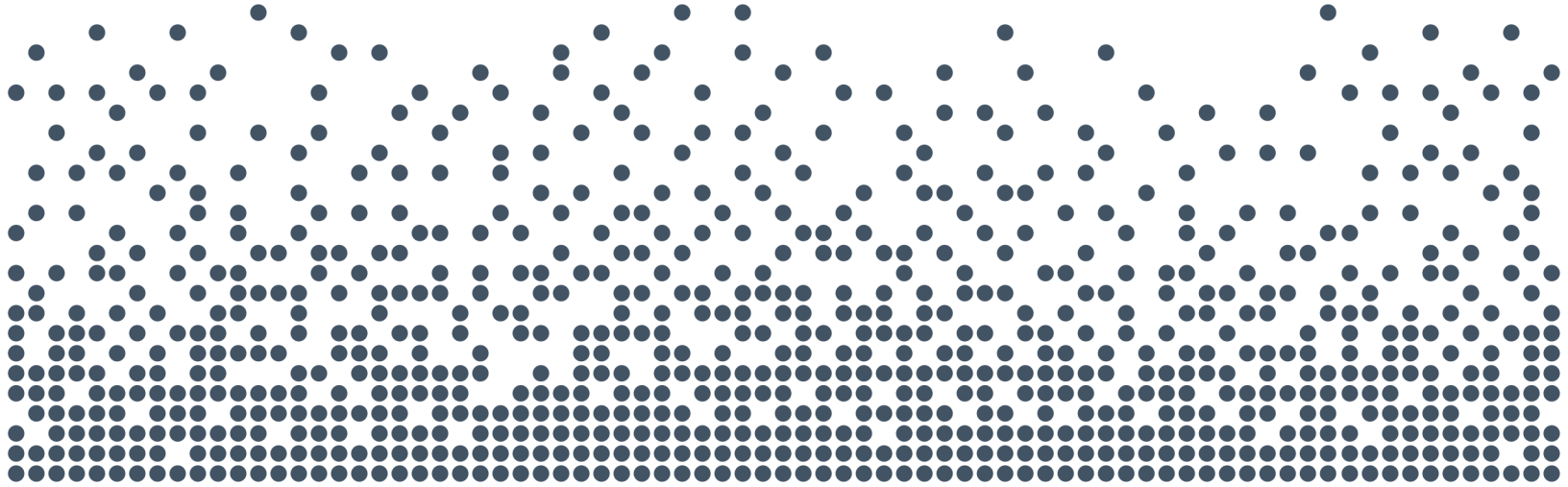
Chapter 6
Conclusion and Recommendations

6. Conclusion and Recommendations

In summary, this study has reviewed the Town's existing reserves and reserve funds, provided a historical background and the policy framework, and developed policies for specific R.R.F.s.

Based on the findings of this review, the following recommendations are being presented for staff and Council's consideration:

- Approve the specific reserve and reserve fund policies as outlined in Chapter 4;
- Draft a reserve fund by-law that incorporates the specific reserve and reserve fund policies; and
- Repeal all existing non-obligatory reserve and reserve fund by-laws.



Appendices

Appendix A
Reporting Example

Overview

Reserves and reserve funds are an important element of the [Municipality]'s long- term financial plan as they allow the [Municipality] to set aside funds for a future purpose and fulfill a critical financial need for the municipality. They make provisions for the replacement and rehabilitation of existing [Municipality] assets, provide a contingency for one-lime and unforeseeable events and provide flexibility to manage debt levels and protect the [Municipality]'s financial position.

Reserves

A reserve is an allocation of accumulated net revenue and is governed by Council policies that identify the intended purpose, target balance and funding sources. Reserves are part of the [Municipality]'s overall revenue fund and are non-interest bearing. Therefore, any interest earned by the [Municipality] from the investment of funds in reserves is retained as revenue in the overall operating fund.

Reserve Funds

Reserve funds are established to segregate funds that are acquired for a specific purpose as identified through legislation, financial agreements or Council direction. Reserve funds are interest bearing and earnings are applied to each reserve fund based on yields earned on the [Municipality]'s total investment portfolio and cash balances. There are two types of reserve funds:

1. Obligatory Reserve Funds - these funds are acquired by the [Municipality] for a legislated purpose or for a specifically defined purpose through a financial agreement. They are segregated and created solely for the purpose prescribed for them.
2. Discretionary Reserve Funds - these funds are established based on Council direction and are used to finance specific future expenditures or to fund specific contingent liabilities. These funds are also segregated from the general revenues of the [Municipality].

Reserves and reserve funds are a key funding source for capital infrastructure with [X]% of the 2026 capital budget funded from reserves and reserve funds including development charges and capital provision revenues. This section includes an overview of the reserves and reserve funds by their intended or legislated use.

[Municipality] Reserves and Reserve Funds

Stabilization Reserves

Stabilization reserves are used to offset extraordinary and unforeseen expenditure requirements, one-time expenditures, cyclical expenses, revenue shortfalls and they help to minimize fluctuations in the tax levy.

Stabilization Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Tax Rate Stabilization	[X]	[X]	[X]	[X]
Election	[X]	[X]	[X]	[X]
Winter Control	[X]	[X]	[X]	[X]
Building Rate Stabilization	[X]	[X]	[X]	[X]
Total Stabilization Reserves	[X]	[X]	[X]	[X]
Total Stabilization Reserves	[X]	[X]	[X]	[X]

As illustrated in the table, the estimated balance in these reserves at December 31, 2025 is $[X] million. The 2026 budget is forecast to increase these reserves to $[X] million, largely driven by an increase in the Building Stabilization Reserve due to an increase in the estimated development activity during 2026.

Overview

Corporate Use Reserves

Corporate use reserves provide for various contingent and potential future liabilities. At the end of this year, the estimated balance in the corporate use reserves is $[X] million as illustrated in the table.

Corporate Use Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balanc	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Legal Matters	[X]	[X]	[X]	[X]
Per Unit Development Processing Fee	[X]	[X]	[X]	[X]
Insurance	[X]	[X]	[X]	[X]
WSIB	[X]	[X]	[X]	[X]
Working Funds	[X]	[X]	[X]	[X]
Training	[X]	[X]	[X]	[X]
Growth Related Resources	[X]	[X]	[X]	[X]
Total Corporate Use Reserves	[X]	[X]	[X]	[X]

Capital Reserves

Capital reserves are used to fund the annual capital program including both the replacement/rehabilitation of existing infrastructure to maintain assets in a state of good repair and the construction/purchase of infrastructure to service the growing community. The assets base owned by the [Municipality] continues to increase with the ongoing growth in the community which will require long term investment for their future renewal. As such, the contribution to reserves for capital replacement should be adjusted regularly to align with the future lifecycle costing identified in the [Municipality]'s asset management plans.

As illustrated in the table, the estimated total balance for these reserves at year end is $[X] million, of which $[X] million specifically relates to future investment in growth infrastructure.

Capital Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Infrastructure Renewal	[X]	[X]	[X]	[X]
Municipal Building Components	[X]	[X]	[X]	[X]
Capital Provision	[X]	[X]	[X]	[X]
Capital Works	[X]	[X]	[X]	[X]
Transit and Transportation	[X]	[X]	[X]	[X]
Computer Requirements	[X]	[X]	[X]	[X]
Equipment Replacement	[X]	[X]	[X]	[X]
Municipal Buildings Replacement	[X]	[X]	[X]	[X]
Cash-in-lieu of Parkland	[X]	[X]	[X]	[X]
Property Transactions	[X]	[X]	[X]	[X]
Cash-in-lieu of Parking	[X]	[X]	[X]	[X]
Cash-in-lieu of Storm Water Management	[X]	[X]	[X]	[X]
Ontario Lottery Corporation Proceeds	[X]	[X]	[X]	[X]
Development Charges	[X]	[X]	[X]	[X]
Total Capital Reserves	**[X]**	**[X]**	**[X]**	**[X]**

The [Municipality] continues to improve its financial forecasting and planning through the development of asset management plans. The current asset management plans for Roads, Bridges and Culverts, as well as Facilities and Transit, identify an annual combined funding shortfall of $[X] million compounded by an existing infrastructure deficit of $[X] million. Future budgets will need to consider increases to the Infrastructure Renewal Reserve to eliminate the overall funding deficit and ensure the long-term financial sustainability of the [Municipality].

Overview

Government Funded Reserves and Reserve Funds

Government funded reserves and reserve funds are established to appropriately monitor and record revenues received from the Provincial and Federal governments through various grant funding programs. The funds accumulate in the respective reserve funds until such time as they can be used in the [Municipality]'s budgets in accordance with the guidelines of each program. The balances reflected in the following table include all outstanding commitments against these reserves and reserve funds. The Ontario Community Infrastructure Reserve Fund shows a zero balance as the funds are anticipated to be utilized in the year received until 2027.

Government Funded Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Ontario Community Infrastructure Fund	[X]	[X]	[X]	[X]
Provincial Gas Tax	[X]	[X]	[X]	[X]
Federal Gas Tax	[X]	[X]	[X]	[X]
Total Government Funded	**[X]**	**[X]**	**[X]**	**[X]**

Program Specific Reserve Funds

Program specific reserve funds are non-obligatory reserve funds established to accumulate funds for specific programs or contain funding received for a specified purpose as outlined in the reserve and reserve fund policies. Reserve fund balances for this classification are summarized in the following table:

Program Specific Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Perpetual Maintenance	[X]	[X]	[X]	[X]
Aggregate Permit Fees	[X]	[X]	[X]	[X]
Sportsfield Development	[X]	[X]	[X]	[X]
Invesment in the Arts	[X]	[X]	[X]	[X]
Metrolinx Bike	[X]	[X]	[X]	[X]
Mayor's Legacy Fund	[X]	[X]	[X]	[X]
Total Program Specific	**[X]**	**[X]**	**[X]**	**[X]**

Boards and Committees

The following table summarizes the reserves and reserve funds that are established for the specific use of [Municipality] boards and committees as well as the expansion of the [Municipality] District Hospital.

Boards and Committees Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Library Tax Rate Stabilization	[X]	[X]	[X]	[X]
Library Capital Works	[X]	[X]	[X]	[X]
DBIA Surplus	[X]	[X]	[X]	[X]
Seniors' Fundraising	[X]	[X]	[X]	[X]
[Municipality] District Hospital Expansion	[X]	[X]	[X]	[X]
Total Boards and Committees	**[X]**	**[X]**	**[X]**	**[X]**

A significant decrease in the balance is anticipated due to the completion of the expansion to the [Municipality] District Hospital and the associated [Municipality] payment to [Municipality] Healthcare Services in early 2026.

Overview

Significant Changes in Reserves and Reserve Funds

Reserve and reserve fund balances can vary greatly from year to year as funds are utilized to support the ongoing operations and capital investment of the [Municipality]. It is important to understand and address the causes of the large swings and update the long-term financial plans accordingly.

Substantial Increases in Balances

Numerous of the [Municipality]'s reserve and reserve fund balances are anticipated to experience a positive change greater than 10% of the prior year end balance.

Stabilization Reserves

- Election
- Winter Control

Corporate Use Reserves

- Legal Matters
- Insurance
- Training
- Growth Related Resources

Capital Reserves

- Infrastructure Renewal
- Capital Provision

  Equipment Replacement

  Municipal Buildings Replacement

  Property Transactions
- Development Charges

Government Funded

Provincial Gas Tax

- Federal Gas Tax

Program Specific

- Investment in the Arts

Boards and Committees

Library Tax Rate Stabilization

- DBIA Surplus

Increases in stabilization, corporate use and Boards and Committees reserves are largely driven by contributions in the 2026 budget to replenish previous draws on the reserves and ensure sufficient balances to address future requirements. A large transfer to the Growth Related Resources Reserve was approved mid-year 2025 through [Insert Staff Report Reference] due to savings in vacancies from new approved positions.

As the [Municipality] continues to grow and infrastructure ages, the need for capital reserves to fund infrastructure renewal requirements and future property and growth needs will necessitate both larger contributions and average annual balances in the reserves to support the growing capital program. Although these reserves are increasing in the short-term, as large capital projects are undertaken the balances will decrease and require replenishment.

Although the balance in the government funded reserve funds are forecast to increase over the prior year, many of the funds in the Federal Gas Tax reserve fund are committed to various road infrastructure projects that are anticipated to be completed during 2026. In addition, future growth in the transit system will require increased draws from the Provincial Gas Tax reserve fund to minimize the impact on the operating fund commencing in 2026.

Through [Insert Staff Report Reference], a portion of the sale of the property adjacent to the [Municipality] Centre for the Arts was directed to be deposited into the
Investment in the Arts reserve fund which is causing the large increase in the balance over the prior year. These additional funds are intended to cover the balance of the debenture payments issued for the construction of the facility and will be completely depleted by 2029.

Overview

Substantial Decreases in Balances

On the contrary, numerous of the [Municipality]'s reserve and reserve fund balances are anticipated to experience a decrease greater than 10% of the prior year end balance.

Stabilization Reserves

- Tax Rate Stabilization
- Building Rate Stabilization

Corporate Use Reserves

- WSIB

Capital Reserves

- Capital Works
- Computer Requirements

Large decreases in the stabilization and corporate use reserves are driven by operating requirements during 2025 primarily caused by a temporary slowdown in growth resulting in lower building permit revenues and a smaller capital program. When growth accelerates in 2026 and continues through the forecast, the balances in the stabilization reserves are expected to recover.

Estimated reserve and reserve fund balances for 2025 as well as projections for 2026 activity are outlined in the following tables.

Summary of Projected 2026 Activity

Revenues into the [Municipality]'s reserves and reserve funds are anticipated to reach nearly $[X] million in 2026, largely from development revenues including development charges, cash flow assistance for roads infrastructure and capital provision along with grants from the federal and provincial governments through the Federal Gas Tax and Ontario Community Infrastructure Fund. External funding sources generate
significant contributions to the [Municipality]'s reserves and reserve funds and play a critical role in the [Municipality]'s long-term financial management.

Significant transfers of $[X] million from reserves and reserve funds are anticipated in 2026 to fund the large capital program, including the expansion of the [Municipality] District Hospital as well as for committed funds not yet transferred from prior year budget approvals. Nearly two thirds of the transfers are from the development charge reserve funds and will be used to support such projects as the development of the Sherwood Community Centre and Library, redevelopment of Fire Station #1 and numerous road infrastructure projects to service growth. Transfers to the Operating Fund of $[X] million are forecast for 2026. These transfers are made to fund the debenture principle and interest payments on previously approved reserve fund debt as well as to support the daily operations of the organization including WSIB, insurance and legal matters, staff training, transit expenditures and transfers to the community fund.

Development charge debenture payments will be funded directly through the reserve fund in the amount of $[X] million for debt previously issued.

Schedule of Movement - Reserves

Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity						
			Interest Earned	Contribution from Revenue	Other Revenue	Transfer to Capital	Transfer to Revenue	Debt Payments	Dec 31, 2026 Estimated Balance
Tax Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Infrastructure Renewal	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Library Tax Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Library Capital Works	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Legal Matters	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Per Unit Development Processing Fee	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Election	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Winter Control	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Insurance	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
WSIB	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Municipal Building Components	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Capital Provision	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Capital Works	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Transit and Transportation	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Computer Requirements	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Equipment Replacement	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Working Funds	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Aggregate Permit Fees	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
DBIA Surplus	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Seniors' Fundraising	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Training	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Growth Related Resources	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Municipal Buildings Replacement	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Total Reserves	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**

Schedule of Movement - Reserve Funds

Reserve Funds	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity						
			Interest Earned	Contribution from Revenue	Other Revenue	Transfer to Capital	Transfer to Revenue	Debt Payments	Dec 31, 2026 Estimated Balance
Ontario Community Infrastructure Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Provincial Gas Tax	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Perpetual Maintenance	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Cash-in-lieu of Parkland	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Building Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Property Transactions	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
[Municipality] District Hospital Expansion	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Cash-in-lieu of Parking	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Cash-in-lieu of Storm Water Management	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Sportsfield Development	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Investment in the Arts	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Metrolinx Bike	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Federal Gas Tax	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Mayor's Legacy Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
[Municipality] District High School Reunion Scholarship Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Ontario Lottery Corporation Proceeds	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Development Charges	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Total Reserve Funds	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**

Reserves and Reserve Funds Forecast

A 10 year reserve and reserve fund forecast has been prepared to illustrate the long-range financial stability of the organization. Many of the balances can be difficult to predict as their use is affected by uncertain future events however, the following tables illustrate projections based on historical usage patterns and the capital budget forecast.

Generally, reserves are forecast to maintain relatively stable balances over the forecast period. However, the capital provision will experience a sharp decline towards the end of the forecast as the funds are used towards the growth infrastructure supporting the Boyne and Sherwood secondary plan areas.

Reserve fund balances are expected to decline in 2028-2029 before progressively increasing in the balance of the forecast. The change is largely driven by fluctuations in the Development Charges reserve fund as funds are expended to deliver growth infrastructure to the community and revenues received from new development.

Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Dec 31, 2026 Estimated Balance	Dec 31, 2027 Estimated Balance	Dec 31, 2028 Estimated Balance	Dec 31, 2029 Estimated Balance	Dec 31, 2030 Estimated Balance	Dec 31, 2031 Estimated Balance	Dec 31, 2032 Estimated Balance	Dec 31, 2033 Estimated Balance	Dec 31, 2034 Estimated Balance	Dec 31, 2035 Estimated Balance
Tax Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Infrastructure Renewal	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Library Tax Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Library Capital Works	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Legal Matters	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Per Unit Development Processing Fee	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Election	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Winter Control	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Insurance	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
WSIB	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Municipal Building Components	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Capital Provision	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Capital Works	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Transit and Transportation	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Computer Requirements	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Equipment Replacement	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Working Funds	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Aggregate Permit Fees	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
DBIA Surplus	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Seniors' Fundraising	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Training	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Growth Related Resources	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Municipal Buildings Replacement	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Total Reserves	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**

Reserves and Reserve Funds Forecast

Reserve Funds	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Dec 31, 2026 Estimated Balance	Dec 31, 2027 Estimated Balance	Dec 31, 2028 Estimated Balance	Dec 31, 2029 Estimated Balance	Dec 31, 2030 Estimated Balance	Dec 31, 2031 Estimated Balance	Dec 31, 2032 Estimated Balance	Dec 31, 2033 Estimated Balance	Dec 31, 2034 Estimated Balance	Dec 31, 2035 Estimated Balance
Ontario Community Infrastructure Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Provincial Gas Tax	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Perpetual Maintenance	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Cash-in-lieu of Parkland	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Building Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Property Transactions	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
[Municipality] District Hospital Expansion	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Cash-in-lieu of Parking	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Cash-in-lieu of Storm Water Management	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Sportsfield Development	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Investment in the Arts	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Metrolinx Bike	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Federal Gas Tax	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Mayor's Legacy Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
[Municipality] District High School Reunion Scholarship Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Ontario Lottery Corporation Proceeds	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Development Charges	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Total Reserve Funds	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**	**[X]**

Staff Report T2026-02

Committee 2026-04-08
Council 2026-04-20
Amendments ☐

Submitted To:	Committee of the Whole | Council
Submitted By:	Jennifer Graham, Treasurer
Prepared By:	Brenda Petryna, Finance Operations Analyst
Subject:	2026 Council Community Grant Award

Recommendation

THAT Staff Report T2026-02, 2026 Council Community Grant Award, be received;

AND THAT Council award eligible 2026 applicants funding based on the average amount allocated by each member of Council, from the 2026 operating budget, totaling $102,626.

Amendments

None.

1. Executive Summary

This report provides Council with the results of the evaluation of grant applications received, the available budget for allocation, and includes other relevant information to assist in determining awards under the 2026 Council Community Grant Program.

2. Analysis

Background

The purpose of the grant and in-kind support program is to provide assistance to organizations or individuals that demonstrate social, economic, or environmental benefits to the Town of Collingwood, its citizens or taxpayers, and/or advance the Town's strategic initiatives. The budgeted amount for Council Grants in 2026 is $102,626.

Council also budgeted 2026 funds outside of this grant process to support local initiatives which include the following:

- $28,000 – Physician recruitment
- $25,000 – BIA clean up staff moving from part-time to full-time
- $65,000 – Georgian Bay Accelerator
- $31,500 – Georgian Triangle Humane Society (GTHS) annual commitment under the 10 year funding agreement
- $40,000 – Collingwood Climate Action Team (CCAT) Green Economy Hub
- $25,000 – Pride Festival funded from Municipal Accommodation Tax

The intake period for the 2026 Council Community Grant Program closed on February 6, 2026. Staff completed the intake and eligibility review for more than 20 applications. Finance and PRC staff worked collaboratively to ensure applications were directed to the appropriate grant program, as PRC administered its Community Recreation and Culture Grant process concurrently.

A total of 22 eligible applications were forwarded to Council, along with an evaluation tool for scoring.

Analysis

Evaluations were submitted to the Treasurer by all Councillors by March 26, 2026. In accordance with the established procedure, staff calculated the overall average score for each application, based on Council's evaluations. All 22 applicants met the minimum eligibility threshold of 15 points, with scores ranging from 15 to 29 out of a possible 30. Staff also calculated the average financial and in-kind award amounts recommended by Councillors. Where a Councillor declared a conflict of interest, their evaluation was excluded from the calculations.

Grants will be awarded based on the average amounts recommended by Council, resulting in all applicants receiving some level of funding within the approved budget. The total value of the average recommended awards is $104,385. The difference between the available funding and the total recommended amounts was distributed evenly across all 22 applications. This approach enables Council funding to support a broad range of initiatives.

Recommended award amounts based on Council scoring:

Applicant	**Financial Award**	**In-Kind Award**
100 Women Who Care South Georgian Triangle	$870.05	
Alpine Canada Alpin	$2,830.05	
Brad's Place Addiction Treatment	$4,230.05	
Collingwood Hockey Faceoff Against Hunger		$1895.05
Collingwood Leisure Time Club	$7,310.05	
Collingwood Music Festival	$8,370.05	
Collingwood Toastmasters		$750.05
Common Thread Collingwood Thrift Store Inc.	$3,640.05	
Connaught Public School	$4,920.05	
Cybergnomes Robotics Inc.	$1,670.05	
First Presbyterian Church	$3,060.05	
Georgian Bay Cancer Support	$3,180.05	
Georgian Bay Forever	$4,140.05	
Home Horizon Georgian Triangle Residential Services	$8,420.05	
Hope Chapel	$3,680.05	
Magic of Children in the Arts		$4,310.05
Mobile Soup Kitchen	$5,860.05	
My Friend's House	$9,090.05	
Optimist Club		$4,310.05
South Georgian Bay Music Foundation	$3,510.02	$3,480.03
The Bein Gorm Highlanders Pipe and Drums		$4,860.05
Theatre Collingwood Association Inc.	$8,240.05	
TOTAL		**$102,626**

Purpose for the use of funds granted is included in Appendix A: Applicant Details.

Financial Impacts

Awards given are within the current operating budget.

Conclusion

Council has the ability to positively impact more people and organizations while fulfilling the purpose of this grant.

3. Input from Other Sources

Reviewed at Department Heads

4. Applicable Policy or Legislation

T2025-22 Council Community Grant Policy Amendments

5. Considerations

2024-2028 Community Based Strategic Plan: Choose an item.

☒ Sustainable ☒ Connected ☒ Vibrant ☐ Responsible

☐ Services adjusted if any Choose an item.

☒ 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:

6. Appendices and Other Resources

Appendix A: Applicant Details

7. Approval

Prepared By:

Brenda Petryna, Finance Operations Analyst

Reviewed By:

Jennifer Graham, Director, Finance/Treasurer

CAO Comments:

☒ Endorsed by CAO Skinner on April 2, 2026 to proceed to COW.

Applicant Name	Short Description
100 Women Who Care South Georgian Triangle	The 100 Women Who Care South Georgian Triangle chapter seeks grant support to host four annual giving events in Collingwood, bringing community members together to collectively fund local registered charities. The chapter operates entirely through volunteers, with no membership dues or staff salaries, and all member donations are directed 100% to selected charities. Grant funds will cover project-related expenses tied to hosting the events, including website and software fees, marketing, and enhancements to the member experience that encourage participation and engagement. These events provide social benefits by increasing funding to local charities, fostering civic engagement, and strengthening community connections, aligning with the Town's strategic priorities of volunteerism, social inclusion, and community well-being. Past giving has supported organizations such as the Salvation Army, Collingwood Special Olympics, Hospice Georgian Triangle, and local food programs, with donations since 2017 totaling over $622,000 and reaching thousands of residents. The chapter also promotes awareness of community needs, supporting informed and engaged citizens while sustaining and growing membership. Approximately 230 members participate in quarterly events, with the potential for broader community impact through media exposure and charity partnerships. By pooling donations and fostering collaboration, the project ensures maximum impact for local charities and long-term social benefit for the Town of Collingwood.
Alpine Canada Alpin	Alpine Canada (ACA) is seeking grant support to assist with costs associated with hosting the Ski Cross World Cup in Collingwood, a two-day, free, all-ages international event that has been held regularly in Ontario since 2010. The 2025 event attracted approximately 6,000 spectators and generated more than $2 million in GDP, with an economic impact study indicating $2.38 million in regional impact and an average visitor stay of 3.4 nights. ACA is committed to hosting the event annually in Ontario through 2027 and continues to build local capacity through volunteer development, training camps, officiating education, and athlete mentorship opportunities. The specific funding request will support a female-focused initiative titled "She Skis," which will invite 40 young girls to participate in race-week programming, including meeting World Cup athletes, receiving complimentary lift tickets and meals, and attending educational sessions led by industry leaders. The initiative will also involve 5–10 female coaches in a mentorship capacity. The event is free and open to the public, providing an accessible March Break activity for Collingwood residents while enhancing the Town's profile through national (CBC) and international broadcast coverage. ACA identifies both economic benefits and long-term sport development, particularly for young female athletes, as key community impacts of the event.
Brad's Place Addiction Treatment	Brad's Place Addiction Treatment of Southern Georgian Bay is seeking grant support to complete a one-time technology and data security upgrade to better serve youth, young adults, and families impacted by addiction and mental health challenges in Collingwood and the surrounding region. The project will provide four secure laptops with firewall and virus protection, two locking filing cabinets for confidential client records, and a large external hard drive for centralized, secure data storage. These resources are critical for maintaining client confidentiality, meeting privacy standards, and ensuring efficient, reliable service delivery for both in-person and remote care. This upgrade directly enhances Brad's Place's capacity to provide accessible, high-quality, and confidential services, supporting timely interventions and improved outcomes for vulnerable residents. By strengthening technology infrastructure and data management, the organization can serve more clients, protect sensitive information, and collaborate effectively with community partners. Social benefits include increased access to essential mental health and addiction services, crisis prevention, and support for families and youth facing barriers. Economic benefits include reducing long-term public costs by supporting early intervention and maximizing the impact of community resources. The project aligns with the Town's strategic priorities of promoting health and wellness, supporting youth, and fostering community partnerships. Approximately 30–40 residents will benefit directly from the upgraded services, with a broader community impact through improved capacity and care for vulnerable populations.

Collingwood Hockey FaceOff Against Hunger	The Collingwood Hockey FaceOff Against Hunger is a charity hockey tournament seeking in-kind support from the Town to cover ice rental, use of the Collingwood Sports Hall of Fame Room, and free parking for players and spectators. Last year's inaugural event featured four teams and approximately 60 players, raising $36,000 that was distributed to three local non-profit organizations providing hunger relief in Collingwood. The 2026 event will expand to include two additional boys' teams and two girls' teams, increasing participation and fundraising potential. The tournament promotes social benefits by supporting local organizations that assist individuals facing food insecurity, fostering a sense of community, and encouraging residents to come together for a shared cause. It aligns with the Town's Community-Based Strategic Plan by enhancing connections, supporting safe and well communities, and encouraging collaborative efforts with local partners to address social needs. The event also engages residents directly, with an estimated 200–250 participants and spectators, while indirectly benefiting hundreds more through funds raised for local hunger relief programs. By providing a fun, inclusive, and community-focused event, the project strengthens civic engagement and reinforces Collingwood's culture of helping neighbours in need.
Collingwood Leisure Time Club	The Collingwood Leisure Time Centre is seeking grant support to purchase a new industrial dishwasher to replace the existing unit, which is over 15 years old and has become unreliable despite repeated repairs. This one-time capital investment will ensure the facility's kitchen is fully functional, supporting ongoing rentals and community programs. The Centre offers a range of activities, including art classes, seniors' health and fitness programs, and other cultural and community events, all of which rely on a well-equipped kitchen. Replacing the dishwasher will provide both social and economic benefits by enabling the Centre to continue serving approximately 700 members and up to 1,000 non-members weekly, while maintaining the quality and safety of rentals for external groups. It supports the Town's strategic priorities of fostering arts, culture, community engagement, and promoting healthy, active living. Funding from this project, supplemented by the Centre's annual Pie Auction income, will help maintain the facility's appeal and usability for a broad cross-section of residents. By ensuring the kitchen meets operational standards, the project enhances community programming, encourages facility use, and contributes to the long-term sustainability of the Centre.
Collingwood Music Festival	The 2026 Collingwood Music Festival (CMF) is the largest in its six-year history, running from July 6–18 and featuring 13 professional concerts, a five-day Youth Academy Masterclass, and three free outdoor Amphitheatre concerts. The Festival celebrates the power of choral and vocal music, showcasing diverse cultural traditions and connecting generations through collective singing. For the first time, the Festival expands to approximately 250 performers, with over 90% from Ontario, and includes world premieres, cross-cultural collaborations, and community participatory events such as a gospel workshop and a community choir finale. The Town of Collingwood grant will specifically support the three free Amphitheatre concerts, the gospel workshop, and Festival-wide marketing to increase audience access and community engagement. The concerts and workshops provide social benefits by fostering inclusivity, cultural exchange, and opportunities for youth and emerging musicians to learn from professional artists. Economically, the Festival draws visitors from outside the region, with approximately 2,200 local residents involved, generating an estimated $456,000 in visitor spending that supports local restaurants, hotels, retail, and vendors. Environmentally, downtown venues and promotion of sustainable transportation reduce the Festival's carbon footprint while leveraging existing infrastructure. By combining professional performances, youth showcases, accessible events, and a month-long exhibition, the CMF enhances Collingwood's cultural profile, strengthens community cohesion, and promotes tourism, aligning with the Town's strategic priorities in arts, culture, economic vitality, and social inclusion.
Collingwood Toastmasters	The Collingwood Toastmasters Club is launching a New Member Recruitment Initiative to grow its membership from 18 active members to a target of 25–30 within the next 12 months. The project includes targeted outreach through paid advertising, themed open houses, and Speechcraft sessions to attract new participants, providing affordable opportunities for residents to develop communication and leadership skills. The Club is requesting in-kind support in the form of a venue rental waiver at the Collingwood Public Library to host these recruitment activities. By securing in-kind space, the Club can focus resources on recruitment rather than operational costs, maintaining financial sustainability without increasing member fees. The initiative provides social and economic benefits by strengthening members' communication, leadership, and professional skills, which enhance workplace performance, confidence, and career advancement. Programming at the Library also aligns with its role as a hub for lifelong learning and community connection, ensuring residents have access to inclusive skill-building opportunities. Weekly attendance ranges from 15–20 participants, with an estimated yearly impact of 50–75 residents. Through this initiative, the Club aims to expand participation, strengthen community engagement, and enhance opportunities for personal and professional growth within Collingwood.

Common Thread Collingwood Thrift Store INC	Common Thread is seeking funding to provide clothing vouchers for individuals in crisis, distributed through five local organizations that support youth and adults at-risk. The e-gift cards offer a dignified shopping experience, allowing recipients to select clothing and footwear that fits without the stigma often associated with charitable donations. Since opening in October 2025, Common Thread has responded to urgent clothing needs, supplying over 40 winter coats and warm clothing to local community members and partnering organizations. The requested support will directly fund the purchase of e-gift cards for essential items such as winter coats, shoes, and everyday clothing, allowing organizations to meet immediate needs while preserving the Thrift Store's mission of fundraising for My Friend's House. Socially, the project ensures that vulnerable residents can access essential clothing with dignity, promoting inclusion and well-being. Economically, the initiative supports four living-wage positions at Common Thread, while environmentally it diverts over 40 bags of textiles weekly from local landfills through recycling and resale. If fully supported, approximately 200 residents will benefit directly from the gift cards. Overall, this project strengthens community support networks, demonstrates a circular economy in practice, and provides both immediate relief and long-term social impact for Collingwood residents.
Connaught Public School	Connaught Public School is seeking funding to enhance outdoor play spaces, promoting active living, social connection, and student well-being for approximately 200 students in a lower socio-economic area of Collingwood. The one-time project includes the installation of a durable Gaga Ball pit, topping up sand for existing playground equipment to maintain safety standards, and the purchase of additional outdoor recess equipment such as balls, skipping ropes, and cooperative games. These improvements will encourage inclusive, engaging, and developmentally appropriate play while fostering teamwork, positive social interactions, and a sense of belonging. Grant funds will cover the purchase, delivery, and installation of the Gaga Ball pit, sand acquisition and distribution, and new recess equipment along with storage solutions, ensuring the schoolyard is safe, organized, and accessible. Socially, the project supports physical activity, healthy development, and positive peer engagement among students. Economically, it provides free, equitable access to quality recreational resources for families who may face financial barriers. Environmentally, the project promotes safe outdoor activity in a natural schoolyard setting. By upgrading these community-used spaces, the project aligns with Collingwood's strategic priorities around active living, inclusive spaces, and community well-being, benefiting students and neighbourhood children alike.
Cybergnomes Robotics Inc.	Cybergnomes Robotics participates annually in the internationally recognized FIRST Robotics Competition, engaging youth ages 13–18 in designing, building, and programming a 120-pound robot over a six-week build season. The team represents Collingwood at regional and international competitions, developing skills in engineering, coding, teamwork, and leadership while fostering community engagement through workshops and public demonstrations. This grant will support the team's capital and equipment needs, including robotics parts, tools, electronics, and safety gear; cover competition-related costs for travel and participation in events in Vancouver, North Bay, and Welland; and provide materials for program delivery, workshops, and outreach initiatives. Funding ensures inclusive, high-quality learning experiences for local youth and allows the team to maintain a strong presence at competitions. The project benefits Collingwood socially and economically by offering hands-on STEM education, mentorship, and youth engagement, while strengthening the local talent pipeline and showcasing community pride at national and international events. The initiative aligns with the Town's strategic priorities in youth development, education, and long-term economic resilience. Currently, six Collingwood residents are active team members, with broader impact through community outreach and inspiration for younger students.

First Presbyterian Church	The Love Your Neighbour Program provides critical food support to Collingwood residents in need, including weekly food hampers with fresh vegetables, meat, and staples for 30 low-income families, monthly Community Dinners serving up to 100 families, and grocery gift cards for homebound individuals. Launched in 2020, the program is supported by 70 volunteers and local businesses contributing in-kind food. This grant will be used to purchase groceries from local stores for the weekly hampers, monthly dinners, and grocery gift cards, with all funds reconciled through receipts. The funding directly sustains this recurring initiative, ensuring that families and individuals continue to receive nutritious food in a dignified and accessible way. Socially, the program reduces food insecurity, supports families in staying together and in their homes, and provides meaningful volunteer opportunities that strengthen community connections. Economically, it leverages local grocery purchases and volunteer contributions, and culturally, it promotes inclusivity by supporting seniors, single parents, low-income families, people with disabilities, and refugees. Approximately 360 Collingwood residents benefit from this initiative, including 120 weekly hamper recipients, 100 monthly Community Dinner participants, 35 bi-weekly grocery gift card recipients, and 70 volunteers.
Georgian Bay Cancer Support Centre	The Georgian Bay Cancer Support Centre (GBCSC) is seeking funding to launch a targeted awareness campaign in Collingwood, aimed at increasing knowledge of local cancer support services and ensuring individuals access help early in their cancer journey. Since opening its permanent “Home for Hope” in June 2025, membership in Collingwood has tripled, yet many residents affected by cancer remain unaware of available supports. This project will expand outreach by producing a user-focused program guide, creating videos and photographs that highlight member stories, and developing brochures for healthcare providers to encourage early referrals. A banner will also be used at community and healthcare venues to increase visibility. By sharing information and lived experiences, the campaign will help residents feel supported, reduce isolation, and connect more quickly with programs that improve coping, resilience, and overall well-being. Funding from this grant will be used exclusively for these project-related activities, including printing 450 program guides, producing member story videos and photos, printing 2,000 brochures, and purchasing one banner stand. These efforts will directly benefit Collingwood residents, supporting approximately 170 current members and helping to increase membership by 45% to an estimated 246 local participants. The project provides social benefits by fostering early access to support, emotional well-being, and community connection, while also delivering economic relief by linking residents to programs that offset treatment-related costs. In doing so, the campaign aligns with the Town of Collingwood’s strategic priorities for healthy, inclusive, and engaged communities.
Georgian Bay Forever	The Georgian Bay Conservation Shoreline Cleanups program is seeking funding to support summer student positions that engage residents, businesses, and visitors in hands-on efforts to reduce plastic pollution along Collingwood’s shorelines. These students conduct shoreline cleanups, educate the public about the impacts of plastic pollution, and promote sustainable solutions, including programs like Critical Catch. By tallying collected litter, the program also helps the Town better understand pollution trends and identify opportunities to prevent waste at the source. Continued presence in the community allows the program to build stronger connections, increase volunteer engagement, and foster environmental stewardship among both residents and tourists. Funding from this grant will be used specifically to subsidize the wages of two summer students during their 13–16-week employment contracts. Their work will directly improve the ecological health of Collingwood’s shorelines, protect aquatic and terrestrial ecosystems from plastic pollution, and contribute to a cleaner, safer, and more enjoyable environment for residents and visitors. By supporting this initiative, the Town benefits socially, economically, and environmentally through enhanced community engagement, preservation of recreational spaces, and progress toward its green community and sustainability objectives. The project is expected to directly involve and benefit approximately 300 local residents.

Home Horizon Georgian Triangle Residential Services	Home Horizon is seeking funding to support its Youth Thrive Program, which provides critical mental health support and holistic development for homeless and vulnerable youth in the Georgian Triangle. Using the “nothing for us without us” approach, the program empowers youth to engage in therapy and workshops tailored to their needs, helping them address the underlying challenges that contribute to their at-risk situations. This funding will allow the program to expand access to counselling, educational support, and employment workshops, ensuring that youth have the resources and guidance necessary to stabilize their lives, build resilience, and work toward long-term independence. Grant funds will be used specifically to cover the costs of mental health services, educational supports, and program workshops for youth participating in the program. By enabling more consistent access to these services, the Youth Thrive Program supports Collingwood’s social well-being by helping young people secure safe housing, develop life skills, and reduce reliance on emergency services. The program benefits not only the youth themselves but also the wider community by fostering healthier, more engaged, and productive residents. Each year, approximately 80 youth and 40 staff and volunteers are involved in or directly benefit from the program, with many more impacted through long-term social and economic outcomes.
Hope Chapel	Hope Chapel is seeking funding to support its high school lunch program, which provides a safe and welcoming space for up to 1,600 students each week. The program offers free cookies and drinks four days a week, and a free hotdog lunch on Wednesdays, along with recreational activities such as games, foosball, and music. Students are also encouraged to gain Community Service Hours by helping serve their peers, baking cookies with adult volunteers, or sorting donations for the Community Cupboard. This program addresses both social and nutritional needs by giving students a positive environment to decompress, connect with peers, and engage with caring adults. Grant funds will be used specifically to cover the costs of food, including hotdogs, buns, condiments, baking ingredients, and consumables such as disposable cups, bowls, cutlery, and napkins for the 2026–27 school year. By providing reliable access to meals and a safe space, the program benefits students’ well-being and supports families experiencing financial insecurity. In addition, the program fosters social cohesion by bringing students from multiple high schools together, encourages positive behaviour, and provides volunteer opportunities for local youth. Each week, approximately 1,600 students, along with 50 staff and volunteers, directly benefit from the program, with additional indirect benefits to their families and the broader community.
Magic of Children in the Arts	Magic of Children in the Arts (MOCA) is requesting in-kind support from the Town of Collingwood to deliver its Free Saturday Arts Program for children aged 8–12 at the Collingwood Public Library. This program offers two professionally led art classes most Saturdays throughout the year, providing a safe and creative space for children to explore visual art, storytelling, and hands-on expression. Local professional artists are hired to design and deliver engaging, age-appropriate workshops that build confidence, problem-solving skills, and emotional resilience. By offering the program at no cost, MOCA ensures that children from low- and moderate-income families can participate, promoting equitable access to arts education while strengthening the Library’s role as a welcoming community hub. The in-kind support will be used to cover artist fees and program delivery costs, ensuring the program remains free for families. The initiative delivers social benefits by giving children equal access to high-quality arts education, fostering emotional growth, communication skills, and a sense of belonging. Economically, the program supports local artists and keeps cultural dollars circulating within Collingwood, while also increasing the use of the Library as a community space. Strategically, the program aligns with the Town’s priorities of youth engagement, inclusion, and community wellbeing, while enhancing cultural vibrancy. Approximately 400 children are expected to participate in the program each year, with the broader community benefiting through strengthened social connections, creativity, and access to arts education.

Mobile Soup Kitchen	The Mobile Soup Kitchen (MSK) provides critical support to individuals and families experiencing food insecurity in Collingwood and surrounding areas. Since its launch in December 2022, MSK has delivered hot meals through its mobile soup truck, provided weekly food hampers to families with limited resources, distributed essential supplies such as clothing, hygiene products, and harm reduction kits, and introduced a weekly hot breakfast program. Meals are prepared and delivered by trained volunteers, ensuring that those most in need receive nutritious food and essential items with dignity. The program also provides safe, welcoming spaces for social connection, helping to address both physical and mental well-being. Support from the Town of Collingwood would allow MSK to continue and expand these programs, reaching more residents and responding to the growing demand for food security services. This project provides substantial social and economic benefits to the community. By delivering meals, hampers, and essential supplies, MSK directly supports vulnerable residents, helping them allocate limited resources toward other basic needs and improving overall health outcomes. The program also reduces pressure on local emergency and healthcare services by addressing food insecurity proactively. Additionally, the initiative engages volunteers from the community, fostering civic engagement, social cohesion, and a sense of shared responsibility. Through its ongoing programs, MSK aligns with the Town's strategic priorities of community well-being, inclusivity, and support for those facing financial hardship. Over 150 residents benefit directly from the programs, with approximately 70 volunteers contributing to their delivery.
My Friend's House	My Friend's House provides critical support to women and children experiencing abuse through its 24/7 Crisis Line, ensuring immediate access to safety planning, emotional support, and referrals. With limited shelter capacity in the region, the crisis line often serves as the first—and sometimes only—point of contact for survivors. Staffed by trained intake workers, the line offers de-escalation, connection to housing, legal, mental health, and child/youth supports, and follow-up outreach for up to a year. Serving Southern Georgian Bay, including remote communities, the program helps women navigate complex challenges such as trauma, poverty, and housing insecurity, providing them with a consistent and accessible support network. Funding from the Town of Collingwood will be used to maintain and expand trained staff coverage, provide ongoing professional training, and cover operational costs directly related to the Crisis Line, including secure phone systems and follow-up support services. The crisis line provides significant social and economic benefits to the Town of Collingwood. By intervening during critical moments, the program helps prevent further harm, empowers survivors with information about their rights and resources, and connects them to services that foster long-term stability. These supports reduce isolation, improve emotional well-being, and enable women and children to make informed decisions about their safety and independence. Through its ongoing operation, the program strengthens community resilience, addresses the impacts of gender-based violence, and contributes to a safer, healthier, and more inclusive Collingwood. Currently, the service reaches over 3,800 women and children from the Town, ensuring broad and meaningful impact.
Optimist Club	The Mother of All Yard Sales is an annual community event in Collingwood that collects donated goods from April 24 to May 1 and culminates in a large-scale sale on May 2. We are applying for support to offset the costs of renting the Collingwood Curling Club, tables, garbage pails, fencing, and the assistance of Parks and Recreation staff in preparing for the event. The sale raises funds for local youth programs while providing affordable items to residents and diverting useful goods from the landfill, with unsold items donated to other local charities. The event also relies on extensive volunteer support, giving residents an opportunity to actively participate in a community-driven initiative that promotes recycling, sharing, and sustainability. This project provides broad social, economic, and environmental benefits to the Town of Collingwood. Socially, over 100 volunteers help organize and run the event, fostering community engagement and collaboration, while more than 1,000 attendees connect and support the cause. Economically, the proceeds directly fund youth programs, and affordable sale items help families meet daily needs. Environmentally, the program reduces waste by recycling metals and electronics, separating cardboard, and ensuring items are reused rather than sent to landfill. By combining fundraising, community involvement, and sustainability, the Mother of All Yard Sales strengthens Collingwood's social fabric and promotes responsible resource use.

South Georgian Bay Music Foundation	Jazz and Blues at The Station is an annual summer concert series held on Wednesday evenings from 6 to 8 pm, showcasing a diverse selection of local and regional bands. The shows are free and accessible, attracting audiences of 500 to 750 music fans per performance. Held mid-week, the concerts complement the Downtown BIA's "Local Live Lunch" series, creating a vibrant downtown atmosphere. Attendees bring blankets or lawn chairs, enjoy dinner or ice cream, and experience a relaxed, community-oriented environment. The series offers an opportunity for people of all ages to come together, celebrate music, and engage with Collingwood's thriving arts scene. This project provides social, economic, and cultural benefits to the Town of Collingwood. Socially, the free concerts foster community connection and accessibility to high-quality cultural experiences. Economically, the events draw residents and visitors downtown, supporting local businesses and enhancing Collingwood's reputation as a vibrant cultural hub. From a community perspective, the series aligns with the Town's goals to enhance quality of life, promote healthy living, and provide inclusive recreational opportunities. By offering professional performances in a welcoming public space, Jazz and Blues at The Station strengthens Collingwood's cultural identity and enriches the summer experience for thousands of residents and visitors.
The Beinn Gorm Highlanders Pipe And Drums	The Beinn Gorm Highlanders propose to perform free monthly concerts at the Shipyard Amphitheatre on the first Tuesday of each summer month—June 2, July 7, August 4, and September 1—from 7 to 8:30 pm. These performances will entertain the community while also promoting our free teaching program, which welcomes participants of all ages to learn bagpipes and drums at no cost. By offering accessible, family-friendly performances, we aim to create a lively cultural experience that fosters community connection and showcases local talent. The concerts are open to all residents, and past events have also attracted boaters enjoying the performances from the waterfront. This project provides significant social and cultural benefits to the Town of Collingwood. Socially, it encourages participation in music and supports intergenerational learning by welcoming everyone to our free teaching program. Culturally, the concerts enhance the town's summer arts programming, providing high-quality, accessible entertainment for residents and visitors alike. By offering free performances in a public venue, the Beinn Gorm Highlanders contribute to Collingwood's vibrant community life, strengthen local arts engagement, and promote a sense of shared experience among attendees.
Theatre Collingwood Association Inc	The 2026 Porchside Festival is Theatre Collingwood's signature summer cultural event, presenting live performances across porches and outdoor spaces in downtown Collingwood and surrounding neighbourhoods. Over 23 days, 12 unique shows (each performed twice) will showcase Canadian performers, local visual artists, and multi-disciplinary storytelling that celebrates the region's heritage and creative talent. By bringing professional theatre and music directly into accessible community spaces, the festival removes barriers to participation, engages residents of all ages, and creates welcoming opportunities for connection, learning, and celebration. Grant support will be used exclusively for project-specific expenses, including professional artist fees, technical production costs, site setup such as portable toilets when required, and event-specific marketing to ensure broad community participation. The Porchside Festival provides significant social and economic benefits to Collingwood. Socially, it fosters community pride, belonging, and shared cultural experiences while reducing isolation by making high-quality arts accessible close to home. Economically, the festival stimulates local businesses as audience members shop, dine, and stay in the area, while supporting Canadian artists and technicians and contributing to the local creative economy. This initiative aligns with the Town's strategic objectives of enhancing community wellbeing, animating public spaces, supporting cultural tourism, and promoting Collingwood as a vibrant, inclusive, and creative community. Approximately 3,000 residents and visitors, 75 volunteers, and 5 staff will benefit directly, with broader economic and cultural benefits extending to local businesses and artists.

Staff Report IN2026-03

Standing Committee 2026-04-08
Council 2026-04-20
Amendments ☐

Submitted To:	Committee of the Whole | Council
Submitted By:	Mohamed Alkoka, Director of Infrastructure
Prepared By:	Amber Leal, Manager of Development Engineering, Infrastructure Sheldon Hancock, Engineering Technologist Development Engineering, Infrastructure
Subject:	2025 Year End: Water and Wastewater Uncommitted Hydraulic Reserve Capacity Update

Recommendation

THAT Staff Report IN2026-03 Semi-Annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity Update, dated April 8th, 2026, be received.

Amendments

None.

1. Executive Summary

The purpose of this report is to fulfill the requirement to present semi-annual updates to Council and the public of the remaining hydraulic reserve capacity at the drinking water and wastewater treatment plants, in accordance with the Town's Servicing Capacity Allocation Policy (SCAP).

As of December 31, 2025, the uncommitted hydraulic reserve capacity including the safety factor for the drinking water system is approximately 892m^3/d (670 Single

Dwelling Units or SDUs) and the uncommitted hydraulic reserve capacity for the wastewater system is approximately 4,706m^3/d (4,636 SDUs).

Staff continue to recommend a factor of safety (5%) be applied to capacity being made available to new development in the short term to allow for potential unanticipated fluctuations in maximum day demands and average day flows, margins of error on servicing capacity requirements for approved development, and uncertainty around the timing of the water treatment plant expansion commissioning.

Following the receipt of this report by Council, staff will be in a position to bring forward a report on the first batch of approved planning applications seeking allocation, when appropriate. Please note that at this time, there are no applications immediately in the queue for servicing capacity allocation as a major development batch was brought forward to Council for servicing allocation on December 1, 2025. However, it is anticipated that some applications may be in the queue for consideration in late-spring or early-summer 2026.

Staff have examined the potential to produce additional interim drinking water capacity per Staff Report PW2024-11 (Water Treatment Plant Interim Capacity Feasibility Study Results and Recommendations). Council endorsed moving forward with Option 1A which will provide an additional 5,000 m^3/d in total. Of which Collingwood will receive 1,850m^3/d (1,391 SDUs). The expected commissioning date of Option 1A is during the Summer of 2026. As such this report has not included the additional water capacity. Servicing allocations must consider both water and wastewater allocations with the knowledge that a review of the ability of Collingwood's wastewater treatment plant to meet future growth needs is scheduled to commence in Q2 of 2026 through a Class Environmental Assessment (Class EA) process.

2. Analysis

Over the past four years, the Town has moved forward with a comprehensive strategy to ensure water and wastewater servicing capacity is allocated and managed transparently and consistently while ensuring the available servicing capacity is not overallocated. Key milestones of this process are noted below.

April 26, 2021:	Council passed an Interim Control By-Law (ICBL) to remain in place while the Town completed a Land Use Planning Study (the “Study”) to ensure tools were in place to manage allocation of water and wastewater servicing capacity for development.
December 20, 2021:	Council endorsed the recommendation to implement the completed Study and move toward the finalization of a servicing capacity allocation framework.
February 28, 2022:	Zoning By-law Amendment 2022-007 was passed, requiring that adequate water and wastewater services, including available capacity be confirmed by the Town before most development and construction may proceed.
March 28, 2022:	Servicing Capacity Allocation Policy (SCAP) approved by Council.
May 16, 2022:	Council enacted a by-law to set the effective date for the Town’s SCAP as May 17, 2022.
September 19, 2022:	Council received Report PW2022-18, which provided the first update on uncommitted hydraulic reserve capacity based on the criteria identified in the SCAP.
December 19, 2022:	Council approved an extension to the Town’s short-term ICBL exemption program for 2023 and agreed to an interpretation of an accessory residential unit would no longer need to obtain an ICBL exemption.
January 30, 2023:	Council approved changes to the SCAP, including increasing clarity, streamlining processes, decoupling servicing allocation from planning approvals and making it easier for smaller-scale and lower-risk developments to proceed.
July 19, 2023:	Appeals of Zoning By-law Amendment 2022-007 are resolved and the ICBL is no longer in effect.
March 4, 2024:	Council received report PW2024-05, Semi-annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity
September 23, 2024:	Council received report PW2024-11, WTP Interim Capacity options potential to produce additional interim drinking water capacity

September 23, 2024:	Council received report PW2024-12, Semi-annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity
February 24, 2025:	Council received report IN2025-03, Semi-annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity
November 17, 2025:	Council received report P2025-27, Municipal Servicing Capacity Allocation – 2025 Major Development Batch Approval
February 2, 2026:	Council received a Water Treatment Plant Expansion update

In accordance with the SCAP, staff are required to report on the uncommitted hydraulic reserve capacity twice each year. This represents the first report of 2026.

Key Terminology

The SCAP defines the water and wastewater hydraulic reserve capacity and uncommitted hydraulic reserve capacity as follows:

Water Hydraulic Reserve Capacity – Design capacity of the Raymond A. Barker Water Treatment Plant (WTP) minus the existing 3-year running average recorded maximum day demand and any capacity reserved to service municipalities outside the Town of Collingwood

Wastewater Hydraulic Reserve Capacity – Design capacity of the Collingwood Wastewater Treatment Plant (WWTP) minus the existing 3-year running average recorded annual average day wastewater flow

Uncommitted Hydraulic Reserve Capacity – Obtained by subtracting any committed water and wastewater allocation, including through draft approved and registered plans of subdivision and condominium plans and site plan approvals (where the conditions of any individual approval commits capacity and this approval has not expired), any capacity reserved for government projects, projects that do not require a Planning Act application or the treatment of hauled sewage if applicable, plus a safety factor, from the existing hydraulic reserve capacity

To help determine the remaining servicing capacity available for allocation for future development applications, the uncommitted hydraulic reserve capacity can be

converted to a Single Dwelling Unit (SDU) equivalent based on the Town's Development Standards and 2019 Water and Wastewater Master Servicing Plan (Table 1).

Table 1 SDU Conversion Factors

Criterion	Drinking Water	Wastewater
People Per Single Detached Dwelling	2.9	2.9
Servicing Requirements (L/cap/day)	260	260
Maximum Day Factor	1.77	n/a
Extraneous Flows (L/cap/d)	n/a	90
One SDU Equivalent (m^3/d)	**1.33**	**1.02**

Hydraulic Reserve Capacity Calculations

The Ministry of Environment, Conservation and Parks D-5-1 guideline has been followed for the determination and calculation of uncommitted reserve capacity for water and wastewater. The water hydraulic reserve capacity is calculated using the average maximum day demand in Collingwood between 2023 and December 2025 and considers the commitments to provide drinking water to the Town of the Blue Mountains (TBM) and the Town of New Tecumseth (NT). The commitment to NT includes the 2024 Council approved increase in water supply to 9,900 m^3/d, as per Council direction to provide an additional 400m^3/d by April, 2025 (Council resolution April 15, 2024).

The hydraulic reserve capacity at the WTP and WWTP have been updated since the February 24, 2025, IN2025-03 report to include a 3-year average MDD which includes the previous year (2025). The updated hydraulic reserve capacity at both the WTP and WWTP as of December 31, 2025 is approximately 4,560 m^3/d (3,417 SDUs) and 7,356 m^3/d (7,247 SDUs) respectively (Appendix A).

The uncommitted hydraulic reserve capacity is determined by incorporating information from the Planning and Building Divisions, and considers:

- Approved Site Plans,

- Approved developments with no further Planning approvals required (e.g. Registered Plans of Subdivision that do not require further Site Plan approvals),
- Approved Building Permits, and
- Building Permits that have been closed.

Properties where no Planning application would be required prior to consideration of a building permit application, usually small-scale vacant residential lots, also need to be considered when determining the uncommitted hydraulic reserve capacity. The number of unconnected residential lots with access to existing municipal services was not revised from the January 1, 2023 estimate as part of this update to the uncommitted hydraulic reserve capacity.

In 2026 the uncommitted hydraulic reserve capacity (including a 5% factor of safety) for the drinking water system as of December 31, 2025 is approximately 892 m³/d (670 SDUs). The uncommitted hydraulic reserve capacity (including a 5% factor of safety) for the wastewater system is approximately 4,706 m³/d (4,636 SDUs). These values are shown in table 2 below.

If the factor of safety is excluded, the uncommitted hydraulic reserve capacity of the drinking water system as of December 31, 2025 is approximately 2,449 m³/d (1,835 SDUs). The uncommitted hydraulic reserve capacity (excluding a 5% factor of safety) for the wastewater system is approximately 5,933 m³/d (5,846 SDUs). These values are shown in table 2 below.

Currently the Water Treatment Plant is operating at 85% of its rated capacity. Given the committed capacity allocations noted in Table 2, this would decrease the WTP capacity by approximately 10%. Therefore, the WTP is anticipated to be operating at 95% of its rated capacity when the committed allocations are developed and connected to the water distribution system.

Similarly, the Wastewater Treatment Plant (WWTP) is operating at approximately 70% of its rated capacity. Given the capacity allocations noted in Table 2, this would decrease the WWTP capacity by approximately 5%. Therefore, the WWTP is

anticipated to be operating at 75% of its rated capacity when the committed allocations are developed and connected to the sanitary sewer network.

It should be noted that there is no formal tracking of small-scale, low risk developments such as accessory dwelling units being added to existing properties which adds additional draw to the water system. However, minor development, including accessory dwelling units are captured in the annual capacity amount set aside to support minor projects (i.e. 60 SDUs of water capacity and 120 SDUs of wastewater capacity) to ensure that additional capacity used is accounted for. The water demand and wastewater flow from accessory dwelling units will ultimately be captured in the actual water demands and wastewater flows and will decrease the SDU's available.

Table 2 Uncommitted Hydraulic Reserve Capacity Calculations

Criterion	Units	Drinking Water	Wastewater
Hydraulic Reserve Capacity	**m^3/d**	**4,560**	**7,356**
No Planning Application Required	m^3/d	335	59
Committed Servicing Capacity Allocation (SCAP)	m^3/d	1,766	1,363
Uncommitted Hydraulic Reserve Capacity (No Factor of Safety)	**m^3/d**	**2,449**	**5,933**
Uncommitted Hydraulic Reserve Capacity (No Factor of Safety)	**SDUs**	**1,835**	**5,846**
Factor of Safety (5% of Rated Plant Capacity)	m^3/d	1,557	1,227
Uncommitted Hydraulic Reserve Capacity (Including Factor of Safety)	**m^3/d**	**892**	**4,706**
Uncommitted Hydraulic Reserve Capacity (Including Factor of Safety)	**SDUs**	**670**	**4,636**

As presented in Table 2, staff continue to recommend a factor of safety be applied to capacity being made available to new development in the short term to allow for potential fluctuations in maximum day demands and average day flows, margins of error on servicing capacity requirements for approved development, potential for council decisions to allocate servicing capacity outside of the SCAP process (e.g. private-public

partnership projects related to Grain Terminals or affordable housing, Ontario Land Tribunal settlements, the new hospital etc.) and uncertainty around the timing of the water treatment plant expansion commissioning. In 2025, we saw an increase in the MDD at the Water Treatment Plant and an increase in the ADF at the Wastewater Treatment Plant, both of which influence the three-year average and result in a change of available uncommitted capacity. This experience supports the retention for a factor of safety.

In accordance with SCAP, several development approvals have included conditions outlining a commitment from the Town to allocate servicing capacity to the development in the future. These commitments are not included in the uncommitted hydraulic reserve capacity calculations; however, they should be considered by the Town when servicing capacity is made available to other development applications in the future. A summary of the Town’s commitments to allocate servicing capacity are provided in Table 3.

Table 3 Developments with Future Servicing Capacity Commitments

Development Name	Drinking Water (SDUs)	Wastewater (SDUs)	Estimated Capacity Allocation Year*
Trails of Collingwood	184	251	Not specified
50 Saunders Drive	62	62	Not specified
Huntingwood West	106	106	Not specified
Panorama North	510	739	After WTP Expansion
Blue Fairway Block 5	109	150	Not specified
Mair Mills Villages (Panorama South) Subdivision – Phase 1	99	99	Not specified
Bridgewater Consulate	522	522	Not specified
7914 Poplar Sideroad – Summitview Phase 3	117	117	Not specified
560, 580, 590 Sixth Street	259	348	Not specified
Total	**1,968**	**2,394**	**-**

* Subject to change based on developer/landowner activities

Planning report P2022-08 outlined a proposed framework for allocating the remaining uncommitted water hydraulic reserve capacity until the expansion of the water treatment plant is completed. Based on the updated uncommitted hydraulic reserve capacity calculations, this recommended allocation framework was updated in September 2022 and was revised again in March 2023.

As per report CAO2023-02, small-scale (minor) development servicing capacity allocations are now being managed within a separate annual bucket to eliminate the staff time associated with tracking these lower risk proposals.

Table 4 below outlines the water and wastewater servicing capacity allocations for 2025.

Table 4 Water Servicing Capacity Allotment for 2026

Year	Water Servicing Capacity Allotment (SDUs)	Wastewater Servicing Capacity Allotment (SDU)
Major Development	240	410
Minor Development	60	120
Total	**300**	**530**

It is industry practice to initiate the process of determining the best option to meet future demands and flows when a treatment plant is consistently operating at 80% of facility rated capacity. The Town completed a Municipal Class Environmental Assessment (EA) for the water treatment plant in 2019 and construction of a WTP expansion to a total rated capacity of 59,000 m³/d began in July 2024, with an expected commissioning date of March 2030. The three-year average of the average day flows to the WWTP are at approximately 70% of the facility rated capacity; however, given the committed capacity allocations noted in Table 2 this would decrease the WWTP capacity by approximately 10% bringing the anticipated operating capacity to 80%. Therefore, staff are preparing to begin a Municipal Class EA for an expansion of the WWTP in 2026. The planning, design and construction of these critical infrastructure facilities takes time. These timelines must be considered when determining the annual capacity allotment such that remaining available capacity is managed during the years of planning, design and construction while development is consistently and fairly supported. Table 5 shows a conceptual annual allotment forecast of SDUs corresponding to the expansion of both the water and wastewater treatment plants. This conceptual forecast considers the allocation of the factor of safety when the treatment plant expansion is well underway and is subject to change based on commissioning timeline for both plant expansions.

Table 5 Conceptual Annual Servicing Capacity Forecast

WTP Expansion	WWTP Expansion	Year	Water SDU	Wastewater SDU
Phase 1 Construction	Class EA	2026	300	530
Phase 1 Construction*(*)	Class EA	2027	220	530
Phase 1 Construction (¨)	Design	2028	220	530
Phase 1 Construction (¨)	Design	2029	220	530
Phase 1 Commissioning (¨)	Design/ Construction	2030	220	530
	Construction	2031		530
	Construction	2032		540
	Construction*	2033		540
	Construction	2034		540
	Construction	2035		540
Total			**1,180**	**5,340**

Note 1* Release of the original factor of safety (1557 SDUs). A new factor of safety of 150 SDUs have been retained. Applies to WTP only.
Note 2¨ These allocations are subject to change based on interim capacity implementation
Note 3: 500 SDUs have been set aside for municipal projects

Related to the remaining water capacity allocation, Council has provided direction to move forward with an interim capacity option (Option 1A), which will provide Collingwood with an additional 1,850m3/d (1,391 SDUs). The work has commenced with an anticipated completion date of Summer 2026, as such the additional capacity has not been considered in the forecast but will be included the next semi-annual report.

The future annual water capacity allocation thresholds will continue to be re-evaluated and adjusted as needed through the semi-annual monitoring and reporting on the Uncommitted Hydraulic Reserve Capacity. This review will continue to take into consideration the average maximum daily demands (which will change as development is occupied) if the previous annual allocation is not fully committed or if developments do not proceed (based on performance requirements) and some allocation is expired or

withdrawn. The regular monitoring and review will provide for flexibility in setting the next year's allocation allotment.

Financial Impacts

Not applicable.

Conclusion

Sufficient servicing capacity remains in the Town's water and wastewater uncommitted hydraulic reserve capacity to support growth within the Town, however the remaining uncommitted hydraulic reserve capacity in the water and wastewater systems is limited and needs to be managed in accordance with the Town's SCAP to ensure sustainable growth, especially during times of limited capacity while infrastructure upgrades are in progress.

3. Input from Other Sources

Development Engineering staff consulted with Water and Wastewater, Planning and Building staff to verify the status of development applications and building permits.

Department Heads reviewed this report at their regular meeting on March 24, 2026, and the report was recommended to proceed to the Committee of the Whole Standing Committee meeting.

4. Applicable Policy or Legislation

- Safe Drinking Water Act
- Planning Act
- Provincial Policy Statement
- Town of Collingwood Servicing Capacity Allocation Policy

5. Considerations

☐ Community Based Strategic Plan:	Consistent with CBSP
☐ Services adjusted if any	
☐ Climate Change / Sustainability:	Not Applicable
☐ Communication / Engagement:	Advertisement/Notice will be provided

☐ Accessibility / Equity, Diversity, Inclusion: Not Applicable

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

Next steps and future action required following endorsement: Allocations will be considered under future reports within the recommended annual allocation amounts.

6. Appendices and Other Resources

Appendix A: Hydraulic Reserve Capacity Data Assumptions – Water & Wastewater

Appendix B: Committed Hydraulic Reserve Capacity Calculations – Water & Wastewater

Appendix C: Developments with Committed Water and Wastewater Servicing Capacity

Appendix D: List of Staff Reports Submitted to Council as Referenced in this Report

7. Approval

Prepared By:

Sheldon Hancock, C.E.T, Engineering Technologist, Development Engineering, Infrastructure

Reviewed By:

Amber Leal, BSc., C.E.T., Dipl.M.M., PMP, Manager of Development Engineering, Infrastructure

Mohamed Alkoka, P.Eng. PMP, Director of Infrastructure.

CAO Comments:

☒ Endorsed by CAO Skinner on April 2, 2026 to proceed to COW.

Appendix A
Hydraulic Reserve Capacity Data Assumptions - Water

Reference or Calculation
User Input/ Variable

Data Assumptions:

Collingwood WTP MDD Capacity (m3/d):	31,140
Collingwood WTP MDD Capacity Future Upgrades (m3/d):	59,000
2022 Collingwood MDD	14,309
2023 Collingwood MDD	15,850
2024 Collingwood MDD	16,132
3-year Average MDD (m3/d):	15,430
Town of Blue Mountains Supply Commitment (m3/d)	1,250
Town of New Tecumseth Supply Commitment (m3/d)	9,900
External Supply MDD Commitments (m3/d):	11,150

Current Available Capacity (m3/d)	4,560
% Available Capacity	14.6%
Available SDU-Es	3,417
5% Factor of Safety - (m3/d)	1,557

Assumptions:

ADD/ Capita Consumption (L/day):	260
Residential Peaking Factor (ADD:MDD Ratio):	1.77
ICI Peaking Factor (ADD:MDD Ratio):	2.5
Commercial Area ADD (m3/ha/day)	28
Industrial Area ADD (m3/ha/day)	35
Institutional Area ADD (m3/ha/day)	28

Residential Types Legend	MDD (m3/d)
Residential - Single Detached Home (2.9 ppl/unit)	1.334580
Residential - Semi Detached (2.7 ppl/unit)	1.24
Residential - Townhouse/ Row-House (2.4 ppl/unit)	1.10
Residential - Condo/ Apartment (1.9 ppl/unit)	0.87

Residential Types Legend	SDU-E
Residential - Single Detached Home (2.9 ppl/unit)	1.00
Residential - Semi Detached (2.7 ppl/unit)	0.93
Residential - Townhouse/ Row-House (2.4 ppl/unit)	0.83
Residential - Condo/ Apartment (1.9 ppl/unit)	0.66

Appendix A
Hydraulic Reserve Capacity Data Assumptions - Wastewater

Reference or Calculation
User Input/ Variable

Data Assumptions:

Collingwood WWTP Capacity (m3/d):	24,548	Current Available Capacity (m3/d)	7,356
		% Available Capacity	30%
		Available SDU-Es	7,247
2023 Collingwood ADF	17,751		
2024 Collingwood ADF	16,753		
2025 Collingwood ADF	17,073		
3-year Average ADF (m3/d):	17,192	5% Factor of Safety (m3/d)	1,227

Assumptions:

ADF/ Capita Consumption (L/day):	260
Commercial Area Flow (m3/ha/day)	28
Industrial Area Flow (m3/ha/day)	35
Institutional Area Flow (m3/ha/day)	28
Extraneous Flow (m3/ha/day)	20
Extraneous Flow (L/cap/day)	90

Residential Types Legend	ADF (m3/d)		SDU-E
Residential - Single Detached Home (2.9 ppl/unit)	1.01500	Residential - Single Detached Home (2.9 ppl/unit)	1.00
Residential - Semi Detached (2.7 ppl/unit)	0.95	Residential - Semi Detached (2.7 ppl/unit)	0.93
Residential - Townhouse/ Row-House (2.4 ppl/unit)	0.84	Residential - Townhouse/ Row-House (2.4 ppl/unit)	0.83
Residential - Condo/ Apartment (1.9 ppl/unit)	0.67	Residential - Condo/ Apartment (1.9 ppl/unit)	0.66

Appendix B
Committed and Uncommitted Hydraulic Reserve Servicing Capacity Calculations - Water and Wastewater

Table B-1 Committed Servicing Capacity

	Water		Wastewater	
	MDD (m^3/d)	SDUs-W	ADF (m^3/d)	SDUs-WW
A. Existing Development Lands with Servicing Available				
A.1 Existing Development Lands - Unconnected	75	56	0	0
A.2 Existing Development Lands - Vacant	260	195	59	58
B. Development with Capacity Allocation				
B.1 Development with Capacity Allocation - Planning Approval Not Required & Building Permit Issued	5	4	4	4
B.2 Development with Capacity Allocation - Planning Approvals Obtained & Building Permit Issued	888	665	611	602
B.3 Development with Capacity Allocation - Planning Approvals Obtained & No Building Permit Issued	513	384	390	384
B.4 Development with Capacity Allocation - Conditional Planning Approvals Obtained	330	248	336	331
B.5 Government-Led Projects	40	30	23	22
Grand Total	**2,111**	**1,582**	**1,422**	**1,401**

Table B-2 Uncommitted Servicing Capacity

	Water		Wastewater	
	MDD (m^3/d)	SDUs-W	ADF (m^3/d)	SDUs-WW
C. Conditionally Approved Development				
C.1 Commitment to Allocate - Draft Plan of Subdivision	2469	1850	2310	2276
C.2 Commitment to Allocate - Other	2822	2115	1615	1591
D. Unapproved Development Proposals				
D.1 Registered Subdivision - Active Site Plan Application	217	162	147	145
D.2 Registered Subdivision - No Active Site Plan Application	169	127	144	142
D.3 Draft Plan of Subdivision - No Commitment to Allocate	1813	1359	2212	2179
D.4 Unapproved Development Proposals - Active in Planning Process	274	205	164	162
Grand Total	**7,764**	**5,818**	**6,592**	**6,494**

Appendix C
Development with Committed Water and Wastewater Servicing Capacity

B.1 Development with Capacity Allocation - Planning Approval Not Required & Building Permit Issued

58 George St
325 Ontario Street
117 Findlay Drive
80 East Street
33 Glen Road

B.2 Development with Capacity Allocation - Planning Approvals Obtained & Building Permit Issued

Shipyards Block 11 - Harbour House (31 Huron St) - Residential
Shipyards Block 11 - Harbour House (31 Huron St) - Commercial
72-76 Hurontario Street
180 Mountain Rd (Georgian Bay Biomedical)
510 Hume St - Car Wash
80 Madeline Dr
Residences at Silver Creek (Skydevco) - Phase 1 (1, 17 and 33 Prince of Wales Dr)
17 Portland (Pretty River Estates Block 181 - Townhomes of Pretty River)
38 MADELINE DR
207 Longpoint Road
400 Maple (Victoria Annex) Subdivision
32 Oak Street (Mixed Use - Commercial, Apts on upper level)
325 Ontario Street
140 Mountain Rd Phase 1
629 Hurontario Street
298 Pretty River Parkway (Car Wash)
10045 Hwy 26 - Industrial Complex
135 Sandford Fleming (Humane Society)
55 Mountain Road(Canadian Tire Expansion)

B.3 Development with Capacity Allocation - Planning Approvals Obtained & No Building Permit Issued

500 Hume Street (Proposed Office Bldg - Pad 1)
65 First St (1 of 2 buildings remaining)
84 Hurontario St (The Regent)
121 Hume St (Innovation Hub)
40 Sandford Fleming (Isowater)
120 Mountain Road (Manorwood Business Park)
25 Sandford Fleming
655 Hurontario St Apartments
Shipyards Block 6 - Collingwood Quay (mixed use)
415 First Street (Beer Store)
11589 Hwy 26 (Cranberry Marsh Estates Subdivision)
Wilson-Sheffield Park

B.4 Development with Capacity Allocation - Conditional Planning Approvals Obtained
452 Raglan (Eden Oak) Subdivision
Wyldewood Creek (Georgian Manor Resort)
Blackmoor Gates Subdivision

B.5 Government-Led Projects
Affordable Housing Reserve

Appendix D – List of Previous Staff Reports Submitted to Council

March 14, 2022:	P2022-08 Servicing Capacity Allocation Policy
September 19, 2022:	PW2022-18, Water and Wastewater Hydraulic Reserve Capacity Update
January 30, 2023:	CAO2023-02 SCAP Update Report
September 23, 2024:	PW2024-12, Semi-annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity
March 4, 2024:	PW2024-05, Semi-annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity
September 23, 2024:	PW2024-11, WTP Interim Capacity options potential to produce additional interim drinking water capacity
September 23, 2024:	PW2024-12, Semi-annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity
February 24, 2025:	IN2025-03, Semi-annual Water and Wastewater Uncommitted Hydraulic Reserve Capacity
November 17, 2025:	P2025-27, Municipal Servicing Capacity Allocation – 2025 Major Development Batch Approval

Staff Report P2026-11

Committee 2026-04-08
Council 2026-04-20
Amendments ☒

Submitted To:	Committee of the Whole | Council
Submitted By:	Summer Valentine, Director, Growth and Development
Prepared By:	Justin Teakle, Senior Planner
Subject:	Proposed Concurrent Official Plan and Zoning By-law Amendments – Gateway Centre (853 and 869 Hurontario Street; 7564 Poplar Sideroad) Town File PLOPN22024374

Recommendation

THAT Staff Report P2026-11, **"**Proposed Concurrent Official Plan and Zoning By-law Amendments – Gateway Centre (853 and 869 Hurontario Street; 7564 Poplar Sideroad)", dated April 8, 2026 be received;

AND THAT Official Plan Amendment 2 attached as Appendix "A" to this Report, be adopted and submitted to the County of Simcoe for approval;

AND THAT an amending Zoning By-law, attached as Appendix "B", to this Report be enacted and passed.

Tree By-law Option:

AND THAT Council provide relief to certain provisions of the Tree Permit under By-law 2012-084 that would allow for permit issuance prior to the County of Simcoe rendering a decision on the Official Plan Amendment, with appropriate conditions as outlined in Report P2026-11.

Amendments

At the Committee of the Whole meeting, Committee members requested additional information regarding how compensation securities for trees proposed to be removed would be calculated. In accordance with best-practice advice from the Town's Forestry Coordinator, securities are to be calculated based on tree size and ecological service or value informed by the size of the tree. The table below outlines the compensation ratio:

Diameter at Breast Height (1.4 metres)	Tree Compensation Ratio
15-29	1:1
30-49	2:1
50-74	3:1
75 or greater	4:1

Dead or extremely high-risk trees, invasive species, and untreated Ash trees would be exempt from compensation calculations. The compensation dollar value for security purposes would include the costs to purchase, plant, and maintain the trees for 3 years. It should be noted that securities to cover compensation collected at the time of permit issuance would only be drawn upon for planting on-site or elsewhere in Town in the event the development does not proceed in a timely manner (i.e. Conditional Site Plan Control Approval within one year of permit expiration). Separate securities would also be obtained through a future Site Plan Control Agreement to ensure planting and maintenance of approved landscaping works including tree plantings.

In addition to the collection of securities for compensation, staff also anticipate applying conditions to the Tree Permit for the following matters:

- Based on guidance from the NVCA:
    - No tree removals from the swamp portion of the wetland;
    - Tree removals by hand only (no heavy equipment) from the marsh portion; of the wetland; and

    - Siltation fence protection of the entire regulated wetland feature onsite be installed prior to any tree removal and maintained until the NVCA or any successor thereto issues a Permit for approval/site alteration;
- Compliance with the *Migratory Birds Convention Act*, including undertaking of nest surveys prior to any tree removals and any other required activities to be undertaken by a qualified ecologist, with a copy of the documentation provided to the Town;
- Compliance with applicable species at risk legislation, including undertaking bat surveys prior to any tree removal and any other required activities to be undertaken by a qualified ecologist, with a copy of the documentation provided by the Town;
- Prior to any tree removals, installation of tree protection hoarding and signage in accordance with the Town's Development Standards for all trees to be protected;
- Posting of the permit in clearly visible locations on the subject property adjacent to Hurontario Street and Poplar Sideroad;
- Permit expiration within 12 months of issuance;
- Should conditional Site Plan Control approval not be granted within one year of permit expiration, securities will be drawn upon by the Town to undertake new plantings; and
- It is the responsibility of the applicant to ensure compliance with all other applicable legislation including, but not limited to, the *Migratory Birds Convention Act*, Species at Risk, and the *Forestry Act* (boundary trees).

In addition to the above, Appendix 'D' has been amended to correct a formatting error that excluded pictures and added blank bullet points to one comment and to include written public comments received since this Report was presented at Committee of the Whole on April 8, 2026 and prior to posting of the amended Report for Council's consideration.

1. Executive Summary

The purpose of this Report is to provide Council with an analysis and recommendations regarding proposed concurrent Official Plan Amendment (OPA) and Zoning By-law Amendment (ZBA) to permit a mixed-use commercial and residential development known as the Gateway Centre comprised of six, single-storey commercial buildings; one, three-storey commercial building; one, 12-storey mixed-use building; and surface and underground parking.

The Gateway Centre development applications have proceeded in accordance with applicable policy, technical, peer and stakeholder review requirements and the proposed OPA and implementing ZBA are viewed as constituting good planning and being consistent with or conforming to all relevant Provincial and Municipal planning instruments:

- the lands are appropriately located and designated for mixed-use growth;
- the south-end of town is underserved by commercial uses and the development would bring daily needs within easier walking and biking distance of more residents contributing toward the achievement of a complete community;
- the proposed location of the 12-storey maximum height mixed-use building together with zoning provisions regulating height and massing represent compatible development;
- the development would provide additional housing supply;
- zoning provisions are proposed to support appropriate build-out of the development proposal and the achievement of a high quality of urban design for a prominent gateway site; and
- Holding provisions are proposed to address Town servicing constraints, water balance of the off-site wetland, merging of the lots, and future Site Plan Control.

Based on the land-use planning analysis and development review process, Planning Services confirms that the submitted proposal is in conformity to or consistent with the

relevant land use planning instruments and recommends that OPA 2 be adopted and the ZBA be enacted and passed. Per Section 24(2) of the *Planning Act*, Council may pass a by-law that does not conform with the official plan but will conform when an official plan amendment comes into effect.

Staff are also seeking Council direction in relation to relief from certain provisions of the Town's Tree By-law 2012-084 in response to the applicant's request for issuance of a permit to remove trees from the subject lands prior to final approval of the OPA by the County of Simcoe, whereas By-law 2012-084 would otherwise restrict permit issuance until the subject applications have received final approval.

2. Analysis

Background

The Owner, Charis Developments Ltd., has made application to the Town for concurrent OPA and ZBA to redesignate and rezone the subject properties to permit a mixed-use commercial and residential development known as the Gateway Centre on lands at the northeast corner of Hurontario Street and Poplar Sideroad.



Figure 1: 2025 Aerial Image of the subject lands outlined in red. Source: Simcoe County GIS

Property Description:

Per Figure 1, the subject lands are comprised of four properties with a total area of 3.76 hectares. The lands are generally vacant with the exception of a single detached dwelling on the northwest property addressed as 853 Hurontario Street. Surrounding land uses include:

- North: Environmental protection (Hamilton Drain watercourse and trail), highway commercial (vacant lands and a non-conforming single detached dwelling at 839 Hurontario Street), and community services (New Life Church);
- West: Highway commercial (Walker's Engine Repair, multi-unit commercial building with various tenants, MacEwen gas station, and Tim Hortons);
- East: Residential lands associated with the Pretty River Estates subdivision (single, semi-detached, and townhouse dwellings); and
- South: Agricultural and rural lands within the Township of Clearview.

The lands are municipally addressed and legally described as follows:

- 853 Hurontario Street: PT S1/2 LT 40 CON 8 NOTTAWASAGA AS IN RO706547; COLLINGWOOD;
- 869 Hurontario Street: PT S1/2 LT 40 CON 8 NOTTAWASAGA BEING PTS 1 & 2 51R32487 EXCEPT PTS 1 & 2 51R37017 TOWN OF COLLINGWOOD;
- 7564 Poplar Sideroad: PT S1/2 LT 40 CON 8 NOTTAWASAGA PT 1 51R3533 EXCEPT PT 1 51R4531 & EXCEPT PT 4 51R37017; COLLINGWOOD; and
- Unaddressed parcel: PT S1/2 LT 40 CON 8 NOTTAWASAGA AS IN RO515907 (SECONDLY); COLLINGWOOD (Unaddressed parcel).

Proposal

Per Figure 2, the concurrent OPA and ZBA would establish the principle of development for a mixed-use commercial and residential development known as the Gateway Centre. The Official Plan Amendment (See Appendix “A”) proposes to redesignate the subject lands from Mixed-Use Corridor I and Mixed-Use Corridor II to Mixed-Use Corridor I - Area Specific Policy (Area 13A) and Mixed-Use Corridor II - Area Specific Policy (Area 17A). The proposal would also slightly increase the area of the Mixed-Use Corridor II designation toward the west to avoid the boundary between the two designations cutting through proposed buildings.

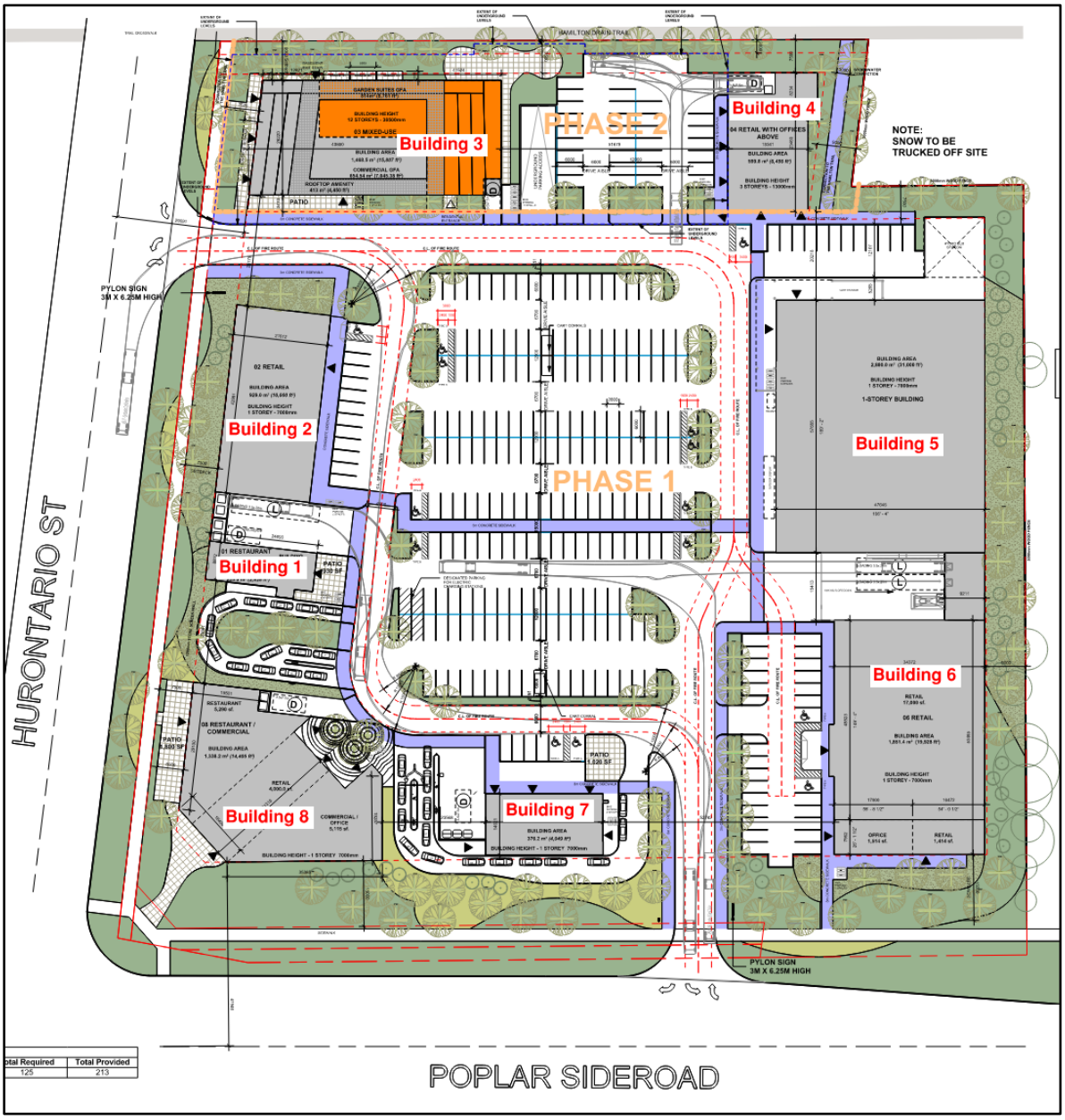


Figure 2: Conceptual Site Plan and proposed building numbers. Source: Richard Ziegler Architect Inc.

Policies proposed specific to the Mixed-Use Corridor I – Area 13A, include:

- Permitting low-rise buildings;
- Permitting a senior's residence, retirement home, and/or nursing home;

- Prohibiting various auto-oriented uses such as motor vehicle gas stations and/or washes, service centres, repair shops, automotive dealerships, and recreation vehicle sales and services;
- Establishing a minimum building height of 7.0 metres; and
- Permitting a mixed-use building containing a minimum of 45% at-grade non-residential (commercial) Gross Floor Area.

Policies proposed specific to the Mixed-Use Corridor II - Area 17A, include:

- Permitting one supermarket having a Gross Floor Area of up to 2,880 square metres; and
- Prohibiting various auto-oriented uses such as motor vehicle gas stations and/or washes, service centres, repair shops, automotive dealerships, and recreation vehicle sales and services.

The Zoning By-law Amendment (See Appendix “B”) proposes to rezone the subject lands from Highway Commercial (C5) and Deferred Residential (DR) to Holding Twenty-Nine Mixed-Use Commercial Exception Seven [(H29)C4-7] zone.

Proposed site-specific provisions include:

- Permitting additional uses including a Food Supermarket, Pharmacy, and Retail Commercial Establishments;
- Prohibiting auto-oriented uses including Motor Vehicle Repair Garage, Motor Vehicle Wash, Motor Vehicle Gasoline Station, and Motor Vehicle Supply Outlet;
- Establishing a minimum building height requirement of 7.0 metres for all buildings;
- Establishing a minimum ground floor height requirement of 4.25 metres for all buildings;
- Permitting a mixed-use building in the northwest corner of subject lands in accordance with the following:
    - Maximum building height of 39.0 metres or 12 storeys (whichever is the lesser);

- Maximum of 165 dwelling units or suites or beds (in the case of a retirement home);
- Requirement that the building shall not project into a 45 degree angular plane measured from the centreline of a public street (e.g. Hurontario St.);
- Requirement that the building shall not project into a 45 degree angular plane measured from any lot line that abuts a Residential Zone;
- Requirement that the building façade at/or along the north interior lot line and the front lot line shall step back at the 5th storey and above a minimum of 3.0 metres from the 4th storey façade below;
- Requirement that a minimum of 45% of the Gross Floor Area at-grade shall be commercial and address Hurontario Street;
- A minimum 0.0 metre setback for an underground parking garage from the front lot line; and
- Required parking for residential uses within a mixed-use building in accordance with the following, which is the existing standard for apartment residential units:
  - 0.5 spaces per dwelling unit, plus 0.25 spaces for visitor parking.

- The following clarifications for interpretation purposes:
  - Hurontario Street is deemed to be the front lot line; and
  - For the purposes of determining zoning conformity, the lands within the proposed exception zone shall be considered one contiguous lot.

Planning Services notes that the OPA and ZBA establish the principle of development. The most recent conceptual site plan drawing for the proposed development is attached for information purposes only as Appendix “C”. Technical details regarding the proposed development would be further reviewed through a future Site Plan Control application(s), pending Council’s decision on the OPA and ZBA and the County of Simcoe’s approval of the OPA. However, the conceptual site plan was used in the technical review of the proposal to ensure that matters required to be dealt with through

policy or regulation were captured in the proposed OPA and ZBA to ensure the future Site Plan Control application results in the intended outcome.

Planning Analysis

The analysis section of this report provides a review of the proposed OPA and ZBA relative to the planning policy framework and regulatory instruments as follows:

Matters of Provincial Interest

The *Planning Act* provides that Council in carrying out their responsibilities under the *Act* shall have regard to matters of provincial interest.

Planning Services is satisfied that the proposal has regard to the applicable matters of provincial interest and, more specifically, supports the following principles:

(a) the protection of ecological systems, including natural areas, features and functions;

(d) the conservation of features of significant architectural, cultural, historical, archaeological or scientific interest;

(f) the adequate provision and efficient use of communication, transportation, sewage and water services and waste management systems;

(h) the orderly development of safe and healthy communities;

(j) the adequate provision of a full range of housing, including affordable housing;

(k) the adequate provision of employment opportunities;

(p) the appropriate location of growth and development;

(q) the promotion of development that is designed to be sustainable, to support public transit and to be oriented to pedestrians;

(r) the promotion of built form that, is

(i) well-designed,

(ii) encourages a sense of place, and

(iii) provides for public spaces that are of high quality, safe, accessible, attractive and vibrant;

Staff would note that the proposed residential units are not necessarily intended to meet the Town or Province's definition of affordable housing, but would add to the overall housing stock in the Town.

The provisions of Sections 22 and 34 of the *Planning Act* were applied to the proposal and satisfied, as applicable.

Provincial Planning Statement (2024)

The *Planning Act* provides that a decision of the Council of a municipality in respect of the exercise of any authority that affects a planning matter shall be consistent with the policy statements of the Province and shall conform with the provincial plans that are in effect or, at minimum, shall not conflict with them.

Section 3 of the *Planning Act* requires that decisions affecting planning matters shall be consistent with policy statements issued under the Act. The Provincial Planning Statement (PPS) was issued under Section 3 of the Act and came into effect on October 20, 2024. The intent of the PPS is to provide policy direction on matters of provincial interest related to land use planning and development. The 2024 PPS applies to any land use planning decision made after the effective date, regardless of when the application(s) was submitted.

The PPS states that Settlement Areas shall be the focus of growth and development and within Settlement Areas, growth should be directed, where applicable, to Strategic Growth Areas. Development within Settlement Areas shall be based on densities and a mix of land uses which efficiently use land and resources, optimize existing and planned infrastructure, support active transportation, and are transit and freight supportive. The subject lands are located in the Town of Collingwood, which is a Settlement Area and

further, the Town's 2024 Official Plan also identifies the lands as a Strategic Growth Area.

The PPS further notes that planning authorities shall support general intensification to promote the achievement of complete communities. Complete communities accommodate an appropriate range and mix of housing options including promoting densities that efficiently use land, infrastructure, public service facilities, and support the use of active transportation. Requiring transit-supportive housing development and prioritizing intensification in proximity to transit is also addressed by the PPS. Planning authorities are encouraged to identify and focus growth and development in Strategic Growth Areas.

Planning authorities shall support economic development and competitiveness by providing and appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs.

The PPS also states that natural heritage features and areas shall be protected for the long term. The PPS defines "Natural heritage features and areas" to include significant wetlands and further defines "significant wetlands" as those identified as provincially significant. There is a wetland feature in the northeast corner of the subject property and extending onto adjacent residential properties. This feature has not been identified as provincially significant.

The proposed OPA and ZBA would facilitate a mixed-use, residential and commercial development that would contribute toward the achievement of a complete community by providing additional housing options and adding important commercial services including a supermarket and pharmacy to the south end of town where nearby options are currently limited. While not presently located directly on a transit route, the subject lands are adjacent to two arterial roads (Hurontario Street and Poplar Sideroad) which are likely to have transit service in the future. The development would also extend the

public sidewalk network on adjacent streets and connect to the Hamilton Drain Trail to the north of the properties. The proposal represents a transit and active-transportation supportive development appropriately located in a Strategic Growth Area and would contribute toward achieving a complete community in the south end of town.

Planning Services is satisfied that the proposed development is consistent with the PPS.

County of Simcoe Official Plan

The subject property is designated ‘Settlement’ within the County of Simcoe Official Plan (County OP). The County OP contains policies relating to the orderly development of those areas that are designated as Settlement, and particularly an emphasis on development being directed to Primary Settlement Areas. The Town of Collingwood is identified as a Primary Settlement Area.

The County OP growth management strategy is based on four themes:

- Direction of a significant portion of growth and development to settlements where it can be effectively serviced, with particular emphasis on primary settlement areas;
- Enabling and managing resource-based development including agriculture, forestry, aggregates, and tourism and recreation;
- Protection and enhancement of the County’s natural heritage system and cultural features and heritage resources, including water resources; and
- Development of communities with diversified economic functions and opportunities, and a diverse range of housing options.

The County OP identifies the need for a wide range of land uses in Settlements to provide an opportunity for people to live, work, shop and find recreation in one compact community and for Primary Settlement Areas to develop as complete communities that are transit-supportive and accessible through active transportation networks.

Furthermore, the Plan states '*Intensification, or directing of development to the built-up area and serviced areas within settlement areas, contributes to compact development form*', '*…local municipalities shall promote and facilitate intensification and efficient use of land in built-up areas…*'

Settlements are to be the focus of population and employment growth with development in a compact urban form that promotes the efficient use of land and provision of water, sewer, transportation and other services. Settlement areas are encouraged to develop as complete communities with a diverse mix of land uses, a range of employment and housing types, high quality public open space and easy access to local stores and services.

The County OP also identifies the need to enable and encourage the development of a wide range of business and employment opportunities to meet the needs of a growing population and changing global economics. The County OP identifies that a wide range of employment enables settlements to better withstand economic challenges and that such employment opportunities arise from, among others, a service sector that provides a wide range of services to County residents and tourists. The County OP policies provide for and encourage multi-use development and expansion of employment opportunities to help achieve complete communities.

The County OP designates Poplar Sideroad/County Road 32 as a Primary Arterial road with a required basic right-of-way width of 36.0 metres in the County Transportation System. The policies plan for through-traffic vehicle movements, support multimodal use where feasible by prioritizing walking/cycling, and require dedication of road widenings to achieve the ultimate desired right-of-way width.

The County of Simcoe Planning and Transportation divisions did not have any significant concerns with the development proposal and will be involved in the technical review of a future Site Plan Control application(s).

The County OP also states that water resource systems including natural heritage features and areas shall be identified in local official plans and included in their policies for protection, improvement or restoration including maintaining linkages and related functions. The County OP further defines natural heritage features and areas as including significant wetlands. Significant wetlands are those identified as such by the Ministry of Natural Resources or through a site-specific evaluation. As noted above, the wetland feature in the northeast of the subject lands is not a significant wetland.

Planning Services is satisfied that the proposed development would contribute towards the achievement of complete communities and compact urban form envisioned for Settlements. The proposal therefore conforms to the general intent and purpose of the County OP. The County of Simcoe was circulated the proposed OPA and ZBA and did not note any conformity concerns with the County Official Plan.

Town of Collingwood Official Plan (2004)

The subject applications were received shortly before the County of Simcoe approved the Town's 2024 Official Plan (2024 OP). As such, the subject applications are technically subject to review against the policies of the 2004 Official Plan (2004 OP), which was in force at the time of the applications being made. However, the OPA relies on and proposes site-specific amendment to the 2024 OP. Therefore, the application has been reviewed primarily against the content of the 2024 OP as the current land use planning vision for the community. The one exception is the Natural Heritage Policies as the 2024 policies remain under appeal. The 2004 OP policies are also helpful in providing context for the current proposal and resulted in some areas of compromise based on existing development rights for the property under the 2004 Official Plan and 2010 Zoning By-law. While the applicant was not required to conform to the 2024 OP, there was a strong willingness to achieve the desired objectives from that document instead of relying stringently on the 2004 OP.

Schedule “A” of the 2004 OP designates the western portion of the subject lands (853 and 869 Hurontario Street) as Highway Commercial and the eastern portion of the subject lands (7564 Poplar Sideroad) as Residential. The Residential lands were previously contemplated as an extension of the Pretty River Estates subdivision to the east while the Highway Commercial lands were planned to accommodate some commercial uses with large footprints and uses oriented to automobile traffic such as automotive dealerships, gas stations, and restaurants. Dwelling units and a supermarket are not permitted uses in the Highway Commercial designation.

Schedule ‘B’ *Environmental Protection Map* does not identify any natural heritage features on the subject lands. The 2024 OP does identify the subject property as adjacent to the Hamilton Drain watercourse. An Environmental Impact Study (EIS) prepared by Azimuth Environmental was submitted in support of the application. The EIS was peer reviewed on behalf of the Town by Natural Resource Solutions Inc. (NRSI) and the Nottawasaga Valley Conservation Authority (NVCA) with specific focus on their area of jurisdiction related to regulated wetlands. A wetland within the northeastern portion of the property and extending onto adjacent lands is the only natural heritage feature identified in the EIS. This feature is not a provincially significant wetland in accordance with the PPS. The EIS recommended monitoring to understand how water interacts with the wetland. The NVCA also requested additional monitoring work. The monitoring work has been completed and reviewed by the NVCA. Additional design work is required to ensure that the proposal does not impact the water balance of the portions of the wetland feature on the neighbouring properties, which will be addressed through the proposed Holding Provision in the ZBA to ensure that the necessary work is completed prior to development occurring. The NVCA has agreed to a wetland offsetting plan that would provide cash-in-lieu in accordance with the NVCA’s Net Gains for Ecological Offsetting Guideline. The NVCA has indicated that they are supportive of the proposed OPA and ZBA.

Town of Collingwood Official Plan (2024)

- Schedule ‘1’ Growth Management Plan identifies the subject lands as a Strategic Growth Area.
- Schedule ‘2’ Land Use Plan designates the subject lands as Mixed-Use Corridor I (853 and 869 Hurontario Street) and Mixed-Use Corridor II (7564 Poplar Sideroad)
- Schedule ‘3’ Natural Heritage System includes the northern portion of the subject lands in the Adjacent Lands Overlay.
- Schedule ‘5’ Active Transportation Plan identifies a Multi-Use Pathway (Hamilton Drain Trail) to the north of the subject lands and along Hurontario Street to the west
- Schedule ‘6’ Transportation Plan identifies Hurontario Street as an Arterial Road under Town jurisdiction and Poplar Sideroad as an Arterial Road under County jurisdiction.

Ensuring High Quality Built Spaces

The 2024 OP contains general policies to ensure high quality built form, which are to be achieved through:

- Development consistent with the Town’s Urban Design Manual;
- Development compatible with surrounding built form and context;
- Consistency with Crime Prevention Through Environmental Design (CPTED) considerations;
- Barrier free design in accordance with application Provincial standards; and
- Transit supportive development.

Compatible development is defined as development that may not necessarily be the same as, or even similar to the existing buildings/development in the vicinity, but, nonetheless, enhances an established community and coexists with existing

development without causing any undue, adverse impact on surrounding properties. Compatible Development is an overarching principle of good planning and is applicable throughout the Town and for major development project, compatibility is evaluated within 120 meters of the subject site.

Compatible development must enhance an established community, including new and significant investment within an established community and demonstrate coexistence without undue adverse impacts including shadow, privacy, traffic, and parking.

To determine compatibility, the following points are to be considered:

- The use, height, massing, orientation and landscape characteristics of nearby properties are properly considered and appropriate transitions between the built forms and uses shall be ensured;
- On-site amenity space is provided and is reflective of, or enhances, the existing patterns of private and public amenity space in the vicinity; and
- Streetscape patterns, including block lengths, setbacks and building separations are generally maintained.

Planning staff are of the opinion that, subject to detailed review through Site Plan Control, the proposal would result in high quality built form that is compatible, barrier free, transit supportive, consistent with the Urban Design Manual, and adhere to CPTED considerations. Full rationale for how the proposal represents high quality and compatible built form are outlined in greater detail below.

Growth Management Policies

The Strategic Growth Areas are to be the focus for intensification and accommodate mixed-use forms of development. The Strategic Growth Areas are expected to be supportive of an enhanced transit system throughout the Town and include the Mixed-Use Corridor I and II designations.

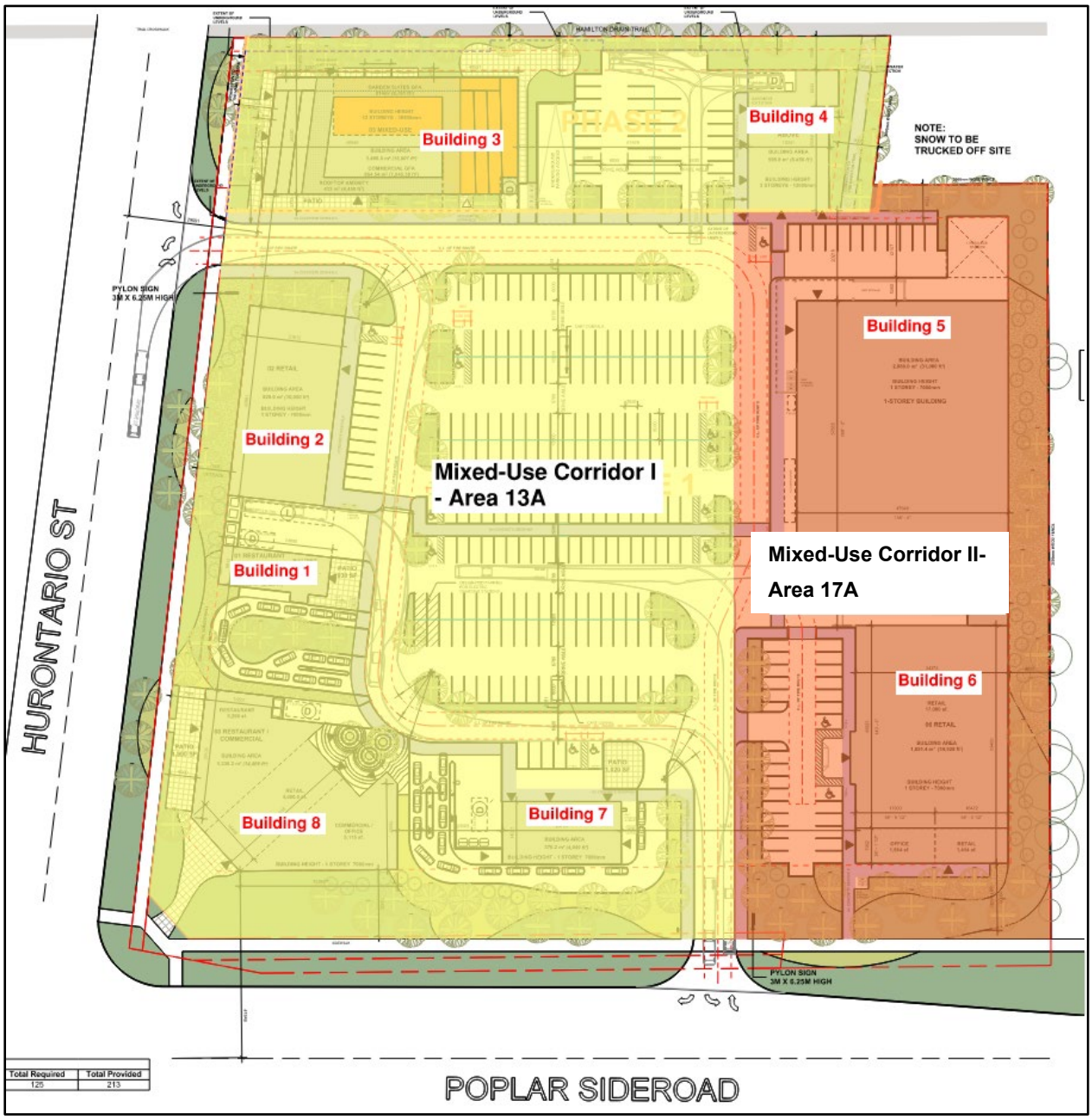


Figure 3: Proposed Official Plan designations relative to proposed development. Mixed-Use Corridor I (Area 13A) highlighted in yellow and Mixed-Use Corridor II (Area 17A) highlighted in orange. Source: Richard Ziegler Architect Inc.

Mixed-Use Corridor I Policies:

In contrast to the 2004 Official Plan designations, which required separated land uses on the subject lands in accordance with the two designations, the 2024 Official Plan envisions integrated mixed-use development with commercial uses at grade and residential uses above.

The lands within the Mixed-Use Corridor I Designation are the connective spines of the Town and are envisioned to develop as mixed-use and transit supportive corridors, with the development of Mid to High-Rise buildings that include opportunities for retail and service commercial uses, as well as a full range of residential, office, recreational, cultural, entertainment, and community uses and facilities. The lands within the Mixed-Use Corridor I Designation are intended to strengthen existing and future transit routes, and to be connected to the Active Transportation Network. Permitted uses within Mid to High-Rise buildings include, among others, retail and service commercial uses, restaurants, offices, and residential apartments. Figure 3 illustrates the extent of the proposed Mixed-Use Corridor I exception designation over the subject lands relative to the development proposal.

The Mixed-Use Corridor I designation provides general development and designation-specific design policies, which are assessed below relative to the proposal:

General Development and Designation-Specific Design Policies	**Development Conformity**
Comprehensive Planning	
Buildings and sites may develop as individual sites or comprehensively planned centres, consisting of individual or multiple buildings generally in a multi-unit format.	The proposed development is a planned centre of multiple buildings. 6 of the proposed 8 buildings are within the Mixed-Use Corridor I designation (Buildings 1, 2, 3, 4, 7 and 8). Of those 6, 3 buildings are multi-unit format and the balance are single unit intended for individual end users.
Compatibility	
Compatible development that conforms with the policies of the	Amendments are sought to the policies of the Official Plan and Zoning By-law. The amendment to the 2024

Official Plan, Zoning By-law, and Site Plan Control.	Official Plan is largely seeking to carry forward site-specific permissions from the 2004 OP with regard to low-rise buildings and prohibiting the limited auto-oriented uses that are permitted in the 2024 OP. The Zoning By-law has not yet been updated to implement the 2024 Official Plan and as such requires amendment to implement the Official Plan Amendment. Site Plan Control will be required prior to development occurring.
Where a property within the Mixed-Use Corridor I Designation abuts the Existing Neighbourhood Designation, appropriate mechanisms shall be established through Zoning to ensure compatibility, sensitive integration and an appropriate transition to those abutting properties.	The Mixed-Use Corridor I designation only abuts the Existing Neighbourhoods designation in the northeast corner of the subject lands. The parent C4 zoning of the proposed C4-7 zone requires an enhanced setback adjacent to a residential zone of 9.0 m, 3.0 m of which is required to be reserved for landscaping. In this proposal, landscaping is proposed within all 9.0 metres, which will be implemented through Site Plan Control. The footprint for the 12-storey maximum height building (Building 3) will be fixed to the western portion of the property and it would be prohibited from projecting into a 45 degree angular plane from a residential zone. The parent C4 zoning of the proposed C4-7 zone permits a maximum height of 15 metres for the 3-storey building (Building 4) in the northeast of the subject lands and no relief is being sought.
Building Height	
Minimum floor to ceiling building height of the ground floor of 4.25 metres.	All buildings would conform to this requirement through the implementing Zoning By-law Amendment.

Minimum building height of 3 storeys or 10.5 metres, whichever is greater.	One High-Rise building (Building 3) is proposed with a maximum height of 39.0 metres or 12 storeys, whichever is less. One Mid-Rise (Building 4) is proposed with a maximum height of 3 storeys or 12.7 metres. The Amendments requested seven Low-Rise (single storey) buildings, which would conform to the 2004 OP resulting in a compromise between the objectives of the two Plans.
Mix of Uses	
Stand-alone, non-residential buildings are permitted. Stand-alone residential buildings are prohibited. Residential development requires a minimum of 75% of the at-grade Gross-Floor-Area (GFA) to be non-residential.	Mostly non-residential buildings are proposed. One mixed-use residential and commercial building is proposed with a minimum 45% of the at-grade GFA proposed to be non-residential (commercial) uses addressing Hurontario St. Staff find the reduction in at-grade GFA reasonable because 1) the exception is limited to one building, 2) all other buildings are proposed to be fully commercial, and 3) the commercial GFA in the mixed-use building will address and activate Hurontario Street as well as most of the south side of the building facing the other proposed commercial uses.
Design Policies – Specific to Mixed-Use Corridor I	
Mixed Use Corridor I is expected to be a focus of residential intensification. Development intended to be transit supportive and incorporate the active transportation network.	The 12-storey building (Building 3) proposes a maximum of 165 dwelling units or suites or rooms resulting in significant residential intensification. “Suites or rooms”, is intended to apply to a rest home, retirement home, or nursing facility. Site location on two arterial roads can be serviced by future transit and will be integrated with the surrounding active transportation network including the

	Hamilton Drain Trail to the north and sidewalk extensions.

Mixed-Use Corridor II Policies

The Mixed-Use Corridor II designation provides opportunities for creating vibrant, pedestrian-oriented places through residential intensification, infill, and redevelopment. It is envisioned as a transit supportive corridor with Low to Mid-Rise mixed-use buildings with access to nearby jobs and services connected to the Active Transportation Network. Mixed-Use Corridor II lands are to be a destination for surrounding neighbourhoods. Permitted uses within Low to Mid-Rise buildings include, among others, retail and service commercial uses, restaurants, and office uses. Figure 3 illustrates the extent of the proposed Mixed-Use Corridor II exception designation over the subject lands.

The Mixed-Use Corridor II designation provides general development policies and designation-specific design policies, which are assessed below relative to the proposal:

General Development and Designation-Specific Design Policies	**Development Conformity**
Comprehensive Planning	
Buildings and sites may develop as individual sites or comprehensively planned centres, consisting of individual or multiple buildings generally in a multi-unit format.	The proposed development is a planned centre of multiple buildings. 2 of the 8 buildings are within the Mixed-Use Corridor II designation. Of those 2, 1 building is multi-unit format (Building 6), with the other being single unit for an individual end user.
Compatibility	
Compatible development that conforms with the policies of the Official Plan, Zoning By-law, and Site Plan Control.	Amendments are sought to the policies of the 2024 OP and Zoning By-law. The OPA proposed permitting one supermarket with a GFA of up to 2,880 square metres and prohibiting auto-oriented uses. The Zoning By-law has not yet been updated to

	implement the 2024 OP and as such requires amendment to implement the OPA. Site Plan Control will be required prior to development occurring.
Where a property within the Mixed-Use Corridor II Designation abuts the Existing Neighbourhood Designation, appropriate mechanisms shall be established through Zoning to ensure compatibility, sensitive integration and an appropriate transition to those abutting properties.	The Mixed-Use Corridor II designation abuts the Existing Neighbourhoods designation to the east of the subject lands. The parent C4 zoning of the proposed C4-7 zone requires an enhanced setback adjacent to a residential zone of 9.0 m, 3.0 m of which is reserved for landscaping. In this proposal, landscaping is proposed within all 9.0 metres, which will be implemented through Site Plan Control.
Mix of Uses	
Permitted retail and service commercial uses, restaurants and office uses are permitted in stand-alone buildings, or a part of a mixed-use building and shall be moderately scaled at generally less than 2,000 square metres of Gross Floor Area (GFA) per use.	Buildings 5 and 6 are both within the Mixed-Use Corridor II designation. Building 5 is a standalone supermarket with a maximum GFA proposed of 2,880 square metres specific to that use. Building 6 is a standalone multi-unit building with three units for retail and office uses. The submitted Commercial Market Impact Study and peer review thereof are supportive of the commercial uses including the supermarket and its proposed GFA.
Design Policies - Specific to Mixed-Use Corridor II	
Mixed Use Corridor II is expected to be a focus of residential intensification and modest mixed-use development. Development is intended to be transit supportive and incorporate the active transportation network.	No residential units or mixed-use development is proposed within the Mixed-Use Corridor II designation, however stand-alone commercial uses are permitted in the 2024 OP. The site is located on two arterial roads, can be serviced by future transit and will be integrated with the

	surrounding active transportation network, including sidewalk extensions.

Mixed-Use Corridors I and II also have a number of generally common design policies that are assessed below relative to the proposal:

Design Policies for Mixed-Use Corridor I and II	**Development Conformity**
Individual driveway access to adjacent roads shall be limited.	Two driveways/vehicular access points are proposed for the subject lands. One on Hurontario Street and one on Poplar Sideroad, which are supported by a Traffic Impact Study, peer review thereof, and County Transportation staff.
Adequate parking, loading and garbage collection/storage facilities for all permitted land uses shall be provided on-site. Where any parking, loading and/or garbage facility is located between a building(s) within the Mixed-Use Corridor I or II Designation and any Existing Neighbourhood Designation, any undue, adverse impacts created by those facilities on adjacent properties shall be appropriately mitigated.	The conceptual plan shows parking that meets zoning requirements. More loading and delivery spaces than are required by the Zoning By-law are proposed to serve all of the proposed buildings. The conceptual site plan has also identified locations for waste enclosures. Building 4 (retail and office) is the only building in the Mixed-Use Corridor I designation that abuts the Existing Neighbourhood Designation. Both its proposed waste enclosure and loading space are sited on the west side of the building, away from the Existing Neighbourhoods Designation. Within Mixed-Use Corridor II, the conceptual plan provides the required parking, loading, and garbage facilities for Buildings 5 and 6 that meet or exceed zoning provisions. The conceptual site plan also identifies locations for waste enclosures. Shared loading and waste facilities for Buildings 5 and 6 are on the west side of the buildings, away from the Existing Neighbourhoods Designation to the east. Within the required 9.0 metre building setback from the Existing Neighbourhoods designation, only landscaping is proposed.

	Waste collection, loading, and associated fencing and landscaping will be addressed through Site Plan Control.
Loading and garbage facilities shall not be located between the building(s) and any Arterial Road or Collector Road right-of-way. Parking facilities are discouraged between the building(s) and any Arterial Road or Collector Road right-of-way.	No loading, garbage facilities, or parking is proposed between any buildings and the adjacent streets. Similar to the above, the location of waste and loading facilities will be further addressed through Site Plan Control.
Access to parking shall be defined through clearly designated entrances and exits.	Two clearly defined entrances and exits are proposed. One on Hurontario St. and one on Poplar Sideroad. Internal drive aisles extending from the site entrances will connect to buildings and parking areas. Access to two proposed drive-throughs would be well distanced from site entrances and accessed from drive aisles (not streets) and exceed the required number of queuing spaces in the Zoning By-law.
Parking lots shall be organized to minimize the number of potential pedestrian vehicle movement conflicts.	Continuous pedestrian routes though the site are proposed in the concept plan, providing connections between adjacent trails and public sidewalks to building entrances in a way that minimizes drive-aisle crossings. Additional detailed review will occur through Site Plan Control.
Bicycle parking shall be provided in accordance with the requirements of the Zoning By-law. Bicycle parking shall be provided in locations that are close to building entrances, but situated to avoid any conflicts for movement along pedestrian routes.	Conceptual site plan identifies a number of bicycle parking locations generally in conformity with this policy. Staff have no concerns with the site being able to accommodate the minimum number of required bicycle parking spaces and no relief is being sought. Additional detailed review will occur through Site Plan Control.

Land Use/Built-Form Specific Policies (Height)

The Town's 2024 OP contains policies for built form within the categories of Low-Rise, Mid-Rise, and High-Rise. Low-Rise Buildings are those with a maximum height of 3 storeys or 11 metres, whichever is greater. As noted above, the Mixed-Use Corridor I designation does not permit Low-Rise buildings. As such, Buildings 1, 2, 7, and 8 which are all proposed as single storey require a site-specific amendment to permit the Low-Rise built form within the Mixed-Use Corridor I designation. While a generally lower built form is requested for four of the buildings within the Mixed-Use Corridor I designation, as noted above, the minimum ground floor ceiling height of 4.25 metres will be maintained and required through the proposed zoning. Further, the proposed zoning would require a minimum building height of 7.0 metres, consistent with the Town's Urban Design Manual, to ensure built form along arterial streets is appropriately scaled to the context. As noted previously, permissions for some Low-Rise Buildings represent a compromise between the development rights for the site under the 2004 OP and the objectives of the 2024 OP that seeks intensification and tall built form in strategic growth areas.

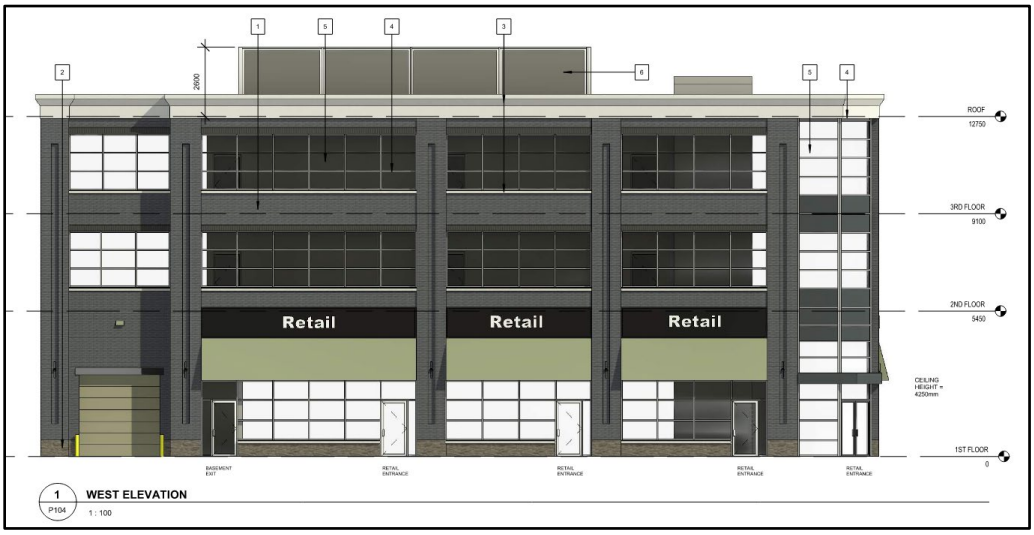


Figure 4: Conceptual west elevation of Building 4. Source: Richard Ziegler Architect Inc.

Mid-Rise Buildings are those with a minimum height of 3 storeys and a maximum height of 8 storeys or 27 metres, whichever is greater. Per Figure 4, one 3-storey Mid-Rise Building is proposed (Building 4) within the Mixed-Use Corridor I designation where they are permitted as-of-right, subject to compatibility criteria. Mid-Rise Buildings shall be developed at a maximum density of 3.5 Floor Space Index (FSI). FSI is the ratio of gross floor area of the proposed development to the net land area of the development site. The proposed Mid-Rise Building is well below a FSI of 1.0. A conservative estimate for the FSI for the entire development is approximately 1.0. As noted above, the proposed Mid-Rise building is setback the required 9.0 metres from the lot line of adjacent residential uses to the east.



Figure 5: Conceptual south elevation of Building 3. Source: Richard Ziegler Architect Inc.

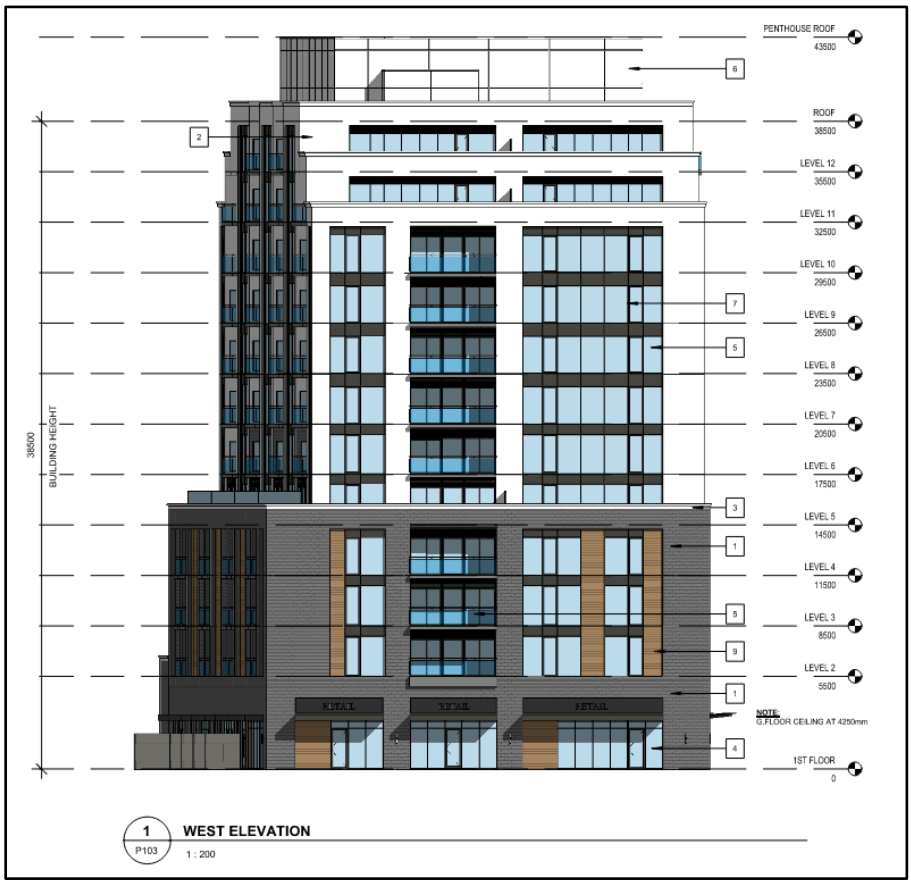


Figure 6: Conceptual west (Hurontario St.) elevation of Building 3. Source: Richard Ziegler Architect Inc.

High-Rise Buildings are those that are taller than 8 storeys or 27 metres, whichever is greater. The maximum height of a High-Rise Building is 12 storeys, or 45 metres, whichever is less. Per Figures 5 and 6, one High-Rise Building (Building 3) is proposed on the northwest corner of the subject lands within the Mixed-Use Corridor I designation and fronting Hurontario Street to the west and the Hamilton Drain Trail to the north. The proposed building is a maximum of 12-storeys and more specifically a maximum of 39.0 metres, which is less than the 45 metres permitted in the 2024 OP. At the time of the public meeting, the proposed height was 12-storeys or 42.5 metres and this was subsequently decreased based on public and agency comments received. The Zoning By-law measures height at the top of any roof deck and excludes architectural features and mechanical rooms from the maximum height.

Where a Zoning By-law Amendment is required to permit a new High-Rise Building, the proposed development must meet the following criteria:

Criteria	**Conformity**
Be compatible with, and can be sensitively integrated with the surrounding land uses and built forms	The High-Rise Building is proposed to be sited well away from single detached dwellings to the east with 3 and 1 storey commercial buildings along with landscaping proposed in between to provide an appropriate transition.
Be on a site of suitable size for the proposed development, and provide adequate landscaping, amenity features, buffering, on-site parking and garbage pickup and recycling services	The subject lands are a large site. Conceptual plans include two levels of underground parking for the proposed 12-storey building, exceeding the number of spaces required in the Zoning By-law. An at-grade outdoor amenity area is proposed at the northeast corner of building and rooftop amenities are also indicated on the concept plan. A dedicated delivery space for the building is proposed to assist with deliveries and waste collection.
Be located in proximity to parks, open space and other public service facilities, services and amenities	The Hamilton Drain Trail is adjacent to the proposed High-Rise Building and would connect to the planned “Triangle Park” approximately 80 metres along the trail to the east. The mixed-use nature of the site will ensure that the High-Rise Building is in close proximity to commercial and office uses for shopping and employment.
Have access to utilities and service infrastructure that can adequately serve the proposed development	Subject to further technical review through Site Plan Control, the site can be adequately serviced. A Holding provision is proposed that would require several aspects of municipal servicing to be addressed prior to

	development, along with an executed Site Plan Control Agreement.
Have frontage on a Collector or Arterial Road	Hurontario Street is an Arterial Road and the High-Rise Building would be oriented to and gain access from Hurontario Street.
Be located at highly accessible locations, generally within 250 metres of an existing or planned public transit stop and, where possible, within 500 metres of schools, commercial facilities and/or parks, open space and/or other community facilities, services and amenities	The subject development is likely to contain a future transit stop. At this time, the front of the proposed supermarket is intended as the stop location. Currently, the closest transit stop is approximately 590 metres meters north of the site, which is still within a 10-minute walk. There are some existing commercial uses on the west side of Hurontatio Street and more are proposed as part of the subject development proposal. The Hamilton Drain Trail is adjacent and would connect to the planned "Triangle Park" approximately 80 metres along the trail to the east. One school (Notre-Dame-De-La-Huronie) is within approximately 472 metres and Collingwood Collegiate Institute is within approximately 550 metres. Two other public elementary schools are less than 1.0 km away.

In addition to the above criteria, High-Rise Buildings shall have a maximum density of 7.0 FSI. The proposed building has a FSI of less than 1.0. A conservative estimate for the FSI for the entire development is approximately 1.0. It also requires that to achieve a maximum height, the Town must be satisfied that the building is compatible and can be sensitively integrated with the surrounding abutting land uses with regard to matters such as appropriate transition to adjacent built forms, shadows, stepbacks, angular planes, and landscape buffers.

The High-Rise Building is proposed to be setback from the adjacent residential lots by approximately 80 metres, with the closest dwellings themselves an approximate additional 44 metres away. An 80-metre setback is over twice the proposed maximum height (39 metres) of the High-Rise Building. Between the High-Rise Building and the eastern lot line is a 3 storey Mid-Rise Building and a single storey commercial building followed by a 9.0 metre landscape buffer. Planning staff are of the opinion that the proposal provides an appropriate transition to neighbouring residential uses to the east. Lands to the north and west are also within the Mixed-Use Corridor I designation and commercially zoned. As such, these lands are intended to redevelop over time as Mid-Rise and High-Rise Buildings. Additional zoning provisions have been added to the proposal since the public meeting to further ensure compatibility of the High-Rise Building with surrounding uses. These include:

- Capping the maximum building height at 39.0 metres, rather than the permitted Official Plan maximum height of 45 metres;
- Ensuring the High-Rise Building is not within a 45-degree angular plane from the centreline of any public street (e.g. Hurontario Street) and any residential zone to regulate massing and ensure that the built form does not overwhelm Hurontario Street and low-density residential uses;
- Requiring a building stepback at/or along the north interior lot line and the front lot line at the 5th storey and above a minimum of 3.0 metres from the 4th storey façade below. This will ensure that the west and north elevations facing the public realm of Hurontario Street and the Hamilton Drain Trail present a human-scaled building massing at the building base of 4 storeys.

The 2024 OP encourages the use of underground parking for High-Rise Buildings. Two levels of underground parking are proposed.

The urban design, including shadow studies, for the proposed development was peer reviewed with particular focus on the compatibility of the High-Rise Building with surrounding uses. No shadow impacts to the future Triangle Park are anticipated. Given

the location of the building, there will be unavoidable shadows on Hurontario Street and the Hamilton Drain Trail at certain times of day and year. The angular plane and stepback requirements are intended to reduce these impacts but won't prevent shadows altogether. Shadow impacts on the rear yards of dwellings on the west side of Hughes Street are minimal. By the time there are shadows from the High-Rise building extending that far east in the evening, proposed Low-Rise Buildings (and likely also trees) along the east side of the property are already casting shadows on these rear yards, which are not further exacerbated by the High-Rise Building shadow. Even when the sun is at its lowest on December 21st, the rear yards of the Hughes Street dwellings will still receive three hours of sunlight with sunset occurring before the shadow of the High-Rise can impact rear yards.

A Noise Study and Traffic Impact Study were also submitted and peer reviewed with no concerns identified. This further ensures that the overall development is compatible and can be sensitively integrated with neighbouring uses.

Multi-Modal Transportation System Policies

The 2024 OP contains policies to encourage active transportation facilities that are safe, comfortable, and create a continuous network. The OP also directs locating higher density housing and commercial and mixed-use development along major transit routes (both existing and planned) and including transit facilities in consideration of development proposals. The proposed mixed-use development would be integrated with adjacent trails and sidewalks and located on a planned transit route. Vehicular entrances on public roads shall protect the existing or planned function of the road. Major commercial developments are to be located in proximity to arterial roads to minimize impacts of heavy trucks in residential neighbourhoods. The subject lands are adjacent to two arterial roads (Hurontario Street and Poplar Sideroad). Access to arterial roads shall be discouraged and only considered where alternate access to a collector or local road is not possible or a Traffic Impact Study (TIS) justifies an access is required. Access to County arterial roads is subject to the County's Entrance By-law.

A TIS was submitted in support of the proposal and peer reviewed on behalf of the Town. Subject to upgrades at the expense of the owner (see Section 3 – Input from Other Sources – Traffic of this Report for more details) and further technical review through Site Plan Control, the proposed entrances are supported by Development Engineering and County Transportation staff. The subject lands do not have technical frontage on a collector or local road, however the Pretty River Estates Subdivision to the east does include a block reserved for a potential road connection through to the subject lands. This block was created in anticipation of a future residential development on the east side of the subject lands and is not proposed as an access point for the proposed mixed-use development. Given the major commercial nature of the proposal, an entrance via Hughes Street would direct significant traffic, including delivery trucks, onto local roads. These local roads were not designed to accommodate traffic volumes that would be generated by this development and it is anticipated that directing traffic via Hughes Street would be disruptive to the established residential area.

Based on the above, Planning Services is satisfied that the proposed development would conform to the general intent and purpose of the Town's 2024 OP.

Town of Collingwood Zoning By-law

The Town of Collingwood Zoning By-law 2010-040, as amended, zones the western portion of the subject lands Highway Commercial (C5) and the eastern portion as Deferred Residential. Deferred zoning applies to lands where the final zone classification is pending the enactment of a Zoning By-law Amendment to the satisfaction of Council. The proposed Zoning By-law Amendment seeks to rezone the subject lands to Holding Twenty-Nine Mixed-Use Commercial Exception Seven [(H29)C4-7]. Holding Twenty-Nine (H29) would require the following provisions be satisfied prior to development occurring:

- Confirmation and commitment of water and wastewater servicing capacity allocation to the satisfaction of the Town, including execution of any required agreement(s);
- Confirmation of sufficient pressure and fire flows in Pressure Zone 2 to support the proposed development to the satisfaction of the Town;
- Confirmation that all of the lands are legally merged in title and cannot be conveyed separately to the satisfaction of the Town;
- Confirmation of no off-site impacts to the water balance of the wetland feature located on 29 Hughes Street (PLAN 51M945 BLK 170) and 31 Hughes Street (PLAN 51M945 BLK 169) to the satisfaction of the NVCA or its successor;
- Execution of a site plan agreement to address technical matters, to the satisfaction of the Town.

A number of site-specific zoning provisions are proposed to facilitate the proposed development and ensure that the concept is implemented as currently presented. The proposed site-specific requirements requested for the entirety of the subject lands relate to the following:

Zoning Provision	Parent C4 Zone	Proposed C4-7 Zone	Rationale
Permitted uses	Does not permit Food Supermarket, Pharmacy, and Retail Commercial Establishments	Would permit additional uses including a Food Supermarket, Pharmacy, and Retail Commercial Establishments	The south end of Town is underserviced by commercial uses. The addition of the requested uses would provide more day-to-day essentials closer to south end residents. This change is also supported by a peer reviewed Commercial Market Impact Study.
Permitted uses	Permits a number of auto-oriented uses	Would prohibit auto-oriented uses including Motor Vehicle Repair Garage, Motor	Auto-oriented uses are not considered desirable nor supportive of a modal shift away from personal vehicles and

		Vehicle Wash, Motor Vehicle Gasoline Station, and Motor Vehicle Supply Outlet	toward active transportation within a mixed-use development concept in a prominent gateway location. They present challenges with designing a transit and active transportation supportive place.
Minimum building height	N/A	7.0 metres	Required implementation of Urban Design Manual direction for a minimum 7.0 metres building height along arterial roads.
Minimum ground floor to ceiling height	N/A	4.25 metres	Implements 2024 OP requirement for the Mixed-use Corridor I designation. Ensures commercial spaces can accommodate a variety of uses over the long term.

Two site-specific provisions are requested to provide clarification to zoning interpretation. The first is to deem Hurontario Street as the front lot line to avoid confusion since the Poplar Sideroad lot line is a similar length and the shortest lot line adjacent to a street is otherwise considered the front on a corner lot. The second clarification provision is to deem the lands to be one contiguous lot for zoning purposes, which would avoid further by-law amendments or minor variances to facilitate an integrated mixed-use development concept on the site.

In addition to the exception provisions to apply across the entire site, further site-specific requirements are proposed related to the maximum 12-storey mixed use building (Building 3) and its location in the northwest corner:

Zoning Provision	**Parent C4 Zone**	**Proposed C4-7 Zone**	**Rationale**

Maximum building height	15.0 metres	39.0 metres	Implements the High-Rise policies of the 2024 OP scoped to the proposed building design.
Angular plane	N/A	45-degree angular plane requirement from the centreline of a public street and any Residential zone.	Implements compatibility criteria of the 2024 OP for High-Rise Buildings.
5th Storey Stepback	N/A	Stepback requirement of 3.0 metres for the west (Hurontario St.) and north (Hamilton Drain Trail) elevations at the 5th storey and above.	Implements compatibility criteria of the 2024 OP for High-Rise Buildings.
Minimum Commercial GFA	N/A	Requirement that a minimum 45% of the ground floor GFA be commercial and address Hurontario St.	2024 OP requires a minimum of 75% commercial GFA on the ground floor in the Mixed-Use Corridor I designation. This requirement aims to implement the intent of the 2024 OP to have commercial at grade that activates streets and recognizes all other proposed buildings are 100% commercial at grade.
Minimum front lot line setback for an underground parking garage	3.0 metres (half of building minimum front yard)	0.0 metres	Allows the owner to maximize space for underground parking without going under Building 4. Development Engineering has confirmed no concerns

			provided all shoring is located on private property, which will be addressed through Site Plan Control.
Required Parking	Dwelling unit portion of a non-residential building 1-space per unit.	0.5 spaces per unit, plus 0.25 space per unit for visitor parking.	Requested parking ratio for the residential units is consistent with the requirement for apartment dwelling units on residential lands. Parking currently proposed exceeds this ratio (125 spaces required and 213 proposed), but the proposal balances minimum requirements with flexibility. No site-specific relief is requested for a home for the aged, rest home, retirement home, or nursing facility.

While there are several exception provisions, many are necessary because the proposal is grounded in the land use planning vision of the 2024 OP, but the Zoning By-law has not yet been updated to implement the 2024 OP. With the exception of the proposed Zoning By-law Amendment noted above, the proposed development would otherwise comply with the provisions of the Town's Zoning By-law.

Tree By-law 2012-084 Relief Request

The applicant is eager to start site works this year, including tree removals, and has filed a Tree Permit application with the Town to seek approval to remove trees. In accordance with the Town's Tree By-law 2012-084, the issuance of permits to remove trees from applicable properties is a decision of the Director of Growth and

Development. The By-law states that a permit shall not be issued where, “an application to amend the Official Plan, for rezoning or for site plan approval related to the lands on which the tree is located has been submitted to the municipality, and has not received final approval.” The County of Simcoe is the approval authority for the OPA and their decision will only occur following Town Council’s decision on adoption of the OPA. The applicant is concerned that, should a permit to remove trees not be issued until after the County makes a decision on the OPA, that they will be limited in their ability to undertake site works in 2026. As the By-law is clear that staff cannot issue a permit until after the subject applications receive “final” approval, staff are seeking Council’s direction regarding the potential to consider permit issuance following Council’s decision on adopting the OPA and passing and enacting the ZBA, but prior to the County’s final decision on the OPA, which necessitates relief from those by-law provisions. For greater clarity, Council is not being requested to render a decision on issuance of a permit to facilitate tree removals, only to consider relief from certain provisions of By-law 2012-084 with respect to timing of permit issuance relative to the County’s OPA decision and the subject application receiving “final” approval. Issuance of Tree Permit prior to the County making a final OPA decision would allow the applicant to commence site works potentially this spring. There is a risk that if the County or the Ontario Land Tribunal (in the case of an appeal) does not approve the OPA or modifies the OPA to an extent that impacts development outcomes, that a Tree Permit will have been issued prematurely. Staff are aware of at least one similar request in 2019 where relief was granted by Council for Tree Permit issuance to occur while a property had an active Site Plan Control application. Staff would apply appropriate conditions to any permit including for erosion control and securities for replanting to be used should development not proceed in a timely manner.

Financial Impacts

Maintaining an adequate, appropriate and orderly supply and mix of residential, commercial, and industrial units in anticipation of future development and servicing conditions provides a long-term foundation for stable community growth and results in

the generation of growth-related revenue associated with building permit fees, development charges, taxes, and other related fees.

Conclusion

The Gateway Centre development applications have proceeded in accordance with applicable policy, technical, peer and stakeholder review requirements and the proposed OPA and implementing ZBA are viewed as constituting good planning and being consistent with or conforming to all relevant Provincial and Municipal planning instruments:

- the lands are appropriately located and designated for mixed-use growth;
- the south-end of town is underserved by commercial uses and the development would bring many daily needs within easier walking and biking distance of local residents contributing toward the achievement of a complete community;
- the proposed location of the maximum height 12-storey mixed-use building together with zoning provisions regulating height and massing represent compatible development;
- the development would provide additional housing supply;
- zoning provisions are proposed to support appropriate build-out of the development proposal and the achievement of a high quality of urban design for a prominent gateway site; and
- Holding provisions are proposed to address Town servicing constraints, water balance of the off-site wetland, merging of the lots, and Site Plan Control.

Based on the land-use planning analysis and development review process, Planning Services confirms that the submitted proposal is in conformity to or consistent with the relevant land use planning instruments and recommends that OPA 2 be adopted and the ZBA be enacted and passed. Per Section 24(2) of the *Planning Act*, Council may pass a by-law that does not conform with the official plan but will conform when an official plan amendment comes into effect.

Staff are also seeking Council direction in relation to the provisions of the Town's Tree By-law 2012-084 in response to the applicant's request for issuance of a permit to remove trees from the subject lands prior to final approval of the OPA by the County of Simcoe, whereas By-law 2012-084 would otherwise restrict permit issuance until the subject applications have received final approval.

3. Input from Other Sources

The subject applications were circulated to Town departments, applicable third-party peer reviewers, and external agencies for review and comment. The following supporting documents were provided, updated, amended, confirmed and/or reviewed by the applicable experts and can be found on the major development page.

- Stage 1-3 Archaeological Assessment, [Archaeological Assessments Ltd.], [September 2007];
- Stage 4 Archaeological Excavation, [Archaeological Assessments Ltd.], [September 2007];
- Stage 1 and 2 Archaeological Assessment, [Earthworks Archaeological Services Inc.], [August 9, 2024];
- Archaeological Clearance Letter, [Ministry of Culture], [April 30, 2008];
- Archaeological Clearance Letter, [Ministry of Tourism, Culture, and Sport], [October 3, 2012];
- Phase One Environmental Site Assessment, [Shaheen & Peaker Limited], [December 16, 2003];
- Phase One Environmental Site Assessment, [Terraprobe Inc.], [October 27, 2024];
- Technical Memorandum re: Additional Geotechnical Investigation, [G2S Consulting Inc.], [September 6, 2024];
- Arborist Report, [C.F. Crozier & Associates], [September 2024];

- Commercial Market Impact Study, [Parcel Economics Inc.], [September 16, 2024, last revised July 11, 2025];
- Environmental Impact Study, [Azimuth Environmental Consulting Inc.], [September 2024, last revised July 2, 2025];
- Phase One Environmental Site Assessment, [Jacques Whitford Limited], [March 29, 2007];
- Phase One Environmental Site Assessment Update, [G2S Consulting Inc.], [November 19, 2021, last revised October 29, 2025];
- Phase Two Environmental Site Assessment, [G2S Consulting Inc.], [November 19, 2021];
- Phase Two Environmental Site Assessment, [G2S Consulting Inc.], [August 2024, last revised October 2025];
- Hydrogeological Investigation, [G2S Consulting Inc.], [September 2024, last revised July 2025];
- Preliminary Functional Servicing Report, [Tatham Engineering], [September 16, 2024, last revised December 22, 2025];
- Geotechnical Investigation, [G2S Consulting Inc.], [March 2022, last revised July 2025];
- Landscape Concept Plan, [Crozier Consulting Engineers], [September 17, 2024, last revised July 7, 2025];
- Noise Feasibility Study, [Howe Gastmeier Chapnik Limited], [September 11, 2024, last revised November 27, 2025];
- Planning Justification Report, [Loft Planning], [September 12, 2024, last revised January 2026];
- Draft Official Plan Amendment, [Loft Planning], [September, 2024, last revised January 2026];
- Draft Zoning By-law Amendment, [Loft Planning], [September, 2024, last revised January 2026];

- Shadow Studies, [Richard Ziegler Architect Inc.], [August 23, 2024, last revised November 18, 2025];
- Angular Plane Diagram [Richard Ziegler Architect Inc.], [May 21, 2025, last revised November 14, 2025];
- Building Elevations [Richard Ziegler Architect Inc.], [July 24, 2024, last revised January 23, 2026];
- Site Plan, [Richard Ziegler Architect Inc.], [September 17, 2024, last revised January 23, 2026];
- Underground Parking Plans, [Richard Ziegler Architect Inc.], [May 12, 2025 last revised November 26, 2025];
- Preliminary Stormwater Management Report, [Tatham Engineering], [September 16, 2024, last revised December 22, 2025];
- Traffic Impact Study, [Tatham Engineering], [September 17, 2024, last revised January 26, 2026];
- Urban Design Brief, [MHBC Planning Limited], [September, 2024, last revised July, 2025];
- Urban Design Brief [Crozier Consulting Engineers], [January 2026];
- Street Cross Sections, [Crozier Consulting Engineers], [July 28, 2025];
- Preliminary Feature-Based Water Budget, [Tatham Engineering], [June 9, 2025];

Third-party peer review was undertaken for urban design, landscape architecture, traffic, noise, environmental site condition, and hydrogeology. The following peer review reports were provided:

- Commercial Market Impact [Urban Metrics], [December 20, 2024, last revised October 16, 2025];
- Natural Heritage [Natural Resource Solutions Inc.],[December 6, 2024, last revised September 12, 2025];
- Geotechnical, Hydrogeological, Environmental Site Assessment [GEI Consultants], [December 2024, last revised March 17, 2026];

- Landscape Architecture, [SGL Planning & Design], [December 6, 2024, last revised February 20, 2026];
- Traffic [R.J. Burnside & Associates Limited], [November 28, 2024, last revised February 13, 2026];
- Urban Design [The Planning Partnership], [December 19, 2024, last revised February 26, 2026];
- Noise [R. Bouwmeester & Associates], [September 25, 2025, last revised February 4, 2026].

The Town held a Statutory Public Meeting regarding the proposed concurrent Official Plan and Zoning By-law Amendments on July 28, 2025. Four people provided oral submissions at the public meeting. The Public Meeting minutes are attached to this report as Resource “1”. Furthermore, 23 written comments were received (see Appendix “D”). Oral and written comments submitted by the public generally related to need for south end commercial uses, height/compatibility, buffering, environmental impacts/natural heritage, traffic, noise, odour, lighting, business brands, dwelling unit tenure, stormwater management, property values, and protection of downtown/other existing commercial businesses. At the public meeting, Council raised concerns about fire safety in a 12-storey building and protection of the downtown and other existing commercial businesses.

Support for south-end commercial uses: Several comments submitted indicated support for commercial uses, especially a supermarket and pharmacy, in the south end to provide a more walkable option for residents of this part of town.

Height/Compatibility/Buffering: The most common theme among submitted comments was concerns with the height of the proposed 12-storey mixed-use building and compatibility with community character. Planning staff recognize that the 12-storey building generally represents a new built form for the community, with only one other

building currently in Collingwood that would fall within the 2024 OP categorization of a High-Rise Building at 10 storeys (Bayview Tower at Rupert's Landing).

The Official Plan states that compatible development does not necessarily mean the same or similar to existing buildings in the vicinity, but nonetheless enhances an established community and coexists with existing development without causing undue adverse impacts on surrounding properties. Planning staff and peer reviewers have examined the proposal for undue impacts related to shadow, privacy, traffic, and parking. The massing, orientation and transition between built forms has also been reviewed. As outlined above, the 12-storey High-Rise Building is setback from the lot line with Hughes Street dwellings to the east by approximately 80 metres, which is more then twice the maximum height of the High-Rise Building of 39 metres. Further, between the High-Rise and existing Low-Rise dwellings are three-storey and single-storey commercial buildings providing a transition in height and intensity of use. The High-Rise Building is sited as far from existing Low-Rise residential as possible, with the building envelope limited through the proposed Zoning By-law Amendment.

Shadow impacts have also been examined and generally rear yards of existing Hughes Street dwellings will only be shadowed in the late afternoon/evening (time of year depending), but the shadows cast on yards by that time of day are more a result of the proposed single storey commercial buildings along the rear lot line than the High-Rise Building. The majority of the shadows from the High-Rise Building will be cast to the north on lands that are also intended for future Mid- and High-Rise development. To provide further protection from undue shadow impacts, the Zoning By-law Amendment proposes that the High-Rise Building must not project into a 45-degree angular plane measured from any Residential Zone. It should be noted that the proposed High-Rise Building is well outside of this angular plane measured from the lot line shared with the Hughes Street dwellings. Per Figure 7, an angular plane requirement will also be required on the Hurontario Street elevation, together with a 5th-storey stepback on the

Hurontario Street and Hamilton Drain elevations to reduce the perception of building massing from the public realm and to create human scale design.

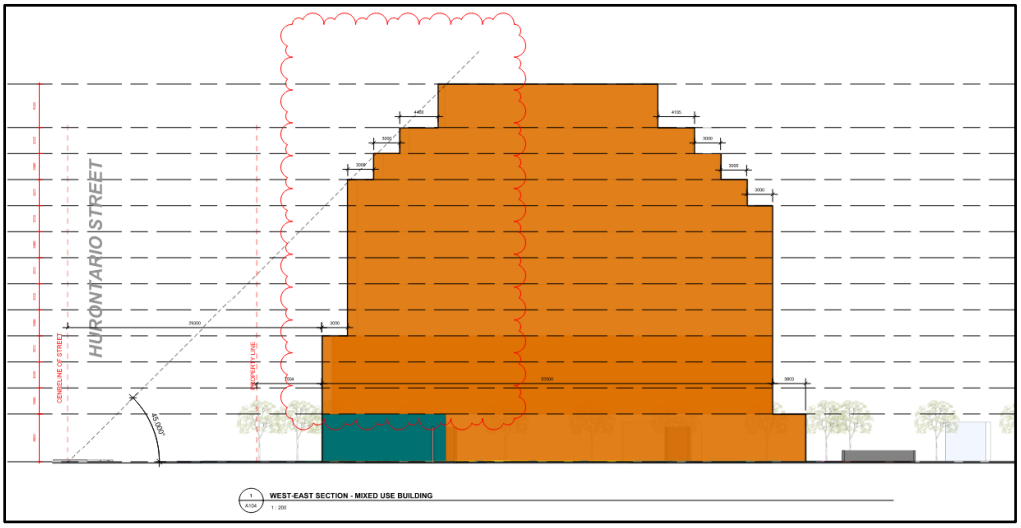


Figure 7: Angular plane diagram showing conceptual massing for proposed Building 3 as seen from the south relative to a 45 degree-angular plane applied from the centre of Hurontario Street at left. Source: Richard Ziegler Architect Inc.

Lastly, a 9.0 metre setback for any building is required along the rear lot line. This area is proposed solely for landscaping, with all parking, delivery, and waste collection activities occurring on the side furthest away from existing dwellings (a small parking area north of Building 5 is closer to the residential lots, but still setback approximately 8.0 metres and 24.5 metres respectively from adjacent residential lots). The development has also demonstrated provision or exceedance of required parking. The 2024 OP section of this report examines specific compatibility criteria in further detail.

In addition to height, some comments also claimed that this would be the first instance in Collingwood of single detached dwellings adjacent to commercial development. Planning staff would note that there are many examples of low-rise residential uses (including single detached dwellings) on residentially zoned lands, that are adjacent to commercial developments in town, including:

- R2 zoned dwellings south of the First Street commercial corridor zoned C4;

- R3 zoned townhouses on the northside of Side Launch Way in the Shipyards are across the street from commercial developments fronting First Street zoned C1;
- R2 zoned dwellings on the east side of Pine Street, south of Third Street, back onto commercial uses fronting Hurontario Street zoned C1;
- R2 zoned dwellings north and south of the Hume Street commercial corridor zoned C4; and
- R2 zoned dwellings on Stanley Street and Mary Street abut commercial development zoned C5.

A map of these examples is attached to this report as Appendix “E”.

Planning Staff are satisfied that the proposed development represents compatible development and good planning that can coexist with existing uses without undue impacts.

Fire Safety Related to Height: Very few Ontario municipalities have fire trucks that can reach higher than 9-10 storeys. In the event of a fire in a 12-storey building, the Town of Collingwood would call out for mutual aid immediately and contact the County Mutual Aid Coordinator for assistance. Any rescue would be attempted by using stairwells and/or fire service elevators, when possible. The Ontario Building and Fire Codes include provisions to ensure early detection and warnings, facilitate safe egress, and slow the spread of fire in large multi-unit buildings through construction materials and sprinkler systems.

Environmental Impacts and Natural Heritage: After height and compatibility, the second most frequent theme of concern among the comments received is related to environmental impacts and natural heritage. An Environmental Impact Study (EIS) was submitted in support of the proposal and peer reviewed on behalf of the Town. The EIS identified a wetland feature in the northeast corner of the subject lands. As the Town’s experts with regard to wetland hydrogeological features, the NVCA has agreed the

portion of wetland to be removed is eligible for a cash-in-lieu compensation approach in accordance with their Net Gains for Ecological Offsetting Guideline. The NVCA has also reviewed monitoring of ground and surface water interactions with the wetland feature to determine appropriate compensation and ensure that a wetland condition can continue to function on neighbouring properties that also contain the feature. To ensure there are no hydrological off-site impacts and water balance in the wetland feature on neighbouring properties is maintained, a proposed Holding Zone provision would require demonstration of such to the satisfaction of the NVCA prior to removal of the Holding Zone and development proceeding. There are no other identified natural heritage features on the property. Staff would also note that there are macro environmental benefits from the proposal representing intensification within a strategic growth area of a primary settlement area in close proximity to (future) transit and active transportation – compact growth reduces urban sprawl and allows large tracts of natural heritage areas and farmland to be preserved. The commercial uses would bring services within walking and cycling distance of more residents and the higher density residential development is transit supportive, leading to lower emissions and climate resiliency through the achievement of a complete community.

Traffic: A Traffic Impact Study was submitted in support of the proposal and peer reviewed on behalf of the Town indicating no concerns with the principle of development and traffic subject to the owner completing required upgrades to adjacent roads, which will be required through Site Plan Control. County of Simcoe Transportation and Engineering staff have indicated the owner will be responsible for upgrades to Poplar Sideroad and the Hurontario Street/Poplar Sideroad intersection, including:

- Westbound right turn land on Poplar Sideroad for the site entrance;
- Two-way centre left turn lane on Poplar Sideroad across the extent of the site frontage from Hurontario Street to Hughes Street; and
- Southbound advanced turn lane at the intersection of Hurontario Street and Poplar Sideroad.

Line work changes on Hurontario Street to extend the centre turn lane north of the Hamilton Drain Trail crossing 100 metres to the south are also required.

Noise and Odour: A Noise Feasibility Study was submitted in support of the proposal and peer reviewed on behalf of the Town indicating no concerns with the principle of development subject to implementation of a number of mitigating measures related to limiting timing of most deliveries to the daytime and proper acoustical screening of commercial HVAC equipment. Further detailed technical review of noise and implementation of mitigating measures will occur through Site Plan Control when detailed designs are finalized. Construction activities will need to occur in accordance with a future construction management plan to the satisfaction of the Town and further adhere to the Town's Noise By-law.

Given the permitted uses, there is no reason for planning staff to have concern that the proposed uses would produce obnoxious odours that would have an undue impact on adjacent uses. There are many examples in Collingwood of restaurants operating in close proximity to dwelling units without reported issues. No restaurant uses are currently proposed in the units adjacent to the Hughes Street dwellings. Waste management would occur west of the proposed buildings, opposite the residential dwellings to the east and would be addressed through Site Plan Control.

Lighting: Through Site Plan Control, the applicant will be required to submit a photometric study and light fixture details demonstrating that there is no light spill from the proposed development onto adjacent properties while also ensuring that sufficient lighting is provided for safety and functionality. The parking, deliveries, and waste management functions are proposed to occur on the west side of the proposed commercial buildings, opposite the residential dwellings along Hughes Street to the east. As such, it is anticipated that lighting at the rear of the commercial buildings, which is intended to be exclusively landscaped, would be minimal. Headlights would not be directed into the rear yards and windows of adjacent dwellings.

Brands and Tenure: Zoning By-laws can regulate use, but they cannot control brands (e.g. No Frills vs. Metro) or tenure (e.g. condominiums vs. rental apartments). The owner determines what brands can operate on the subject lands in accordance with the permitted uses. Similarly, the owner can determine the tenure of the residential dwelling units.

Stormwater Management: A Stormwater Management Report was submitted in support of the application and reviewed by Development Engineering with no concerns identified. Stormwater quantity will be managed with an underground storage tank and rooftop controls on proposed Building 5 (i.e. supermarket) with the Hamilton Drain as the outlet. Drainage from the parking lot will also be subject to quality controls. Further review of stormwater management detailed design for the site will occur through Site Plan Control once designs are finalized.

Property Values: The Town cannot control real estate values, but with compatible development and mitigation of adverse impacts (e.g. through building placement, landscaping, sensitive location of waste or delivery facilities, etc.) there is little reason to expect that adjacent property values would be negatively impacted by the proposed development. Further, in absence of these applications, the owners could construct any uses permitted in the C5 zone as-of-right, which includes a wide variety of intensive commercial and related uses, through Site Plan Control and without public input. The zoning on the lands was in place at the time the neighbouring subdivision was constructed and publicly available to the purchasers.

Commercial Market Impacts: A Commercial Market Impact Study was submitted in support of the application and peer reviewed on behalf of the Town. The study and peer reviewers have concluded that there is local market demand to support an additional supermarket, pharmacy, and retail commercial establishments on the subject lands without adverse impacts to downtown retail, other supermarkets, and established retail

elsewhere in town. The Collingwood Downtown Business Improvement Area (BIA) was given the opportunity to review both the Commercial Market Impact Study and peer review comments and has not raised any concerns with the proposal. Economic Development staff have also provided comments noting the following:

- Construction and operation represent short and long-term employment opportunities;
- Additional residential units expand the customer base for neighbourhood and downtown businesses;
- The proposed uses are service and neighbourhood-oriented in contrast to the specialty and boutique retail that represents most downtown businesses; and
- Providing additional retail opportunities within Collingwood reduces retail leakage of residents to neighbouring municipalities.

Staff Report P2026-11 was also forwarded to Department Heads on March 24 and 31, 2026 and March 31, 2026 and the content of this report responds to the feedback received.

4. Applicable Policy or Legislation

- *Planning Act;*
- Provincial Planning Statement (2024);
- Simcoe County Official Plan (2016);
- Town of Collingwood Official Plan (2004, as amended);
- Town of Collingwood Official Plan (2024, as amended);
- Town of Collingwood Zoning By-law 2010-040, as amended; and
- Town of Collingwood Urban Design Manual (2010).

5. Considerations

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

☒ Sustainable ☒ Connected ☒ Vibrant ☐ Responsible

☐ Services adjusted if any Not Applicable

☐ Climate Change / Sustainability:	The proposal represents intensification in a strategic growth area within a primary settlement area adjacent to an existing neighbourhood and contributes toward creation of a complete community and the reduction of urban sprawl.
☒ Communication / Engagement:	Public Engagement has occurred The proposed development has been posted on the Town's major development webpage and Notice of Complete Application and Public Meeting for the concurrent Official Plan and Zoning By-law Amendments were published in the *Collingwood Today* online newspaper and circulated to property owners within 120 metres of the subject lands. A public meeting was held on July 28, 2025. As a courtesy, members of the public that expressed interest in or requested notice related to the applications were emailed to advise of this staff report proceeding to Committee of the Whole.
☒ Accessibility / Equity, Diversity, Inclusion:	Other: The proposed development has been preliminarily reviewed in the context of *Accessibility for Ontarians with Disabilities Act* (AODA) regulations. Detailed review would occur through Site Plan Control.

☒ Registered Lobbyist(s) relating to content: David Finbow on behalf of Charis Developments Ltd. is a registered lobbyist related to development application discussions on May 25, 2023

☒ Rights of Indigenous Peoples (UNDRIP): The applications were circulated to First Nations and Metis known to have an interest in Collingwood development proposals. Submitted studies include archaeological assessments.

Next steps and future action required following endorsement:

- Notice of Adoption or Refusal for the Official Plan Amendment and Notice of Passing or Refusal for the Zoning By-law Amendment prepared circulated/published
- If adopted, Official Plan Amendment adoption record sent to the County of Simcoe for decision
- 20-day appeal period for the Zoning By-law Amendment following the decision of Town Council
- 20-day appeal period for the Official Plan Amendment following the decision of the County of Simcoe
- Future Application(s) for Site Plan Control
- Future application(s) for Removal of Holding Zone

6. Appendices and Other Resources

Appendix A: Proposed Official Plan Amendment

Appendix B: Proposed Zoning By-law Amendment

Appendix C: Conceptual Site Plan

Appendix D: Written Public Comments

Appendix E: Map of Example Areas with Low Rise Residential Adjacent to Commercial

Resource 1: Public Meeting Minutes

7. Approval

Prepared By:

Justin Teakle, Senior Planner, MCIP, RPP

Reviewed By:

Lindsay Ayers, Manager, Planning, MCIP, RPP

Submitted By:

Summer Valentine, Director, Growth and Development, MCIP, RPP

CAO Comments:

☒ Endorsed by CAO Skinner on April 2, 2026 to proceed to COW.

Endorsed by CAO Skinner on April 15th to proceed to Council.

AMENDMENT NO. 2

TO THE OFFICIAL PLAN OF THE

TOWN OF COLLINGWOOD (2024)

AN AMENDMENT TO THE LAND USE PLAN AND AREA SPECIFIC POLICIES SCHEDULES AND THE MIXED-USE CORRIDOR I AND MIXED-USE CORRIDOR II AREA SPECIFIC POLICIES

853 HURONTARIO STREET
869 HURONTARIO STREET
7564 POPLAR SIDEROAD
UNADDRESED PARCEL

April 2026

AMENDMENT No. 2
TO THE OFFICIAL PLAN OF THE
TOWN OF COLLINGWOOD (2024)

The attached explanatory text constituting Amendment No. 2 to the Official Plan of the Town of Collingwood (2024) was prepared for and recommended to the Council of the Corporation of the Town of Collingwood.

This Amendment to the Official Plan of the Town of Collingwood (2024) was adopted by the Council of the Corporation of the Town of Collingwood in accordance with Sections 17 and 21 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, by By-law No. 2026-028 passed on the 20th day of April, 2026.

_____ _____

Mayor Clerk

THE CORPORATION OF THE TOWN OF COLLINGWOOD

BY-LAW NO. 2026-028

Being a By-law to adopt Amendment No. 2
to the Official Plan of the Town of Collingwood (2024)

WHEREAS the Council of the Corporation of the Town of Collingwood held a public meeting on July 28, 2025, respecting a proposal to redesignate the subject lands from Mixed-Use Corridor I and Mixed-Use Corridor II to Mixed-Use Corridor I – Area Specific Policy (Area 13A) and Mixed-Use Corridor II – Area Specific Policy (Area 17A) in the Town of Collingwood Official Plan (2024);

AND WHEREAS the Council has given serious consideration for the need to adopt an amendment to the Official Plan of the Town of Collingwood to amend the effected schedules and policies;

AND WHEREAS the Council has determined that the revisions to the Land Use Plan and Area Specific Policies Schedules and Mixed-Use Corridor I and Mixed-Use Corridor II Area Specific policies are appropriate and desirable to facilitate development of the subject lands;

NOW THEREFORE the Council of the Corporation of the Town of Collingwood, in accordance with the provisions of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, hereby **ENACTS** as follows:

1. **THAT** Amendment No. 2 to the Official Plan of the Town of Collingwood (2024), being the attached text and schedules, is hereby adopted.

2. **AND THAT** Town Administration is hereby authorized and directed to make an application to the County of Simcoe for approval of the aforementioned Amendment No. 2 to the Official Plan of the Town of Collingwood (2024).

ENACTED and passed this 20th day of April, 2026.

_____
Mayor

_____
Clerk

OFFICIAL PLAN AMENDMENT

AMENDMENT NO. 2

TO THE OFFICIAL PLAN OF THE TOWN OF COLLINGWOOD (2024)

PART 1 – THE PREAMBLE

1.1 TITLE

This Amendment, when approved by the County of Simcoe, shall be known as Amendment No. 2 to the Official Plan of the Town of Collingwood (2024).

1.2 COMPONENTS

This Amendment consists of the text and schedules as outlined below in Part 2 titled "The Amendment", Subsection 2.2. Part 1 titled "The Preamble" does not constitute part of the Amendment but is included for contextual purposes.

1.3 PURPOSE OF THE AMENDMENT

The purpose of this Amendment is to redesignate a portion of the subject lands in the Mixed-Use Corridor I designation to Mixed-Use Corridor I - Area Specific Policy (Area 13A); to redesignate a portion of the Mixed-Use Corridor I designation to Mixed-Use Corridor II -Area Specific Policy (Area 17A); to redesignate a portion of the Mixed-Use Corridor II designation to Mixed-Use Corridor II -Area Specific Policy (Area 17A); to amend the Area Specific Policies – Mixed-Use Corridor I; and to amend the Area Specific Policies – Mixed-Use Corridor II to implement a mixed-use commercial and residential development known as The Gateway Centre.

1.4 LOCATION

The lands subject to this Amendment are located on the east side of Hurontario Street and the north side of Poplar Sideroad. The lands are municipally addressed and legally described as follows:

- 853 Hurontario Street: PT S1/2 LT 40 CON 8 NOTTAWASAGA AS IN RO706547; COLLINGWOOD;
- 869 Hurontario Street: PT S1/2 LT 40 CON 8 NOTTAWASAGA BEING PTS 1 & 2 51R32487 EXCEPT PTS 1 & 2 51R37017 TOWN OF COLLINGWOOD;
- 7564 Poplar Sideroad: PT S1/2 LT 40 CON 8 NOTTAWASAGA PT 1 51R3533 EXCEPT PT 1 51R4531 & EXCEPT PT 4 51R37017; COLLINGWOOD; and
- Unaddressed parcel: PT S1/2 LT 40 CON 8 NOTTAWASAGA AS IN RO515907 (SECONDLY); COLLINGWOOD (Unaddressed parcel).

1.5 BASIS OF THE AMENDMENT

This Amendment to the Official Plan of the Town of Collingwood (2024) affects the Mixed-Use Corridor I and Mixed-Use Corridor II designations; and the Area Specific Policies – Mixed-Use Corridor I and Area Specific Policies – Mixed-Use Corridor II.

The amendment would facilitate a mixed-use development comprised of seven standalone commercial buildings and one building with ground floor commercial and residential above. This Amendment is appropriate and constitutes good planning based on conformity and/or consistency with the Provincial Planning Statement, the Simcoe County Official Plan,

and the Town of Collingwood Official Plan. The lands are within a Strategic Growth Area on existing municipal water and sanitary services.

The development of the site would represent intensification within a Strategic Growth Area and contribute toward a complete community in the south end of Collingwood.

PART 2 - THE AMENDMENT

2.1 PREAMBLE

The Amendment consisting of the text and schedules referred to in Subsection 2.2 below constitutes Amendment No. 2 to the Official Plan of the Town of Collingwood (2024).

2.2 DETAILS OF THE AMENDMENT

PART A)

That Schedule '2' titled "Land Use Plan" of the Official Plan of the Town of Collingwood *2024) is hereby amended, in part, by:

Redesignating a portion of the subject lands in the Mixed-Use Corridor I designation to Mixed-Use Corridor I – Area Specific Policy (Area 13A); redesignating a portion of the subject lands in the Mixed-Use Corridor I designation to Mixed-Use Corridor II – Area Specific Policy Area (17A); redesignating a portion of the subject lands in the Mixed-Use Corridor II designation to Mixed-Use Corridor II – Area Specific Policy Area (17A), as shown more particularly on Schedule "1" affixed hereto.

PART B)

That Schedule '7' titled "Area Specific Policies" of the Official Plan of the Town of Collingwood (2024) is hereby amended, in part, by adding the "Area 13A" and "Area 17A", as shown more particularly on Schedule "2" affixed hereto.

PART C)

That subsection 5.7.4 titled "Area Specific Policies – Mixed-Use Corridor I Designation" of the Official Plan of the Town of Collingwood (2024) is hereby amended in part by adding the following subsection and policy:

5.7.4.4 Area 13A: 853 Hurontario Street, 869 Hurontario Street, and Unaddressed Parcel, The Gateway Centre

a) Notwithstanding Section 5.3.2.2 a), within Area 13A Low-Rise Buildings shall be permitted in addition to Mid-Rise and High-Rise Buildings.

b) Notwithstanding Section 5.3.2.2 b), within Area 13A the following additional uses shall also be permitted: senior's residence, retirement home and/or nursing home in a mixed use building.

c) Notwithstanding Section 5.3.2.2 b) and e), within Area 13A the following uses shall be prohibited: motor vehicle gas stations and/or washes, service centres and repair shops, automotive dealerships, and recreation vehicle sales and services.

d) Notwithstanding Section 5.3.2.3 d) (ii), within Area 13A the minimum building height shall be one-storey or 7.0 metres, whichever is greater.

e) Notwithstanding Section 5.3.2.3 e), within Area 13A a mixed-use building containing a minimum of 45 percent of the at-grade Gross Floor Area to be non-residential uses shall be permitted.

PART D)

That subsection 5.75 titled “Area Specific Policies – Mixed-Use Corridor II Designation” of the Official Plan of the Town of Collingwood (2024) is hereby amended in part by adding the following subsection and policy:

5.7.5.5 Area 17A: 869 Hurontario Street and 7564 Poplar Sideroad, The Gateway Centre

a) Notwithstanding Section 5.3.3.2 e), within Area 17A the following uses shall also be prohibited: motor vehicle gas stations and/or washes, service centres and repair shops, automotive dealerships, and recreation vehicle sales and services.

b) Notwithstanding Section 5.3.3.3 f), within Area 17A one supermarket having a maximum Gross Floor Area of 2,800 square metres is permitted.

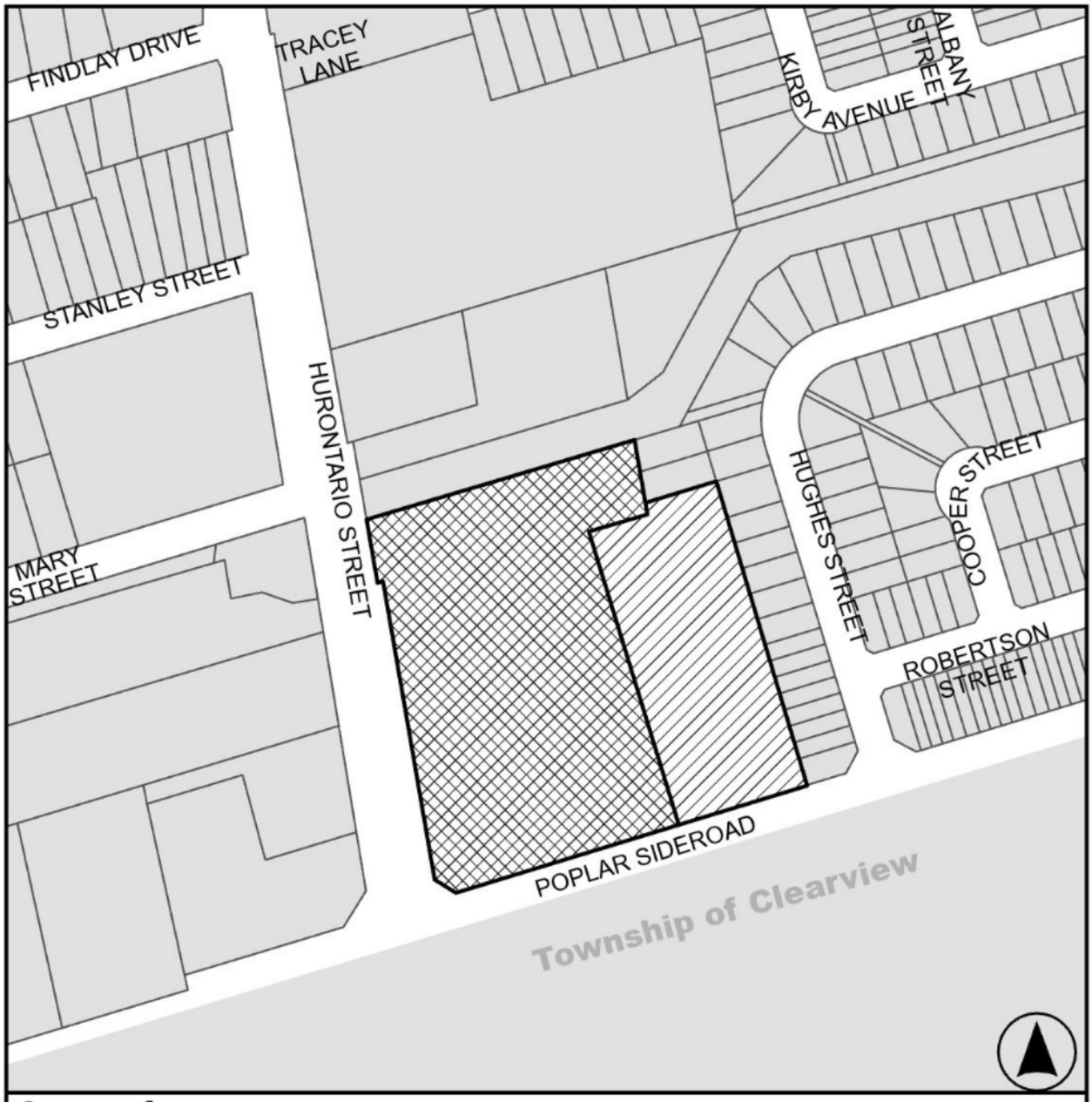
2.3 IMPLEMENTATION

Amendment No. 2 to the Official Plan of the Town of Collingwood (2024) will be subject to the implementation policies of that Plan and further be implemented by an amendment to the Town of Collingwood Zoning By-law No. 2010-040, as amended.

2.4 INTERPRETATION

The provisions of the Official Plan of the Town of Collingwood (2024), as amended from time to time, regarding the interpretation of that Plan, shall apply in regard to this Amendment.

Schedule “1”



Legend

Lands to be redesignated from Mixed-Use Corridor I designation to Mixed-Use Corridor I - Area Specific Policy (Area 13 A) designation

Lands to be redesignated from Mixed-Use Corridor I designation to Mixed-Use Corridor II - Area Specific Policy (Area 17 A) designation

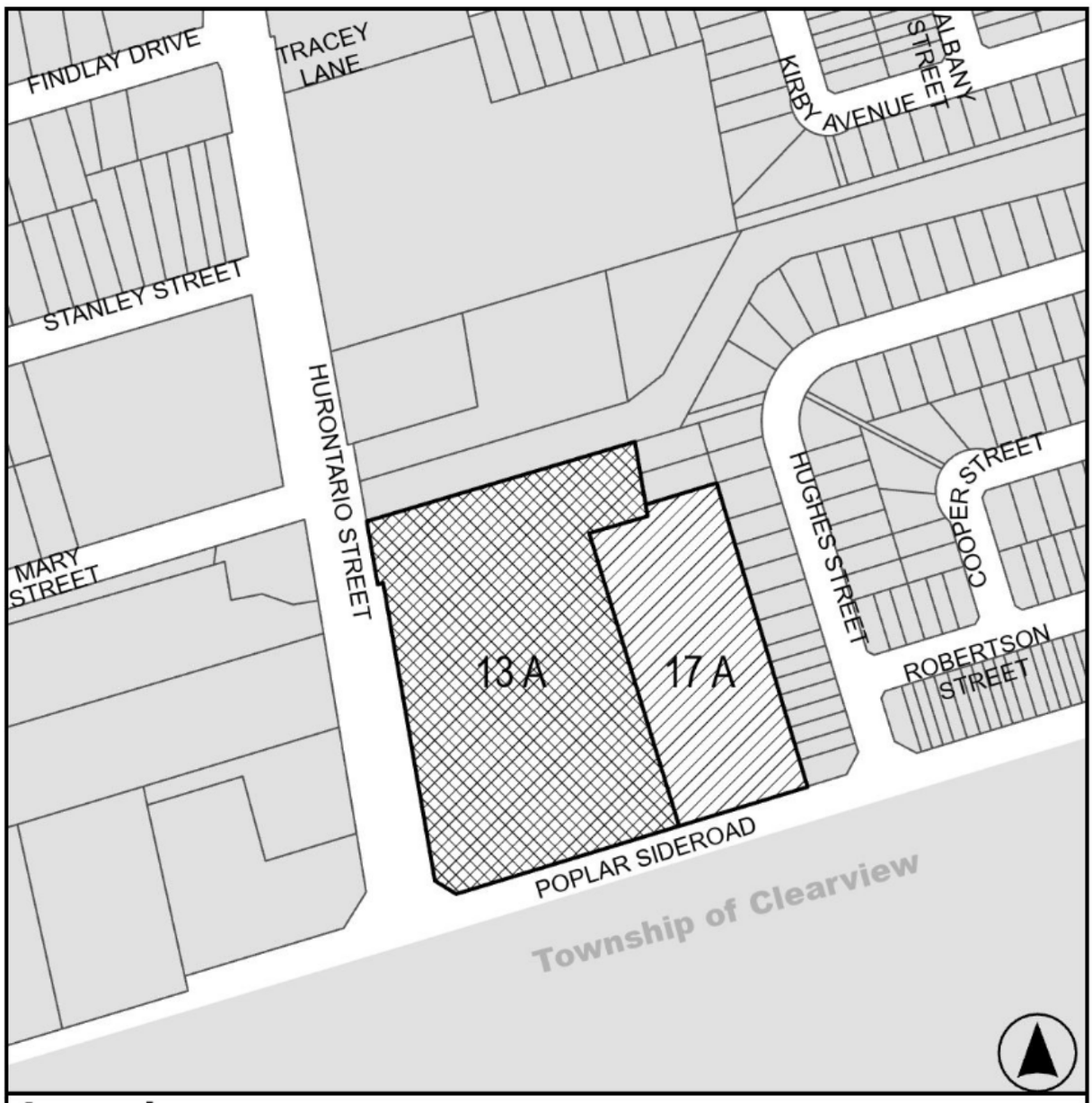
Lands to be redesignated from Mixed-Use Corridor II designation to Mixed-Use Corridor II - Area Specific Policy (Area 17 A) designation

Mayor _____ **Clerk** _____

This is Schedule 1 to Official Plan Amendment No. 2 adopted on the 20th day of April, 2026.

TOWN OF COLLINGWOOD
Planning Services
DWG Date: March 2026
FILE NUMBER:
(PLZAMA2025428) (SW)

Schedule “2”



Legend

Area Specific Policy Area - 13 A

Area Specific Policy Area - 17 A

Mayor **Clerk**

This is Schedule 2 to Official Plan Amendment No. 2 adopted on the 20th day of April, 2026.

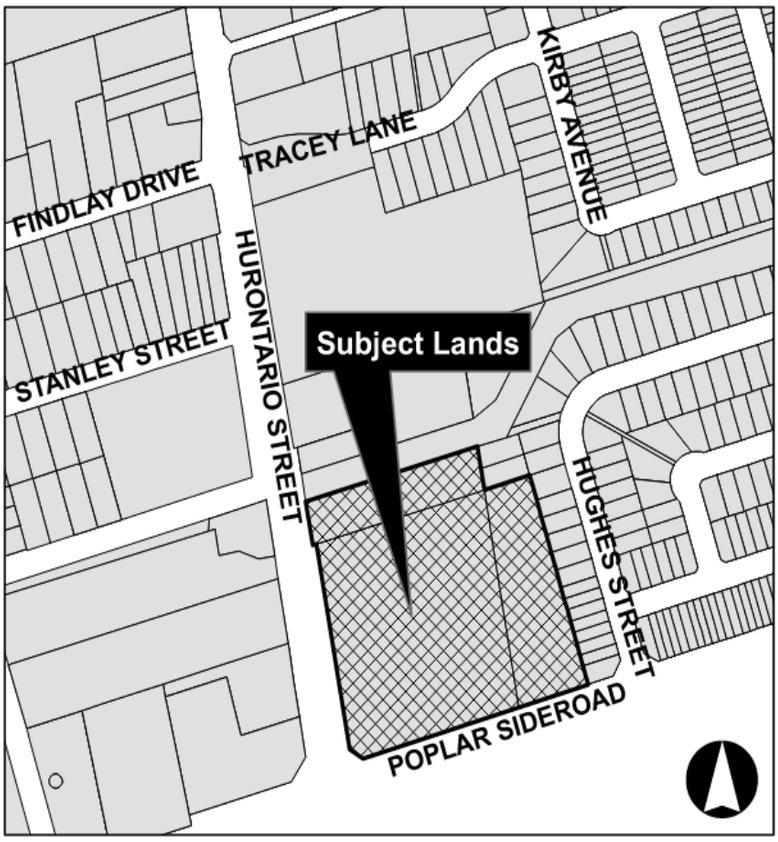
TOWN OF COLLINGWOOD
Planning Services
DWG Date: March 2026
FILE NUMBER:
(PLZAMA2025428) (SW)

EXPLANATORY NOTE
TO THE CORPORATION OF THE TOWN OF COLLINGWOOD
BY-LAW No. 2026-029

By-law No. 2026-029 is a By-law under the provisions of Section 34 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, for prohibiting the use of land for or except for such purposes as may be set out in the By-law.

The purpose and effect of the proposed Zoning By-law Amendment is to rezone the subject lands from Highway Commercial (C5) and Deferred Residential (DR) to Holding Twenty-Nine Mixed-Use Commercial Exception Seven [(H29)C4-7)] to permit a mixed-use residential and commercial development.

The By-law will be in conformity with the Official Plan of the Town of Collingwood (2024), as amended, when Official Plan Amendment No. 2 come into effect. Section 24(2) of the *Planning Act* allows a council to pass a by-law that does not conform with the official plan but will conform once the amendments come into effect.



BY-LAW No. 2026-029

OF THE

CORPORATION OF THE TOWN OF COLLINGWOOD

BEING A BY-LAW UNDER THE PROVISIONS OF SECTIONS 24(2) AND 34 OF THE *PLANNING ACT*, R.S.O. 1990, C. P.13, AS AMENDED

WHEREAS Section 34 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law prohibiting the use of land, buildings or structures for or except for such purposes as may be set out in the by-law within the municipality or within a defined area or areas;

AND WHEREAS Section 24(2) of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law that does not conform with the Official Plan but will conform with it when an amendment to the Official Plan comes into effect;

AND WHEREAS Collingwood Zoning By-law No. 2010-040 is the governing By-law of the Corporation of the Town of Collingwood and such was finally passed by the Council of the Town of Collingwood on April 12, 2010;

AND WHEREAS the Council of the Corporation of the Town of Collingwood has deemed it advisable to amend Collingwood Zoning By-law No. 2010-040, and thus implement the Official Plan of the Town of Collingwood;

AND WHEREAS this by-law will come into effect once Official Plan Amendment No. 2 is approved by the County of Simcoe;

AND WHEREAS Council deems that adequate public notice of the public meeting was provided and adequate information regarding this Amendment was presented at the public meeting held July 28, 2025, and that a further meeting is not considered necessary in order to proceed with this Amendment;

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

1. ***THAT*** Schedule "A" of Collingwood Zoning By-law No. 2010-040, as amended, is hereby further amended in accordance with Schedule "1" attached hereto by rezoning said lands from HIGHWAY COMMERCAIL (C5) AND DEFERRED RESIDENTIAL (DR) TO HOLDING TWENTY-NINE MIXED-USE COMMERCIAL EXCEPTION SEVEN [(H29)C4-7].

2. ***THAT*** Section 2.5 titled "H" symbol – Holding Zones of the Collingwood Zoning By-law No. 2010-040, as amended, is hereby amended in part by adding a "H29" Holding Zone and associated provisions to Table 2.5.5.1 as follows:

   - Confirmation and commitment of municipal water and wastewater servicing capacity and allocation to the satisfaction of the Town, including execution of any required agreement(s).
   - Confirmation of sufficient pressure and fire flows in Pressure Zone 2 to support the proposed development to the satisfaction of the Town.

- Confirmation that all of the lands are legally merged in title and cannot be conveyed separately to the satisfaction of the Town.
- Confirmation of no off-site impacts to the water balance of the wetland feature located on 29 Hughes Street and 31 Hughes Street to the satisfaction of the Nottawasaga Valley Conservation Authority or its successor.
- Execution of a site plan agreement to address technical matters, to the satisfaction of the Town.

3. ***THAT*** Section 7.5 titled Commercial Exception Zones of the Collingwood Zoning By-law No. 2010-040, as amended, is hereby amended in part by adding the zone classification of MIXED-USE COMMERCIAL EXCEPTION SEVEN (C4-7) ZONE with the provisions as follows:

MIXED-USE COMMERCIAL EXCEPTION SEVEN - C4-7 ZONE

Notwithstanding Provision 7.1, the following uses shall also be permitted:

- Food Supermarket
- Pharmacy
- Retail Commercial Establishment

Notwithstanding Provision 7.1, the following uses shall be prohibited:

- Motor Vehicle Gasoline Station
- Motor Vehicle Repair Garage
- Motor Vehicle Supply Outlet
- Motor Vehicle Wash

For a mixed-use building, the following zoning exceptions shall apply:

- The maximum number of dwelling units shall be 165, or the maximum number of suites or rooms for a rest home, retirement home, or nursing home shall be 165;
- The building envelope shall be in accordance with Illustration 16 below;
- The maximum building height shall be 39.0 metres or 12-storeys, whichever is the lesser and shall be in accordance with Illustration 16;
- The building shall not project into a 45-degree angular plane measured from the centreline of a public street;
- The building shall not project into a 45-degree angular plane measured from any lot line that abuts a Residential Zone;
- The building façade at/or along the north interior lot line and at/or along the front lot line shall step back at the 5th storey and above a minimum 3.0 metres from the façade of the storeys below;
- A minimum of 45% of the Gross Floor Area at-grade shall be commercial addressing Hurontario Street;
- An underground parking garage shall be setback a minimum of 0.0 metres from the front lot line; and
- Parking for dwelling units shall be provided at a minimum rate of 0.5 spaces per dwelling unit, plus an additional 0.25 spaces per dwelling unit for visitor parking.

For all buildings the following zoning exceptions shall apply:

- The minimum building height shall be one-storey or 7.0 metres, whichever is greater; and
- The minimum ground floor height shall be 4.25 metres.

Hurontario Street is deemed to be the front lot line.

For the purposes of determining zoning conformity, lands within this zone shall be considered to be one contiguous lot.

4. ***THAT*** Collingwood Zoning By-law No. 2010-040 is hereby amended to give effect to the foregoing, but Collingwood Zoning By-law No. 2010-040 shall in all other respects remain in full force and effect.

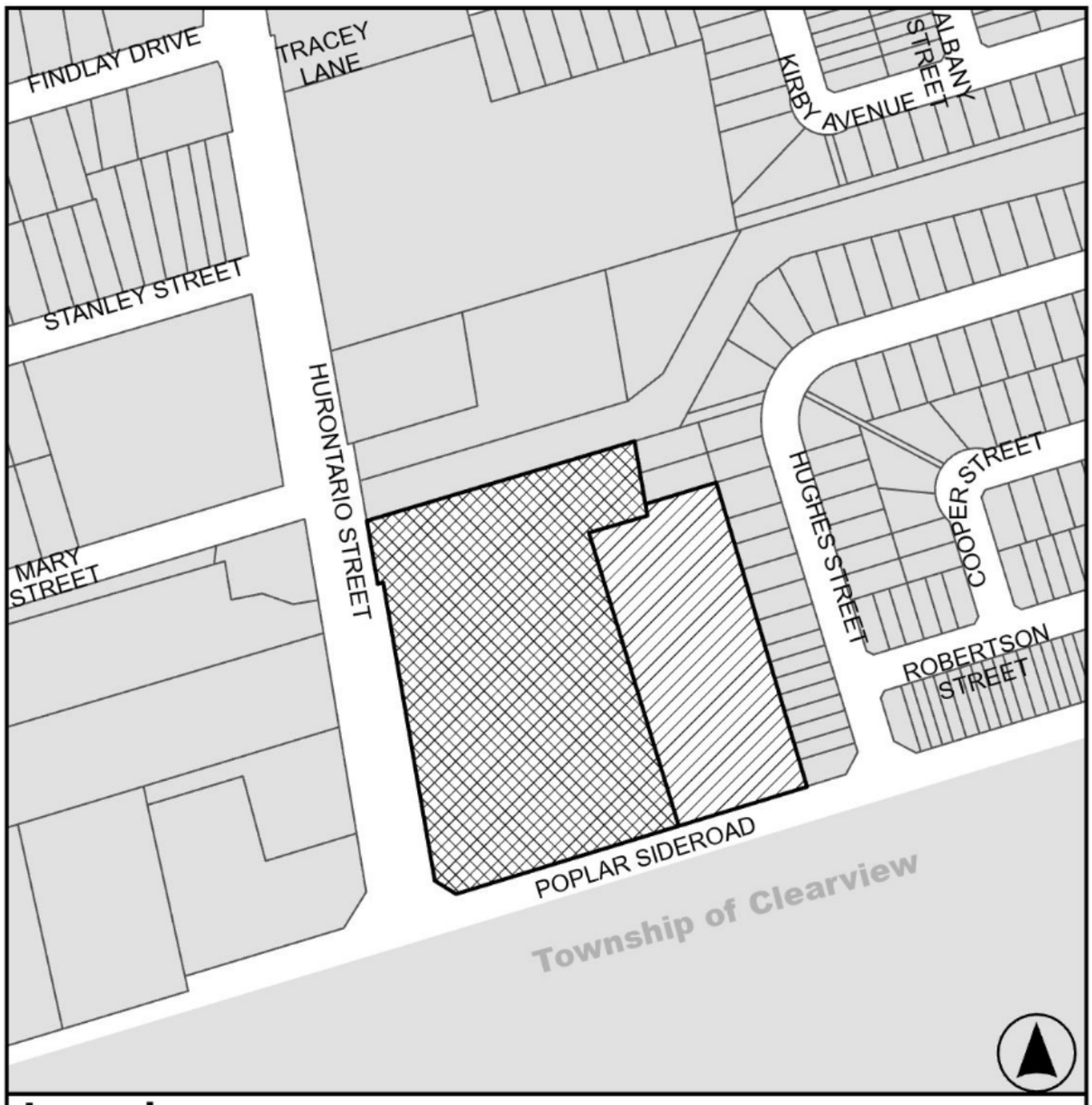
5. ***THAT*** this By-law shall come into force and effect on the date it is enacted and passed by the Council of the Corporation of the Town of Collingwood, subject to Amendment No. 2 of the Official Plan for the Town of Collingwood (2024) coming into force pursuant to Section 24(2) of the *Planning Act,* R.S.O. 1990, c. P.13, as amended, and subject to notice hereof being circulated in accordance with the provisions of the *Planning Act* and Ontario Regulation 545/06, and if required as a result of such circulation the obtaining of the approval of the Ontario Land Tribunal.

ENACTED AND PASSED THIS 20TH DAY OF APRIL, 2026.

_____
MAYOR

_____
CLERK

Schedule “1”



Legend

Lands to be rezoned from Highway Commercial (C5) Zone to Holding Twenty-Nine Mixed-Use Commercial Exception Seven ((H29) C4-7) Zone

Lands to be rezoned from Deferred Residential (DR) Zone to Holding Twenty-Nine Mixed-Use Commercial Exception Seven ((H29) C4-7) Zone

Mayor _____ **Clerk** _____

This is Schedule 1 to By-law Number 2026-029 approved on the 20th day of April, 2026.

TOWN OF COLLINGWOOD
Planning Services
DWG Date: March 2026
FILE NUMBER:
(PLOPN22024374) (SW)

Schedule “2”: Illustration 16

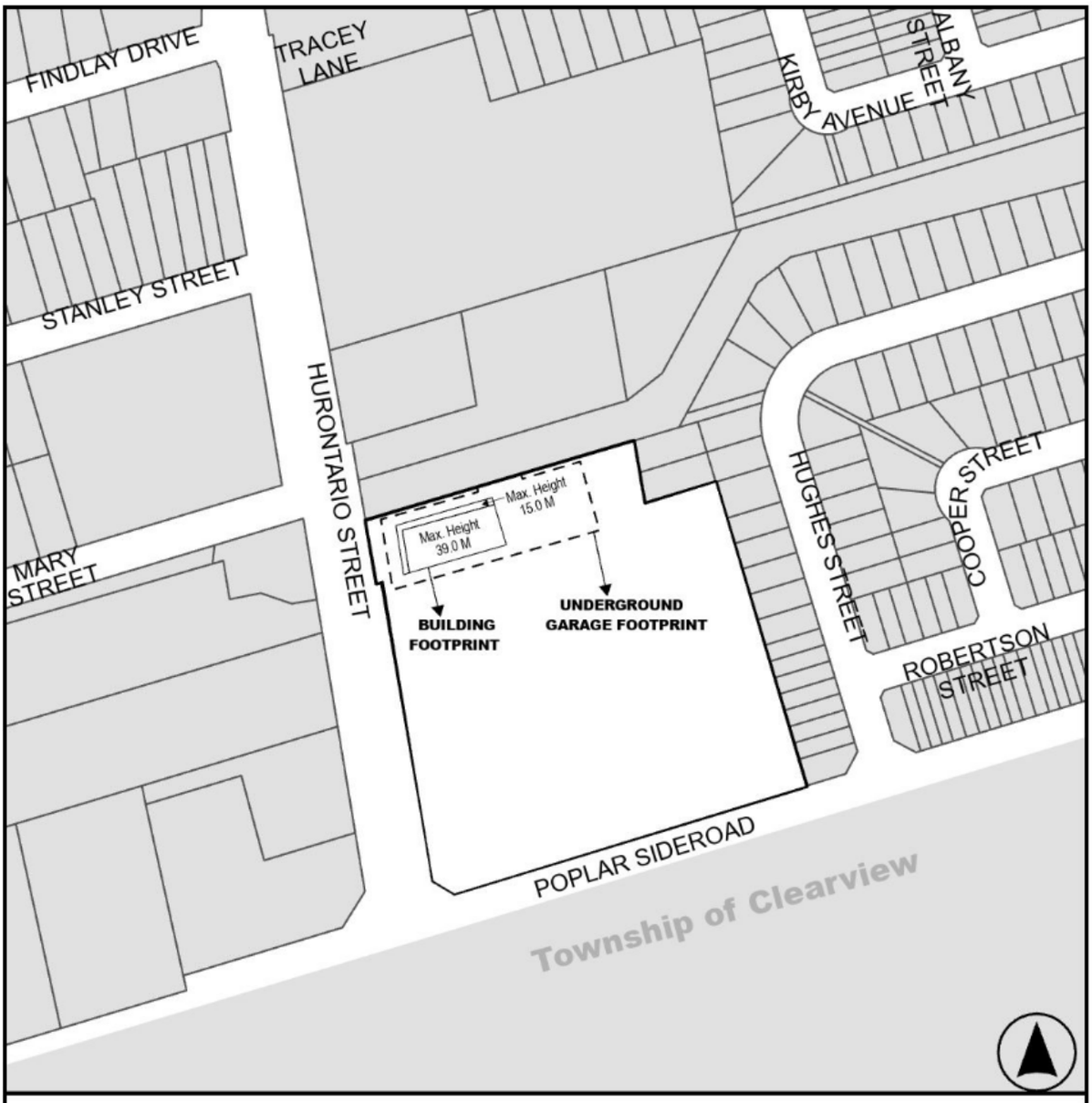


Illustration 16: Mixed-Use Building Envelope

Mayor _____ **Clerk** _____

This is Schedule 2 to By-law Number 2026-029
approved on the 20th day of April, 2026.

TOWN OF COLLINGWOOD
Planning Services
DWG Date: March 2026
FILE NUMBER:
(PLOPN22024374) (SW)

P2026-11 Appendix "C": Conceptual Site Plan

PARKING - COMMERCIAL

Parking aisle minimum width of 6.0 metres
Parking space minimum dimensions of 2.8 m x 6.0 m
Accessible parking space minimum dimensions 4.5 m x 6.0 m
Dual accessible parking spaces at 3.4 m x 6.0 m with 1.5 m shared aisle

Parking Requirements - Commercial					
Building	**Rate**	**Gross Area**	**Gross Floor Area***	**Required**	**Provided**
Phase 1					
01 Restaurant	8/100 m2	225.5 m2	157.85 m2		
02 Commercial	3/100 m2	929 m2	836.1 m2		
Grocery Store	3/100 m2	2,891.70 m2	2,224 m2		
06 Commercial	3/100 m2	1,895.55 m2	1,706 m2		
07 Restaurant	8/100 m2	376.2 m2	263.3 m2		
08 Commercial	3/100 m2	846.8 m2	762.12		
08 Restaurant	8/100 m2	491.5 m2	344.05 m2		
Total Phase 1 Commercial		6,536.05 m2	5,528 m2	166	
Total Phase 1 Restaurant		1,093.2 m2	765.24 m2	62	
Total Phase 1		**7920.8**	**6259.62**	**218**	**264**
Phase 2				**Required**	**Provided**
03 Commercial	3/100 ,2	654.54 m2	589.1 m2		
04 Commercial	3/100 m2	1,799.4 m2	1,619.46 m2		
Total Phase 2		**2,453.94**	**2,208.56**	**67**	**30**
Total				**Required**	**Provided**
Total Phase 1 & 2		**10,374.74**	**8,468.18**	**285**	**294**

*Gross Floor Area as defined by the Town of Collingwood ZBL (Gross Areas have been reduced by 10% for general commercial and up to 30% for grocery store and restaurant uses to arrive at Gross Floor Area).

DELIVERY SPACES - LOADING SPACES

1 Delivery Space for GFA between 460 m2 and 2,500 m2
1 Loading Space for GFA between 2,501 m2 and 7,000 m2
Delivery Spaces at 3.5 m (w) x 7.5 m (l) x 3.0 (v)
Loading Spaces at 3.5 m (w) x 20.0 m (l) x 4.5 m (v)

Building	Use	Gross Area	Gross Floor Area	Type Required	Type Provided
Building 01	Restaurant	225.5 m2	157 m2	N/A	1 Delivery Space
Building 02	Commercial	929 m2	836.1 m2	1 Delivery Space	1 Loading Space
Building 03	Mixed-Use	654.54 m2	589.1 m2	1 Delivery Space	1 Delivery Space
Building 04	Commercial	1,799.4 m2	1619.46 m2	1 Delivery Space	1 Loading Space
Grocery Store	Commercial	2,891.7 m2	2,224 m2	1 Delivery Space	1 Loading Space
Building 06	Commercial	1,895.6 m2	1,706 m2	1 Delivery Space	1 Loading Space
Building 07	Restaurant	376.2 m2	263.3 m2	N/A	1 Delivery Space
Building 08	Commercial & Rest.	1,338.3 m2	1,106.17 m2	1 Delivery Space	1 Delivery Space

**Gross Floor Area as defined by the Town of Collingwood ZBL (Gross Areas have been reduced by 10% for general commercial and up to 30% for grocery store and restaurant uses to arrive at Gross Floor Area).*

QUEUING AISLES

Parking space minimum dimensions of 2.8 m x 6.0 m

Building	Use	# of Spaces Required	# of Spaces Provided	Comments
Building 01	Restaurant	10	12	Addn'tl Spaces Beyond Pick-up Window
Building 07	Restaurant	10	13	Addn'tl Spaces Beyond Pick-up Window

THE GATEWAY CENTRE - ZONE PROVISIONS

Provision	C4 Zone Reqmnt / 2024 OP Reqmnt	Proposed	Compliance
Minimum Lot Area	1,000 m2	37,604.1 m2	Y
Minimum Lot Frontage (Hurontario Street)	30.0 m	193.98 m	Y
Minimum Front Yard (Hurontario Street)	6.0 m	0.0 m / 7.525 m (1)	No
Minimum Exterior Side Yard (Poplar Sideroad)	9.0 m	15.0 m	Y
Minimum County Setback @ Poplar Sideroad	15.0 m	15.0 m	Y
Minimum Interior Side Lot Line (North Lot Line)	0.0 m	0.0 m / 9.0 m (2)	Y
Minimum Rear Yard (East Lot Line)	7.5 m	9.0 m	Y
Maximum Height	15.0 m	39.0 m / 12 Storeys	No
Minimum Height	7.0 m	> = 7.0 m	Y
Minimum Grnd Flr Height	4.25 m	>= 4.25 m	Y
Minimum Grnd Flr NRGFA	75%	45%	No
Maximum Lot Coverage	40%	27%	Y
Minimum Landscape Open Space	10%	23%	Y
Minimum Hurontario Street CL Setback	15.0 m	21.796 m (3)	Y
45° Ang Plane from CL of Hurontario	45°	Within 45°	Y
Minimum Poplar Sideroad CL Setback	18.0 m	29.3	Y
Minimum Parking Space Setback	6.0 metres	> 6.0 m	Y
Entrance Width	7.5 m to 15.0 m	9.0 m	Y
Maximum Number of Dwelling Units/Rooms	FSI Max 7.5 x Lot Area	< 7.5 FSI / 165 units/rooms	Y

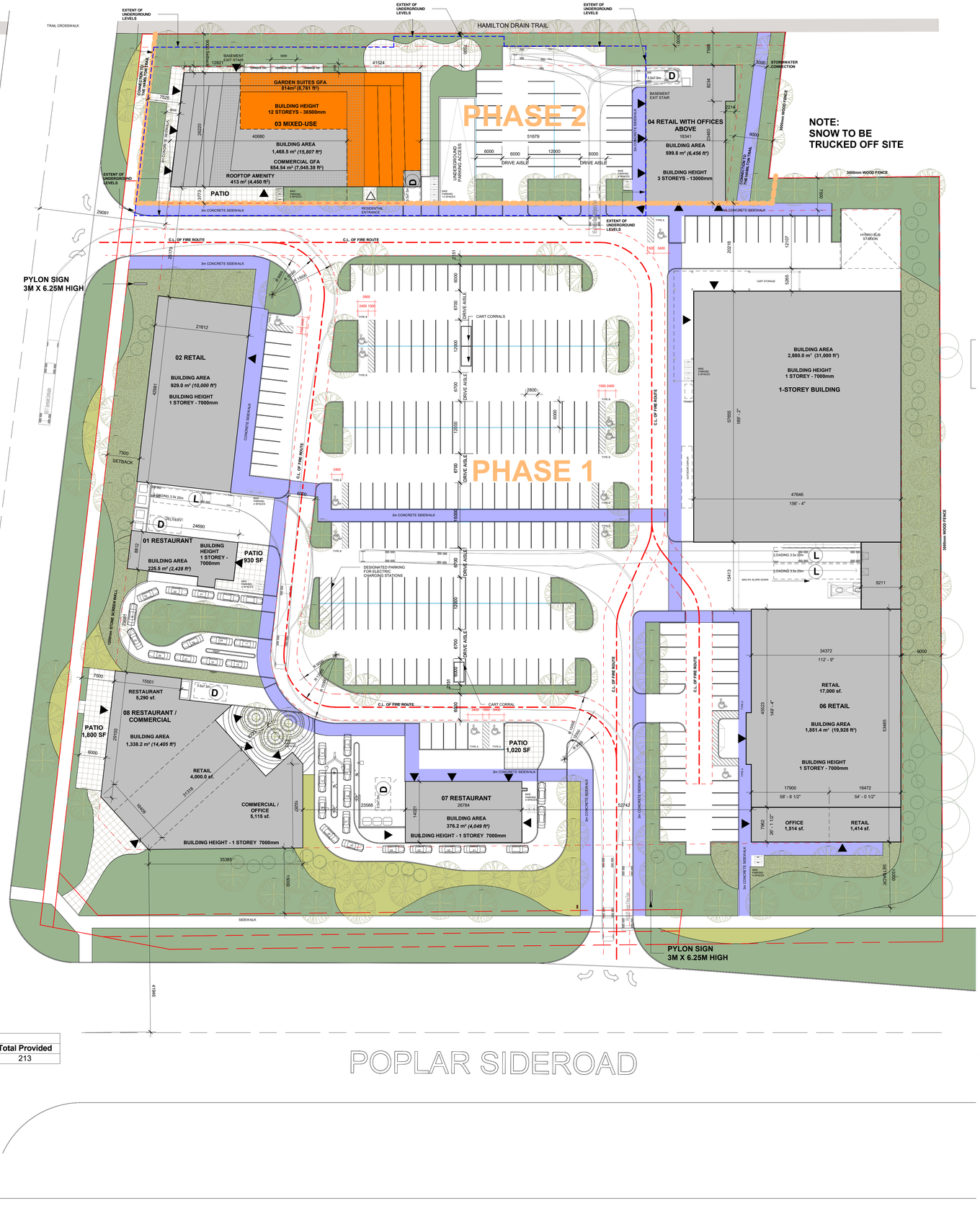
Notes:
(1) 0.00 m @ U/G Garage & 7.525 m to Bldg 03
(2) 0.00 m @ U/G Garage at Bldg 03
(3) 21.796 to U/G Garage and 29.3 m to First Storey
FLL = Defined as Hurontario Street
Phases 1 & 2 - Deemed to be 1 Lot

PARKING - RESIDENTIAL

Parking aisle minimum width of 6.0 and 6.7 metres
Parking space minimum dimensions of 2.8 m x 6.0 m
Accessible parking spaces per IASR

Residential						
Building	**Rate**	**# of Units**	**Resident Parking Required**	**Visitor Parking Required**	**Total Required**	**Total Provided**
Building 03	1/unit + 0.25/unit for Visitors	165	83	42	125	213

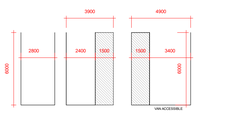
Note: Parking for the Mixed-Use Building to be provided at the 'Dwelling, Apartment' Rate (ZBLA Required)



RZA
RICHARD ZIEGLER ARCHITECT INC.
39 POLSON STREET TORONTO, ONTARIO M5A 1A4
T: 416 461 1494 or 1 800 413 7992 F: 866 895 1488
www.rzarchitect.com E: mail @ rzarchitect.com

CHARIS DEVELOPMENTS
Built on Community Values

RESIDENTIAL ENTRANCE
RETAIL ENTRANCE



PARKING SPACE CONFIGURATIONS

NO.	ISSUANCE	DATE
03	ISSUED FOR PLANNING APPROVALS	2026.01.23
02	ISSUED FOR PLANNING APPROVALS	2025.07.03
01	ISSUED FOR CLIENT APPROVALS	2025.05.29

THE GENERAL CONTRACTOR SHALL CHECK AND VERIFY ALL DIMENSIONS AND REPORT ALL ERRORS AND OMISSIONS TO THE ARCHITECT. DO NOT SCALE THE DRAWINGS. DO NOT USE THIS DRAWING FOR CONSTRUCTION UNLESS SIGNED AND SEALED BY THE ARCHITECT.

NORTH

STAMP

ONTARIO ASSOCIATION OF ARCHITECTS
RICHARD E ZIEGLER
LICENCE
4462

THE GATEWAY CENTRE

CHARIS DEVELOPMENTS
HIGHWAY 124 & POPLAR SIDE ROAD
COLLINGWOOD, ONTARIO

SITE PLAN - OPTION C4B

SCALE	As indicated	PROJECT NUMBER
DATE	2026-01-23 9:00:36 AM	202022
DRAWN	SO	
CHECKED	REZ	
SHEET		REVISION

A101

FILE NAME: V:\ 2020 Projects \ 202022 - Charis - The Gateway Centre \ 2.0 Design and Construction Documents Phase 3\ and Revit Planning Submission 2024.09.18 \ The Gateway Centre_Option C4B-5 - Rev 2022.2024.01.20.rvt
PLOT DATE: 2026-01-23 9:00:36 AM

Jocelyn Wainwright

From: Summer Valentine
Sent: Tuesday, July 29, 2025 7:22 AM
To: Nathan Wukasch; Justin Teakle; Lindsay Ayers
Subject: FW: Proposed Development

From: Yvonne Hamlin <yhamlin@collingwood.ca>
Sent: Monday, July 28, 2025 7:01 PM
To: Allan Bennett [redacted]; Chris Potts <cpotts@collingwood.ca>; Christopher Baines <cbaines@collingwood.ca>; Deb Doherty <ddoherty@collingwood.ca>; Kathy Jeffery <kjeffery@collingwood.ca>; Peter Voight [redacted]; Rob Ring <rring@collingwood.ca>; Sonya Skinner <sskinner@collingwood.ca>; Steve Perry <sperry@collingwood.ca>; Tim Fryer <tfryer@collingwood.ca>; Ian MacCulloch <imacculloch@collingwood.ca>
Cc: Summer Valentine <svalentine@collingwood.ca>
Subject: Re: Proposed Development

Thank you for your comments Allan.

I have forwarded them to our Planning Director. All comments will be considered by staff as they draft their report.

y

Mayor Yvonne Hamlin
Town of Collingwood
97 Hurontario Street
Collingwood, ON L9Y 3Z5
yhamlin@collingwood.ca

From: Allan Bennett [redacted]
Date: Friday, July 25, 2025 at 5:55 PM
To: Brandon Houston <bhouston@collingwood.ca>, Chris Potts <cpotts@collingwood.ca>, Christopher Baines <cbaines@collingwood.ca>, Deb Doherty <ddoherty@collingwood.ca>, Kathy Jeffery <kjeffery@collingwood.ca>, Peter Voight [redacted], Rob Ring <rring@collingwood.ca>, Sonya Skinner <sskinner@collingwood.ca>, Steve Perry <sperry@collingwood.ca>, Tim Fryer <tfryer@collingwood.ca>, Yvonne Hamlin <yhamlin@collingwood.ca>

Cc: Collingwood Connection [redacted]
Subject: Proposed Development

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Hello,

I can't attend the public meeting on Monday regarding a proposed development at Poplar and Hurontario as outlined in Colllingwood Today, today. https://www.collingwoodtoday.ca/local-news/public-meeting-monday-on-major-hurontario-st-development-10985185?utm_source=email&utm_medium=email&utm_campaign=Jul%2025,%202025%2002:45%20pm&utm_content=mc_col_local

I will voice my concerns.

I have no issue with development. I have a tremendous problem with a 12 story apartment. I have been a resident of Collingwood for thirty - five years. Over this time I have seen successive Town Councils mishandle proposed development plans on numerous occasions. I firmly believe our staff do the least amount of push back, and employ absolutely know creativity when it comes to approving draft plans (itself a misnomer draft to me means you can fix things related to constituent concerns ALL the way through the process), I believe the seated Councils at the times completely ignore the people of the town when it comes to constituents voice their concerns.

The most recent travesty affecting me was the approval of the draft plan for EDEN OAK, and more specifically, the decision by the town to require to the developer to "raise" the land while telling the affected residents there was a higher than normal privacy fence being installed. What a bunch of bullshevicky this was.

The reason I moved from Toronto to Collingwood was because the city was becoming a congested mess. Collingwood has/is becoming a congested mess. We don't need a 12 storey apartment building, I do not care what people or authority say "you need to do this." No we don't. While we are not on the same scale, the Toronto skyline is a sea of high-rise, and a sea of eye sores. Take the route as Oakville did recently and say NO.

People move here to get away from the congestion not to watch it grow.

I support a retail for the area and I suppost a residential building of six stories, no more. The intersection at Gateway is already congested, with a road (Poplar) not meeting the requirements, although I am sure a "traffic study" will be produced saying it's no problem. The County will gladly avoid picking up the bill as I understand they own it. I certainly don't feel we get value from the county.

Here's a thought, listen to what the people say and find options to satisfy theirconcerns, I believe the town needs to take more responsibility in making sure we don't let the developer run rough shod over all of us.

Kindest regards,
Allan Bennett
[redacted]

Jocelyn Wainwright

From: Julie Brennan [redacted]
Sent: Wednesday, August 6, 2025 12:19 PM
To: Office of the Mayor
Subject: Proposed building Site.

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Dear Madam Mayor and Town Council

Good morning
We are homeowners at [redacted] and my husband and I attended the meeting regarding the Proposed Gateway Building Site. I thank you for the opportunity for the community to learn about the proposals and for individuals to have the opportunity to voice their opinions, ideas and concerns.
When we bought our home [redacted], we were thrilled to have green space behind us and have delighted in the sounds, mountain views, sights and serenity it offers — perfect. We have always been aware that the possibility of change is real. Harsh to think that it all vanishes and retail box stores and an enormous apartment building replaces this tranquil space.
I came away from the meeting believing that this rezoning is a DONE DEAL . I understand from letters being written to council, this is NOT the case.
Please, please consider these letters. I do not believe they are just emotional responses to this proposal. You must recognize the expertise and research of the speakers who addressed council.
I have had the opportunity to read Doug Brown's follow up letter to the Mayor and Council. It is thorough and he has persistently researched the significance of the Vernal Pool and has investigated the various proposals for this land over the years. I truly suggest you make use of his expertise to help guide you in your decisions for this land.
I thank council member Deb Doherty for her prepared questions and proposal adjustments. Her queries about lighting, project design, idling bylaws are all issues that need to be addressed if this proposal is to go through.
Finally a Gate Way to Collingwood. If rezoned or defined as retail, small boutique stores similar to Cranberry Mews would be more appealing to cater to our many visitors. Vacation items such bakery, cheeses ,wine etc. A 12 story apartment building is hardly appealing to visitors and will definitely cause greater congestion. . I also agree that design would be a major concern if retail is to persist. Others have suggested medical facilities such as a walk in which would be optimal for our community.
I also believe recreational facilities for the children of this subdivision have been neglected. Our vernal pool should be preserved and a small park space could be incorporated if fast food outlets are necessary. (eg Webers) Thank you for this opportunity to express our concerns. We, as homeowners, would also appreciate a time line/date if this moves forward.
Sincerely,
Frank and Julie Brennan

Sent from my iPad

Jocelyn Wainwright

From: Doug Brown [redacted]
Sent: Thursday, July 24, 2025 8:58 AM
To: Office of the Mayor; Tim Fryer; Kathy Jeffery; Deb Doherty; Chris Potts; Rob Ring; Christopher Baines; Steve Perry; Ian MacCulloch; Doug Brown
Subject: For Council Mtg - Mon, July 28th - ON Nature magazine - Spring_2017 - Page 24-25

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Greetings Councillors!

I will be speaking with you at the council meeting this coming Monday afternoon regarding the Gateway Development proposal

One major concern that I have is that the development proposes to eliminate the Vernal Pool in the NE corner of the property. Previous draft proposals by developers for the same area allowed room to preserve it.

Vernal pools are a form of wetland that are essentially full of water in the spring-melt period and, with no inflow or outflow, tend to dry up in the summer. Therefore, wth no fish predators, they have unique forms of life.

It is very possible and very important to preserve this pool!

Here is an article as introduction to Vernal Pools that I first read back in 2017.

Some quotes: - p 24 - “Each spring, vernal pools serve as nurseries for frogs and salamanders before drying up from the summer heat.”

- p 26 - “ Many landowners, managers and planners are still not aware of vernal pools or their significance”

- p 27 - “Goggle Earth reveals that forests, once dominant here , have been reduced to islands and ribbons in a sea of agriculture and urban development - - - many are unaware of the importance of vernal pools.- - - landowners are the key to restoring, enhancing or creating vernal pool habitat.”

Please come sometime before Monday’s meeting and have a look at the vernal pool. [redacted]. You cannot miss it!

Thanks!
Doug Brown
[redacted]

https://view.publitas.com/on-nature/spring_2017/page/24-25

Jocelyn Wainwright

From: Doug Brown [redacted]
Sent: Wednesday, July 30, 2025 10:54 PM
To: Office of the Mayor; Tim Fryer; Kathy Jeffery; Deb Doherty; Chris Potts; Rob Ring; Christopher Baines; Steve Perry; Ian MacCulloch; Doug Brown; Nathan Wukasch; Clerk's Distribution List; Becky Dahl
Cc: Dave Featherstone; Rob K; James Young; Jenny Santin; stonehouse1 stonehouse1; Chris; [redacted]; [redacted]; Sourabh Dhawan; Kathryn Farrish; Stephen Brown; Dr. Ian Brown; [redacted]; Arnie Sperl; Lorraine & Dave Rush; Eric Pahapill
Subject: Concerns re Gateway Proposal & subsequent By-Law & Zoning Amendments

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Mayor Hamlin and Councillors!

First, I would like to apologize for my talk before council this past Monday. I had so much that I wanted to say and I blanked. I have never done that before. I don't know what I said other than clearly saying that we must preserve the long standing vernal pool and I referred to Dave Featherstone's July 25th letter to clerk and council, which you all acknowledged having received. He makes the point professionally and concisely.

Perhaps I should be addressing my letter to Charis because I think it is their requests that I am concerned about. However, I appreciate council's responsibility and interest in hearing our input and I appreciate your caring for citizens and our Town.

The Food Superstore:
- Rob Kowalski's letter to mayor and council plus his oral presentation captures the feelings of most neighbours living here. I could add that one neighbour further down the street said that he would like a nearby grocery store, to which Rob replied "would you like it then behind your house?" to which the neighbour replied "no way!" Another neighbour said that she felt Collingwood has several grocery stores and feels that we do not need another one. Several other neighbours have pointed out to me that no other grocery store in Collingwood is backing up close to houses. They all exist in open spaces away from houses, for obvious reasons. The proposed food superstore seems to be jammed up to existing houses. The houses are in a "pre-established" neighbourhood where, at the time of building and sale, zoning did not allow or lead them to expect what is being requested here. Charis knew that this was zoned Highway Commercial and what the limitations were when they purchased the property, yet still bought it.

The 12 Story Mixed Use Apartment Building:
- You have heard several comments opposing the fact that this request far exceeds the other six story Collingwood apartment buildings. I am also aware of Davin Metheral's NVCA letter of March 7th, 2025, that has concerns with the underground parking and concludes that he "does not support the application as presented." Other concerns expressed to me by neighbours, and with which I do agree, include

unsuitability for the location in terms of appearance for traffic entering Collingwood, effect upon existing neighbourhood, intensity, safety re fire fighting, etc.

The Vernal Pool:
- As I stated above, Dave Featherstone's letter to council summarizes most issues regarding wetlands in this area. He underlines their collective importance and their fragility. I mentioned ithe Ontario Nature, 2017, article entitled "Here today, Gone Tomorrow" that I circulated to all council members a week ago. Dave outlines how the presence of this wetland area has existed for years and Ontario Nature has mapped this particular Vernal Pool as one of their 2018 mappings of all in Ontario. It was here first! I have several other professional references supporting what you probably already know regarding the importance of retaining wetlands and Vernal Pools. Specifically, Canadian Wildlife Magazine, March + April 2024, pg 11, has a good article entitled "As the Frogs Go ... so will the rest of us." Adding "Amphibians are an indicator species and they are 'going' at an alarming rate". The chorus of frogs is deafening here in this Collingwood Vernal Pool in the spring. They out compete the large bullfrogs that try to chime in! The Bruce Trail Conservancy Magazine, Spring 2025, on page 16 talks about a McMaster University Study locating newly discovered Vernal Pools in Ontario and says "This is good news ... for all the creatures that rely on Vernal Pools. Because Vernal Pools are temporary and small, they are often prone to destruction ... help to protect these important ephemeral habitats and their endangered inhabitants." I have several more supportive articles but you get the idea!

I realize that Azimuth, Barrie, was hired by Charis to do an Environmental impact Study Addendum, July 2, 2025. I see that their website states that "Azimuth's goal is to provide clients with expert environmental consulting solutions that effectively meet and exceed their needs." Charis "needs" (wants) to build in the wetland area. Azimuth's job is to help them get what they want - to build. However, they miss the broader, more important point regarding this wetland - the first question - that it should not be built on - that it can and should be saved. Charis wants to build in the wetland location. Azimuth is telling them how to do it - by offering to pay an "in lieu of" fee. I would suggest and request that they first think of how they can build in a manner that sustains the Vernal Pool wetland area! One local resident had a good idea - that, since the development is labelled "Gateway" and wants to be inviting to both new arrivals and locals, the Vernal Pool area could experience some creative, preservative architecture in a way that would be a tribute to the developer, the locals and the Town, instead of a collection of industrial looking boxes. Please help this happen!

Did Charis get a copy of Dave Featherstone's letter and a request to consider it? Will Town Planning hear our concerns as detailed in this letter?

Some further comments:
- Several local resident neighbours were in attendance and wished that they had been able to sign in to indicate their concern in a manner other than standing up and speaking.
- I and others were under the impression from information last fall that there would be a public information meeting early in the new year. We were expecting an information meeting followed by another meeting to make necessary adjustments and amendments. We were surprised that all was lumped together.
- I am surprised that things seem to be so far along with contracts signed, etc. before we, the public, are aware. I am concerned that there will be no further public meeting.
- I was also hearing that Charis wants to start asap. I do not want this to become pressure to do the quick and easy instead of the right thing. I am concerned that the public may not learn about changes that I hope are made based on these and other comments.

I could say more but I think you can clearly see that I am strongly opposed to the amended zoning as requested and would like all involved to rework the plan.

Thank you,
Doug Brown
[redacted]
[redacted]

From: Doug Brown [redacted]
Sent: Tuesday, August 12, 2025 2:03 PM
To: Justin Teakle <jteakle@collingwood.ca>; Mark Bryan <mbryan@collingwood.ca>; Office of the Mayor <officeofthemayor@collingwood.ca>
Cc: Tim Fryer <tfryer@collingwood.ca>; Kathy Jeffery <kjeffery@collingwood.ca>; Deb Doherty <ddoherty@collingwood.ca>; Chris Potts <cpotts@collingwood.ca>; Rob Ring <rring@collingwood.ca>; Christopher Baines <cbaines@collingwood.ca>; Steve Perry <sperry@collingwood.ca>; Ian MacCulloch <imacculloch@collingwood.ca>; James Young [redacted]; Jenny Santin [redacted]; Rob K [redacted]; stonehouse1 stonehouse1 [redacted]; Julie Brennan [redacted]; Kathryn Farrish [redacted]; Chris [redacted] Eric Pahapill [redacted]; Stephen Brown [redacted] Mary Ellen Sheffield [redacted]; John Driscoll [redacted]; Dave Featherstone [redacted]; Dr. Ian Brown [redacted]; Emma Perry [redacted]
Subject: Vernal Pool in August

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True to it's annual cycle and it's definition, the Vernal Pool has again dried up this summer.

I have not been watching closely but I still hear a few frogs in the evening and I know that the beavers, geese with goslings, mallards with ducklings, snapping turtles, egrets, etc have mostly disappeared for awhile and wait to return. The annual cycle continues!

The pool awaits its duty to assist the wildlife and the water runoff threat for another year. Neighbours and children await their annual entertainment plus deafening chorus of peeper frogs punctuated by bullfrogs in evenings. The pool sits quietly day after day doing its job as part of nature and as an important part of the balance we need so badly.

Come and have a look. It is located behind (west of) the empty lot at [redacted]. This phase is not as exciting as when it is teaming with life but it is doing its job.

Please don't underestimate its value. Careful and respectful planning can/will incorporate it and maintain its value!

Thanks,
Doug Brown

From: Doug Brown [redacted]
Sent: Friday, August 15, 2025 5:40 PM
To: Justin Teakle <jteakle@collingwood.ca>; Nathan Wukasch <nwukasch@collingwood.ca>
Cc: Yvonne Hamlin <yhamlin@collingwood.ca>; Tim Fryer <tfryer@collingwood.ca>; Kathy Jeffery <kjeffery@collingwood.ca>; Deb Doherty <ddoherty@collingwood.ca>; Chris Potts <cpotts@collingwood.ca>; Rob Ring <rring@collingwood.ca>; Christopher Baines <cbaines@collingwood.ca>; Steve Perry <sperry@collingwood.ca>; Ian MacCulloch <imacculloch@collingwood.ca>; James Young [redacted]; Rob K [redacted]; Jenny Santin [redacted]; stonehouse1 stonehouse1 [redacted]; Julie Brennan [redacted]; Kathryn Farrish [redacted]; Chris [redacted]; Eric Pahapill [redacted]; Mary Ellen Sheffield [redacted] Stephen Brown [redacted]; John Driscoll [redacted]; [redacted]; Dave Featherstone [redacted]; Dr. Ian Brown [redacted]; Emma Perry [redacted]; Janis Promaine [redacted]
Subject: Fwd: Healthy wetlands and stream banks the legacy of Norm Wingrove - Collingwood News

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Greetings Justin et al:

I'm sure you have seen this article in Collingwood Today about Norm Wingrove. This is only one of several emails I have received.

Norm was a friend of mine. We spoke extensively about the Vernal Pool located in the Gateway Development proposal area. Norm was adamant that the development could be designed to preserve the Vernal Pool. I wish you could hear him say it in person!

You know the details. I need not repeat them. Here is another reminder to please act on redesigning the plan to accommodate the Vernal Pool.

Thanks,
[redacted]

---------- Forwarded message ---------
From: **mcdonald** [redacted]
Date: Fri, Aug 15, 2025 at 3:42 PM
Subject: Healthy wetlands and stream banks the legacy of Norm Wingrove - Collingwood News
To: Doug Brown [redacted]

Reading about these people and wondering if they might be able to help secure your wetlands from the proposed development.

https://www.collingwoodtoday.ca/local-news/healthy-wetlands-and-stream-banks-the-legacy-of-norm-wingrove-11082658

RB McDonald

Justin Teakle

From: Doug Brown [redacted]
Sent: Sunday, August 31, 2025 1:40 PM
To: Office of the Mayor; Deb Doherty; Chris Potts; Christopher Baines; Ian MacCulloch; Rob Ring; Tim Fryer; Kathy Jeffery; Steve Perry; Doug Brown; Nathan Wukasch; Justin Teakle; Emma Perry
Cc: James Young; Amber Choudhry; Jenny Santin; Rob K; stonehouse1 stonehouse1; Julie Brennan; Julie Driscoll; Kathryn Farrish; Chris; Eric Pahapill; Mary Ellen Sheffield; Stephen Brown; John Driscoll; [redacted]; Dave Featherstone; Dr. Ian Brown; Janis Promaine
Subject: Fwd: Shared from CollingwoodToday.ca: New program builds wetlands on farms for ducks' sake

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Hi Folks!

We are ahead of the game here in Collingwood. See the attached link to the Collingwood Today article.

As you are aware, we already have a Vernal Pool wetland (plus our adjacent wetland property which increases the area) which already hosts breeding ducks annually, with 11 ducklings this year, plus additional wildlife. As the article says "That's one of the primary reasons we love these small wetlands, but they also provide a variety of benefits that include anything from providing climate resilience, and flood and drought mitigation to water quality improvements." Several of us have already listed for you many other Vernal Pool benefits and current neighbourhood appreciations so I won't go through them all again.

I and several others have already stated our concern that the proposed Gateway Development, as initially proposed, plans to eliminate this pre-existing feature that others are struggling to create (and willing to pay big money to create).

Please ensure that the Gateway proposal is redesigned to preserve this progressive, already in existence, Vernal Pool wetland.

Thanks!
Doug Brown

---------- Forwarded message ---------
From: **Doug Brown** [redacted]
Date: Sat, Aug 30, 2025 at 6:21 PM
Subject: Shared from CollingwoodToday.ca: New program builds wetlands on farms for ducks' sake
To: Doug Brown [redacted]

https://www.collingwoodtoday.ca/local-news/new-program-builds-wetlands-on-farms-for-ducks-sake-11145688?utm_source=Email_Share&utm_medium=Email_Share&utm_campaign=Email_Share

Justin Teakle

From: Doug Brown [redacted]
Sent: Thursday, September 25, 2025 10:07 PM
To: Yvonne Hamlin; Steve Perry; Tim Fryer; Kathy Jeffery; Deb Doherty; Rob Ring; Chris Potts; Christopher Baines; Ian MacCulloch; Justin Teakle; Emma Perry; [redacted]
Subject: Fwd: Globe and Mail Article - September 6/25

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A neighbour, Ed Yablonski, asked me to forward this Globe and Mail article to you because it illustrates how Toronto is working hard, at great expense, to recreate what we already have on a smaller scale yet might lose if we do not save the vernal pool portion of wetlands in the Gateway development.
Thanks,
Doug Brown

Subject: Globe and Mail Article

One of the first things people notice about the brilliant new park at the mouth of Toronto's Don River – once so polluted it caught fire, twice – is the wildlife. Look, it's a rabbit. Hey, is that a bald eagle? Oh, there's a monarch butterfly.

Biidaasige Park opened last month on the east side of Toronto Harbour. The name is pronounced "bee-daw-si-geh," a phrase in the Anishinaabemowin language that means "sunlight shining toward us." It flanks a kilometre-long extension of the Don, part of a $1.35-billion, two-decade effort to protect the area from flooding. Engineers replaced the cement-lined old river mouth with a winding channel and a spillway to redirect floodwaters.

Since the park took shape, creatures great and small have been rushing in like Black Friday door-crashers. Swallows, terns and red-winged blackbirds fly above the sparkling river. Bass, pike and walleye swim up and down it. Butterflies come to feed on the flowers and dragonflies to snap up the bugs.

At the risk of anthropomorphizing, they all seem delighted to have discovered this oasis in the heart of the city. Even local naturalists are surprised how quickly the fauna have made themselves at home. After

all, the new river channel runs through the Port Lands, an old industrial district whose soil was heavily contaminated. Traffic streams along the nearby Gardiner Expressway. The soaring towers of the city's downtown are only a few minutes away.

The park is an example of an encouraging trend in this time of environmental anxiety. Around the world, modern cities are restoring ruined ecosystems.

Paris cleaned up the Seine, which now teems with fish. Tourists and locals line up to take dips in the once filthy river. Seoul tore down an elevated expressway and brought back a dried-up stream underneath it. Birds, insects and plants proliferated.

London is "rewilding" some of its ancient royal parks, leaving fields unmowed so wildflowers can come back. Beavers, absent from the English landscape for centuries, have been reintroduced and taken up residence in the woods of West London.

At High Park in Toronto's west end, managers use controlled burns to preserve a fragment of rare black oak savannah, which depends on periodic fires to thrive. More than 40 species of butterflies now live there. At Tommy Thompson Park on the other side of the city, a whole new ecosystem made up of natural and invasive species has sprung up spontaneously on a long, artificial promontory made of excavation waste. Conservation authorities have helped by creating new wetlands on the landform.

These are small measures of atonement for the destructive ways of the past. We have done – and continue to do – incalculable damage to the planet that sustains us. The Port Lands were once the site of what is thought to be the largest marsh on the north shore of Lake Ontario. Effluent from distilleries and tanneries on the Don turned it into a cesspool. City fathers, worried about disease, drained it and filled it in.

Renaturalizing the mouth of the river is an attempt to bring back at least a part of what used to be. Park planners spent years selecting the right plants to introduce and the right kind of soils to support them. They brought in cattails and bulrushes, willows and cottonwoods, buttonbush and wild bergamot, sage and sweetgrass. Visitors can be seen snapping pictures of all the flowers and looking them up on their identification apps.

_Making sure that this manufactured slice of nature thrives is a challenge. Park workers are already battling invasive species like phragmites, a tall reed with a bushy head that crowds out native plants. They have installed special “carp gates” to keep the big fish from getting in and turning the marsh waters turbid.

But much of the flora and fauna there will do fine on their own. Mother Nature is a tough old bird. The success of these restoration efforts shows how resilient our embattled environment can be. Given a chance, and a helping hand, it will come roaring back.

While they were digging up masses of earth for the Port Lands project, workers found some old soil from the original marsh buried there. They noticed century-old seeds in it had started to germinate. They moved the soil to the park. New wetland plants grew from it – reborn remnants of what humans had destroyed all those years ago.

<kjeffery@collingwood.ca>; Deb Doherty <ddoherty@collingwood.ca>; Chris Potts <cpotts@collingwood.ca>; Rob Ring <rring@collingwood.ca>; Christopher Baines <cbaines@collingwood.ca>; Steve Perry <sperry@collingwood.ca>; Ian MacCulloch <imacculloch@collingwood.ca>; Nathan Wukasch <nwukasch@collingwood.ca>; Clerk's Distribution List <clerk@collingwood.ca>; Becky Dahl <rdahl@collingwood.ca>; Dave Featherstone [redacted] Rob K [redacted]; James Young [redacted]; Jenny Santin [redacted] stonehouse1 stonehouse1 [redacted]; Chris [redacted] Sourabh Dhawan [redacted]; Kathryn Farrish [redacted] Stephen Brown [redacted]; Bobbie Brown [redacted] Arnie Sperl [redacted]; Lorraine & Dave Rush [redacted]; Eric Pahapill [redacted]
Subject: Re: Concerns re Gateway Proposal & subsequent By-Law & Zoning Amendments.

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Very Well said!

I thought we are supposed to be saving Wetlands (and frogs), not paving them over.

Thanks for your attention to this important matter.

Best Regards,
IAN

Dr. Ian D.D. Brown
[redacted]

On Wed, Jul 30, 2025 at 10:54 PM Doug Brown [redacted] wrote:

> Mayor Hamlin and Councillors!
>
> First, I would like to apologize for my talk before council this past Monday. I had so much that I wanted to say and I blanked. I have never done that before. I don't know what I said other than clearly saying that we must preserve the long standing vernal pool and I referred to Dave Featherstone's July 25th letter to clerk and council, which you all acknowledged having received. He makes the point professionally and concisely.
>
> Perhaps I should be addressing my letter to Charis because I think it is their requests that I am concerned about. However, I appreciate council's responsibility and interest in hearing our input and I appreciate your caring for citizens and our Town.
>
> The Food Superstore:
> - Rob Kowalski's letter to mayor and council plus his oral presentation captures the feelings of most neighbours living here. I could add that one neighbour further down the street said that he would like a nearby grocery store, to which Rob replied "would you like it then behind your house?" to which the neighbour replied "no way!" Another neighbour said that she felt Collingwood has several grocery stores

Jocelyn Wainwright

From: Nathan Wukasch
Sent: Monday, July 28, 2025 9:06 AM
To: Justin Teakle; Jocelyn Wainwright
Cc: Summer Valentine; Lindsay Ayers
Subject: FW: Notice of Public Meeting for Proposed Official Plan and Zoning By-law Amendment (D084124) - Gateway Centre

Follow Up Flag: Follow up
Flag Status: Completed

Categories: Comment for Tracking

A comment in support of the Gateway project.

From: Jakub Checinski [redacted]
Sent: Monday, July 28, 2025 7:09 AM
To: Nathan Wukasch <nwukasch@collingwood.ca>
Subject: Re: Notice of Public Meeting for Proposed Official Plan and Zoning By-law Amendment (D084124) - Gateway Centre

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To the Town of Collingwood,

I'm writing to express my strong support for the new commercial space planned behind my home. ([redacted]. For too long, the south part of town has lacked convenient shopping options, with nearly all grocery stores located in the north end. This new development will provide much-needed amenities closer to home, saving residents time and improving our daily lives.

I'm also pleased with the zoning decision that ensures the space remains single-story. This means we won't lose sunlight or feel overshadowed by tall buildings invading our privacy. I truly believe this thoughtful approach will benefit our community.

Thank you for considering this perspective, and I hope others will join me in welcoming this improvement.

JC

Jocelyn Wainwright

From: Yvonne Hamlin
Sent: Friday, August 1, 2025 11:27 AM
To: Office of the Mayor
Subject: FW: Charis development Poplar/Hurontario

Mayor Yvonne Hamlin
Town of Collingwood
97 Hurontario Street
Collingwood, ON L9Y 3Z5
yhamlin@collingwood.ca

From: Yvonne Hamlin <yhamlin@collingwood.ca>
Date: Friday, August 1, 2025 at 11:26 AM
To: [redacted], .Distribution - Town Council <towncouncil@collingwood.ca>
Subject: Re: Charis development Poplar/Hurontario

Thank-you for weighing in with your thoughts Marg.

Council will keep them in mind as we move forward with our discussions around this project.

y

Mayor Yvonne Hamlin
Town of Collingwood
97 Hurontario Street
Collingwood, ON L9Y 3Z5
yhamlin@collingwood.ca

From: Marg Christie [redacted]
Date: Friday, August 1, 2025 at 10:12 AM
To: .Distribution - Town Council <towncouncil@collingwood.ca>
Subject: Charis development Poplar/Hurontario

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Good morning everyone
I watched the meeting last Monday with regard to the new project.
We reside in the area and personally I feel as you drive into town it
Will look a lot nicer than a piece of overkempt wasteland.
We have no facilities at this end of town and the sooner it gets going
The better 😄
Marg Christie
Sent from my ipad

Jocelyn Wainwright

From: BILL DAVIDSON [redacted]
Sent: Monday, August 4, 2025 10:06 AM
To: Office of the Mayor
Subject: Gateway Centre

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Mayor Hamlin

I would like to express to you my concern about the proposed development at Hurontario and Poplar

Having a 12 story rental apartment is a terrible idea !

this major eyesore will be the first thing people see coming north to our beautiful town. I am sure a 25' tall

McDonalds sign will add to the eyesore.

traffic is always a concern. This will be a terrible corner for traffic. Hurontario is in terrible shape (as is High Street)

There are now constant traffic stops through an intersection where Starbucks is now. I am sure the traffic will be the same around the Gateway Centre for years to come.

please consider another plan.

Regards,

Bill Davidson
[redacted]

Jocelyn Wainwright

From: Tony D [redacted]
Sent: Wednesday, July 23, 2025 10:17 AM
To: Office of the Mayor; Tim Fryer; Kathy Jeffery; Deb Doherty; Chris Potts; Rob Ring; Christopher Baines; Steve Perry; Ian MacCulloch
Subject: Rezoning Proposal - Hurontario & Sidepoplar

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Posted on Facebook - Pretty River Estates:

Finally! Collingwood Council is considering an application to rezone the vacant property at the northeast corner of Hurontario St. and Side Poplar Road. This would enable the construction of new retail space, including a Sobey's Grocery Store – notably, we are about to lose the one on Pretty River. While there seems to be a movement afoot in the neighbourhood to resist this development, respectfully, I myself am delighted at the prospect of being able to walk to get our groceries.

-----Original Message-----
From: Chris Doyle [redacted]
Sent: Monday, July 28, 2025 5:36 PM
To: Planning General Account <planning@collingwood.ca>
Subject: Charis Gateway Proposal

EXTERNAL EMAIL: This email originated outside of the Town's email system. Do not click any links or open any attachments unless you trust the sender and know the content is safe. If in doubt, please contact the helpdesk at x4357.

Thank you for the public meeting today. I live on [redacted] and was very interested in learning more about the proposal and what options the local residents may have.
As was mentioned by a number of residents and my some council members the 12 storey mixed-use apartment building is one concern to me. I understand that the most recent Official Plan will now allow up to 12 stories. However I believe this will be an eye sore for local residents and is not what Collingwood should start to allow. It will start to change the charm and beauty of Collingwood. If one 12 storey building is allowed, especially near a developed residential community it will start to happen in other areas. If you want to build one in a non-residential area that would be a different matter. I believe a 6 storey or two 6 storey buildings would be better.
Also it was mentioned that a nuisance and noise study was conducted and I would like to know where I can find this on the town website. I am sure that it does not include the nuisance and noise that the local residents will have to live with for the 4-8 years while the location is being developed.
I am also concerned about storm water and will it affect the Hamilton creek that runs just north of the Pretty River Estates. During a heavy rain fall the creek does fill up quite high and if it was to run over it could very easily start coming into my backyard and possibly into my basement area. [redacted], I found my backyard to be very wet in the Spring and I was told that when a couple of the houses in my section did not have a proper grading conducted and the town did not sign off on the work. (That is another storey but concerns me with any flooding of the creek). Will the digging for foundations and underground parking affect underwater flows that will affect basements in the area the currently do not have any issues?
I understand that we cannot halt development but some changes should be considered especially the number of stories of the apartment building.
Can I be added to the list of residents who would like to be notified of any potential changes and/or decisions?

Thanks
Chris Doyle

July 25, 2025

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

Subject - Gateway Centre, Official Plan and Zoning By-Law Amendment
853 & 869 Hurontario Street and 7654 Poplar Sideroad

My name is David Featherstone. I am a professional ecologist and member of the Blue Mountain Trust. I was employed as Manager, Watershed Management and Senior Ecologist at the Nottawasaga Valley Conservation Authority (NVCA) from 2003-2023. I am writing today to express concerns with the loss of existing wetland proposed with this development application.

Wetland Context

The Town of Collingwood lies within the Blue Mountain Subwatershed. Wetland cover within this subwatershed is only 6.7%. 10% wetland cover has been identified as a minimum guideline for healthy watershed (Environment Canada). 65.9% of pre-settlement wetlands within this area were removed between 1800 and 2002 (NVCA; 2022). Wetland loss is ongoing with a further decrease in wetland cover of 2.9% between 2002 and 2016 (NVCA; 2022) and a further 1.2% decrease in wetland cover between 2016 and 2018. Recent changes to provincial policy and legislation will likely lead to further wetland loss.

The northeast wetland on the property is visible in all available imagery (1954-2024; Simcoe County) – in an agricultural context from 1954 to approximately 2008 and within an urbanizing context thereafter.

I visited the edge of the northeast wetland from a Hughes Street property on June 27, 2022 while employed with NVCA. I documented the wetland edge with photos and was able to refine NVCA wetland mapping upon my return to the office. I understand that the NVCA has recently (2024) updated mapping of this feature.

Natural Heritage Review

The Environmental Impact Study (EIS; Azimuth Environmental Consulting Inc.; September 2024) acknowledges the presence of wetlands on the property (including the northeast wetland; Wetland #2). The EIS does not note the presence of Mallard and Canada Geese which, most years, are breeding in Wetland #2. Muskrats which inhabit this wetland are not noted. The EIS notes that Snapping Turtle (provincial and federal Species of Concern) have been found in the general area but that this species was not observed and that habitat is limited, if present. Local residents have photos of Snapping Turtles proximal to Wetland #2.

The EIS notes the isolation of Wetland #2 and lack of connectivity on the landscape. However, Figure 3 shows a connection from Wetland #2 to a deciduous swamp/moist meadow just north of the property which, in turn, is separated from the Hamilton Drain corridor by a local trail which is less than 10 m in width (including trail and adjacent mown area. There is clearly a corridor of local importance between Wetland #2 and Hamilton Drain.

Recommendation

I urge the Town to work with the developer and concerned local residents to rework the proposed development to protect Wetland #2 and its associated functions including its connectivity to the Hamilton Drain corridor. And to keep from adding to wetland loss in this subwatershed.

Thank you for your consideration. Sincerely,



David Featherstone, B.Sc.

[redacted]

cc. Doug Brown, [redacted]

Jocelyn Wainwright

From: amy gural [redacted]
Sent: Monday, July 28, 2025 4:44 PM
To: Clerk's Distribution List; Planning General Account
Subject: Poplar/hurontario development

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My name is Amy Gural. I live at [redacted]. I'm reaching out today not to oppose intensification, but to advocate for a more balanced and context-sensitive version of it—one that aligns more closely with Collingwood's planning framework, infrastructure realities, and community values.

Let me begin with a basic acknowledgment: this site (poplar side road and hurontario street) is well-situated for thoughtful development. It sits within the settlement boundary. It's located at the edge of a commercial corridor. And it has the potential to contribute to the town's housing supply, economic activity, and public realm.

But growth has to be done right.

The current proposal—at 12 storeys—represents an abrupt and dramatic change in height, massing, and intensity compared to the surrounding context. It is not the scale of change that supports healthy transition or compatible development. It is the scale of change that introduces significant adverse impacts.

Under the Provincial Planning Statement, intensification must be compatible with existing land uses and respectful of community character. It requires that development within settlement areas be context-sensitive and integrated into existing surroundings. In this case, the surrounding area consists primarily of low-rise residential and highway commercial uses—uses that reflect the scale and rhythm of Collingwood's small-town fabric.

A 12-storey high-rise would introduce serious shadowing concerns on adjacent homes, impair privacy, and create a visual landmark entirely out of character with the neighbourhood. These are not trivial impacts. They affect people's enjoyment of their homes, their backyards, their sunlight, and their sky views. A mid-rise alternative—say five to six storeys—would substantially reduce these impacts while still delivering meaningful intensification.

There's also the question of infrastructure capacity. The PPS, as well as the Simcoe County Official Plan, make clear that development must be supported by existing or planned infrastructure. The County's policies on infrastructure and servicing stress that growth should align with what our systems can reasonably accommodate.

A high-rise of this scale places enormous pressure on water, wastewater, stormwater, and road capacity. And once that building is up, there is no turning back—those systems must carry the load in perpetuity, or the Town must invest significant capital in upgrades. In contrast, a mid-rise form would better align with

the servicing capacity that currently exists, making the project more sustainable and cost-effective from a municipal perspective.

There's also the matter of precedent. Approving a 12-storey tower here doesn't exist in isolation. It sets the tone for future proposals throughout Collingwood—particularly along Hurontario Street. That precedent matters. If we are serious about maintaining Collingwood's distinct identity—about protecting the character of our low-rise residential neighbourhoods—then we need to apply consistent, defensible standards that reflect that vision.

The Town of Collingwood Official Plan supports this direction. It emphasizes human-scale development, pedestrian-oriented environments, and built form that transitions gradually from one context to the next. That's what the Plan says, and that's what the community expects.

The subject lands are currently designated "Highway Commercial" and "Residential." Those designations were never intended to accommodate tower-scale development. A mid-rise proposal would require fewer, more targeted amendments. It would be easier to integrate into the planning framework and far more compatible with surrounding uses.

A mid-rise development provides the opportunity for active ground-floor uses, more engaging facades, and better transitions to the street. It supports walkability and vibrant, human-scaled design. A 12-storey tower, by contrast, risks delivering a blank podium or a canyon effect—not the kind of place where people want to linger, stroll, or gather.

Finally, and perhaps most importantly, there's the issue of community acceptance. Residents are not rejecting growth—they are asking for the kind of growth that makes sense. That respects context. That reflects shared values. Collingwood is growing. But how we grow is just as important as how fast we grow. A mid-rise development on this site would signal that we are listening, that we care about compatibility, and that we are willing to balance housing supply with livability.

In conclusion, I urge Council to take a leadership role in guiding this application toward a more responsible outcome. A revised, mid-rise proposal would still provide new housing, support the local economy, and make efficient use of serviced land—but it would do so in a way that preserves Collingwood's unique character and aligns with the vision laid out in your Official Plan.

Thank you very much for your time.

Jocelyn Wainwright

From: Jill Morrison [redacted]
Sent: Tuesday, August 19, 2025 12:01 PM
To: Yvonne Hamlin
Cc: Tim Fryer; cjeffery@collingwood.ca; Chris Potts; rring@collingwod.ca; cbains@collingwood.ca; Steve Perry; Howard Morrison; Deb Doherty; Ian MacCulloch
Subject: Gateway Center

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Howard and Jill Morrison
[redacted]

Madam Mayor Hamlin
Box 157
Collingwood, Ontario
L9Y 3Z5
yhamlin@collngwood.ca

Dear Madam Mayor and Council,

Re: Gateway Center, Application D084124, 853 & 859 Hurontario Street

The recent submission to Council in reference to the above mentioned property has raised a concern with us.

While we are not against the commercial development in the proposal, we are concerned with the proposed mixed use apartment tower. We are hopeful that you, Madam Mayor, and Council will exercise good judgement in limiting the height of this apartment to no more than 5 stories, which will match the proposed building at Hurontario and Lockhart. Based on our conversations with various people, we are confident that most residents in Collingwood would not be in favour of a high rise building anywhere in town.

Please take our concern into consideration when making your decision on the height of the proposed apartment tower.
Respectfully,

Jill and Howard Morrison

Cc: Tim Fryer, Deputy Mayor, tfryer@collingwood.ca
Ian MacColloch, [redacted]
Kathy Jeffery, cjeffery@collingwood.ca
Deb Doherty, ddoherty@collingwood.ca
Chris Potts, cpotts@collingwood.ca

Rob Ring, rring@collingwod.ca
Chris Bains, cbains@collingwood.ca
Steve Perry, sperry@collingwood.ca

Jocelyn Wainwright

From: Darah Joseph [redacted]
Sent: Tuesday, July 29, 2025 5:48 PM
To: Planning General Account
Subject: Message in support of the Hurontario/Poplar Application

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Hi!

My name is Darah Joseph. I live at [redacted]. I pass the lot in question very frequently. I'm very in support of this development. I think this current plan balances concerns and needs.

As someone who lives just blocks away, I'm excited just to hear about the possibility of groceries and shopping close by. We don't need to keep everything in downtown. The closer shopping is, the better for residents and the environment alike. It would free up congestion. And, right now, we drive South for gas and North for groceries. It would be great to have so much all together outside of the core.

I personally would like the grocery site to be larger as it previously was. Especially if it's a No Frills, which both the local area and the wider area desperately could use. It feels like the existing grocers options are expensive and competition would do to help as we struggle with food prices. On the size, I used to live close to a small No Frills. The bigger, the better.

I'm very interested in the mixed-use building opportunities. Lots of opportunity that excites me. I have no concerns with the height of the buildings. I don't understand why 12 storeys is allowed but discouraged. Much like Europe has, I think we need more mixed residential/commercial spaces. Which this is not (it's going in beside other commercial buildings) but it's a step in that direction. We need both senior living and rentals.

Thanks and please consider moving this forward!

Darah

Justin Teakle

From: Rob K [redacted]
Sent: Tuesday, July 22, 2025 1:13 PM
To: Nathan Wukasch
Subject: Fwd: Strong Objection to Proposed Zoning Amendment Application D084124 – 853 & 869 Hurontario

Follow Up Flag: Follow up
Flag Status: Flagged

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Good afternoon Nathan,

I hope this email finds you well.

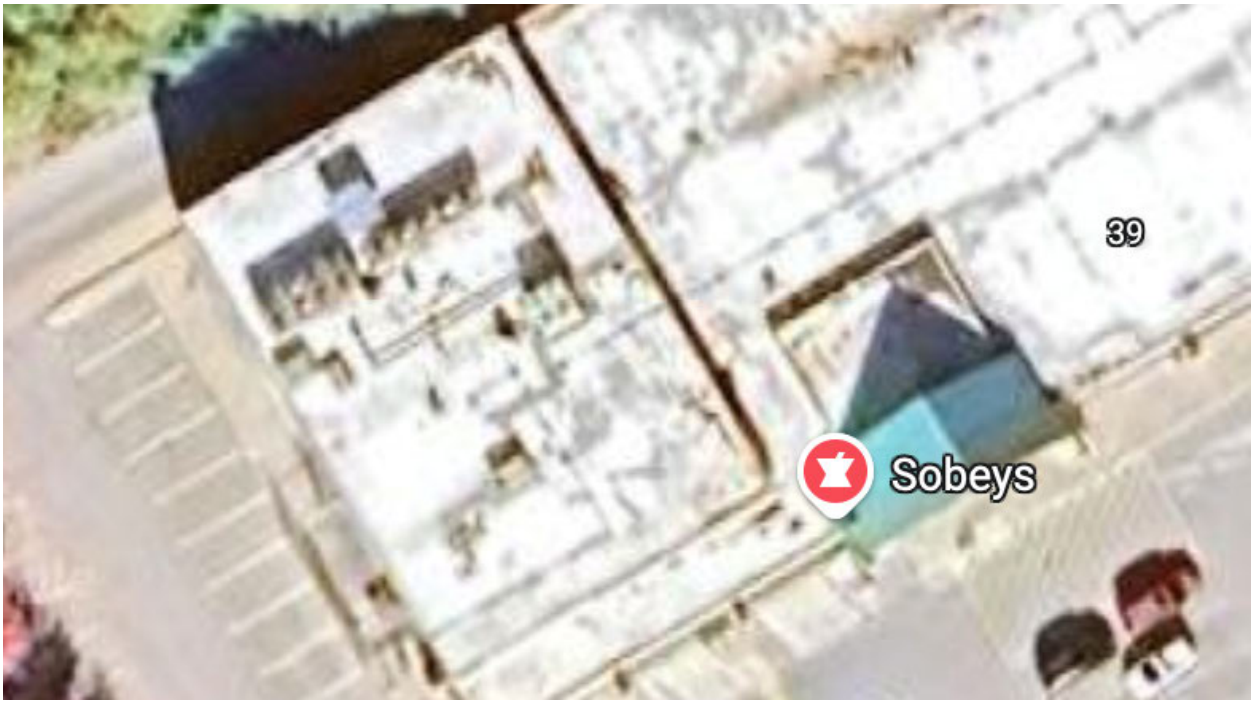
I am writing to express my strong objection to **Zoning By-law Amendment Application D084124**, which seeks to rezone the lands at **853 & 869 Hurontario Street** from residential to permit a commercial development.

My concerns are outlined below.

1- Impact on Residential Neighbourhood Character

When we purchased our home at [redacted], we did so with the understanding that the area behind us would remain a quiet residential neighbourhood, as the current zoning dictates.

Instead, this proposal would replace that with a noisy grocery store, with rooftop HVAC units and loading docks operating day and night — directly level with our bedroom windows due to the elevation. See an example below:



A quick survey of grocery stores in Collingwood shows that none are located directly adjacent to homes, and for good reason — this creates unnecessary noise, disruption, and incompatibility with the neighbourhood.

This proposal directly violates the Town's **Official Plan (2019)**:

- **Section 4.3 Residential (p.52):**

  "The predominant use of lands in areas designated Residential shall be low, medium and high density residential uses. Residential areas shall also permit public uses, home occupations, neighbourhood parks and day care centres."
  Large-scale retail and malls are not permitted in Residential areas.

- **Section 4.4 Commercial (p.59):**

  "Commercial development shall generally occur in the Downtown Core, in established commercial nodes, or in designated areas."

- **Section 4.3.2 Objectives – Residential:**

  "To ensure that residential areas are developed in a manner that is sensitive to the character and scale of existing neighbourhoods."

Allowing this rezoning would violate these principles and harm the community character the plan aims to protect.

2- Traffic & Infrastructure Concerns

The intersection at **Poplar and Hurontario** has already become extremely congested over the past few years, as it serves as a main artery to the Blue Mountains and the primary bypass route for GTA traffic heading to Thornbury and Meaford. Residents here already feel the strain. Adding a large commercial development as proposed will worsen traffic and overburden infrastructure.This decision would also be detrimental to small businesses located in the commercial core who are ancillary benefactors to the larger anchor commercial establishments already present in these designated commercial zones.

The **Official Plan** and **PPS** both emphasize the importance of proper infrastructure and minimizing conflicts:

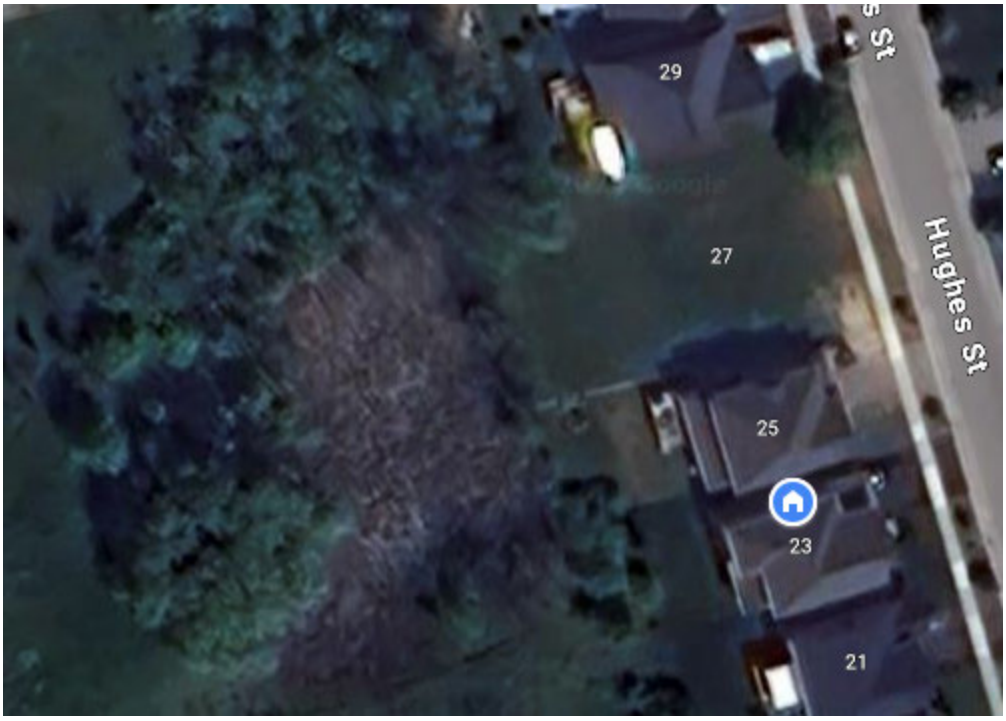
- **PPS §1.1.3.2:** Development must be "appropriate for the infrastructure available."
- **PPS §1.1.3.4:** Development must protect the viability and character of settlement areas and avoid risks to public health and safety.
- **Official Plan §6.11 (Transportation):**

  "To promote safe, efficient and convenient movement of people and goods while minimizing conflicts between land uses and transportation corridors."
- **Official Plan §§5.1–5.3 (Servicing):** These emphasize ensuring adequate capacity before development proceeds.

A large strip mall development would increase stormwater runoff, generate heavy traffic, and overwhelm infrastructure designed for residential use.

3- Significant Environmental Concerns

The lands in question include a **large vernal pool and surrounding trees**, visible even on satellite images and registered with Ontario Nature. (see below)



This wetland and habitat support a rich array of wildlife, including:

- Muskrats, beavers, frogs, snakes, ducks, geese, deer, and many bird species.

These natural features are ecologically significant and provide vital services:

- Storing stormwater and reducing flood risk.
- Recharging aquifers and improving water quality.
- Supporting breeding amphibians and migratory birds.

The **Provincial Policy Statement (2020)** protects such features:

- **PPS §2.1.5(d):**
  "Development and site alteration shall not be permitted in significant wildlife habitat unless it has been demonstrated that there will be no negative impacts."

- **PPS §2.1.4:**
  "Development and site alteration shall not be permitted in significant wetlands … or on adjacent lands … unless it has been demonstrated that there will be no negative impacts."

Destroying or altering the vernal pool (e.g., by paving or grading) would eliminate these ecological services and violate both provincial and municipal policies. Additionally the stormwater runoff is already causing rain storm flooding in our back yards.

Instead of catering to greedy developers, Our town should prioritize preserving natural zones like this in neighbourhoods instead allowing them to be converted into more commercial developments and paved parking lots.

4- A Human Perspective

Lastly, I ask you to consider the human impact of this decision:

How would you as a resident feel if your backyard was replaced by a developer's grocery store, drive thru and another gasoline station? bringing noise, complete loss of privacy, lights, and heavy traffic to your doorstep? I am confident you would object as strongly as we do.

Why would I agree to hearing the ACs of a commercial building and trucks loading and unloading when I could keep looking at geese and other birds while drinking my coffee on my patio? Would you?

In Conclusion

This rezoning does not serve the interests of Collingwood's tax-paying residents.
It would:

- Degrade the quality of life for adjacent homeowners.
- Destroy land value for adjacent homeowners.
- Increase noise, traffic, and light pollution.
- Threaten natural habitat and wildlife.
- Undermine the integrity of the Town's planning policies.

This proposal benefits a non-resident developer at the expense of residents and the environment.

I urge you to reject this application and preserve the Residential designation for these lands in accordance with the Official Plan and Provincial Policy Statement.

Thank you for your attention to this important matter. I am happy to provide further details or speak at a meeting if required.

Sincerely,

Robert Kowalski

[redacted]

Email: [redacted]

Phone: [redacted]

Jocelyn Wainwright

From: Carol Pappas [redacted]
Sent: Thursday, July 31, 2025 12:00 PM
To: Office of the Mayor
Subject: Proposed Gateway Centre Project

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Hello,
We live at [redacted]

I would like to express my concern about the proposed 12 storey apartment complex slated for Poplar and Hurontario street.
I do understand the need for rental accommodation and I am in agreement with that. But 12 storeys…come on !
Traffic concerns are one issue. Nowhere else in miles and miles is there a housing unit that high.
Grocery store and drug store…check 👍
Twelve storey apartments…no way. This is Collingwood not downtown Toronto.
People moved here for a reason….this needs to be addressed!

Thank you for your consideration in this matter.
Carol and Bill Pappas
Sent from my iPad

Jocelyn Wainwright

From: lorraine rush [redacted]
Sent: Friday, August 1, 2025 11:06 AM
To: Office of the Mayor
Subject: Fwd: Gateway Proposal Poplar sideroad and Hurontario

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---------- Forwarded message ---------
From: **lorraine rush** [redacted]
Date: Thu, 31 Jul 2025 at 17:33
Subject: Gateway Proposal Poplar sideroad and Hurontario
To:officeofthemayor

I live at [redacted]
I recently had the opportunity to attend the meeting regarding the building proposal at the corner of Hurontario St and Poplar Sideroad
Firstly I would like to express my displeasure of council not allowing Doug Brown sufficient time to address his, and our, concerns. He had barely introduced himself and was told he only had one minute left to speal
this is a huge disservice to the many area residents who were counting on Doug to lay out the sentiments that are shared by so many
The representative for Charis, however, was given ample time to speak yet didnt really know what it was they were building, xcept for a 12 storey apartment ,which were to be rentals, or units for Seniors. I can asure you that no seniors I know would be interested in renting in such a large building
Rentals, along with a budget grocer store and a McDonalds would invite low income families and endless odours from fried food. It also comes at a cost of the local residents backing on to this parcel of land
I notice also from the plans that Charis did not elect to saving any of the trees.
Why not build a park offering public tennis,pickle board, or volley ball courts, seeing as they seem to be in short supply,or
why not build a nice restaurant that draws people in to Collingwood, such as The Keg or The Mandarin, places that take pride in their appearance and adorn the buildings with flowers and lighting?
how about a Welcome Centre
Collingwood has always been a charming little town with so much potential. Allowing developers to build what THEY want is not what the tax paying residents of Collingwood want. And plans like this are what is ruining our beautiful town
The property is the "Gateway to Collingwood" If Charis gets their way, this "gateway" is an off-putting eyesore that now becomes the first impression. This is not the imression I would think anyone would want for Colligwood

Lorraine and David Rush

Jocelyn Wainwright

From: David Salerno [redacted]
Sent: Wednesday, July 30, 2025 9:11 PM
To: Planning General Account; Clerk's Distribution List
Subject: Development concerns (Poplar and Hurontario)

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Dear Planning Department & Council Teams,

I am writing to formally express my concerns regarding the proposed Gateway Centre development at 853 and 869 Hurontario Street and 7654 Poplar Sideroad. While I understand the desire to support growth and investment in our town, I believe this particular development is not in the best interest of Collingwood's long-term character, community vision, and livability.

Collingwood is a unique and vibrant town known for its charm, walkability, and natural beauty. Introducing yet another large retail strip plaza — particularly featuring businesses that already exist locally, such as a Dollarama, Shoppers Drug Mart, and McDonald's — adds little value to our community. These are not new amenities; they are simply duplicates. Two of the same stores in a town of our size is unnecessary and harmful to existing local businesses and entrepreneurs.

Moreover, this location is one of the key gateways into our downtown core. First impressions matter. Do we truly want visitors and future residents to be greeted by a sprawling commercial development that looks more at home in a suburb of Barrie than in Collingwood? This is a scenic corridor and a vital artery into the heart of town — it deserves thoughtful, community-minded planning, not another generic strip plaza with stores that mainly cater to low-income communities.

I am also deeply concerned about how this development aligns with the vision for the future Health and Wellness Village, which is planned just east of this site. A commercial hub filled with fast food and chain retail clashes with the principles of healthy, sustainable, and community-focused development. It does not fit the theme or intention of the area's future plans. Collingwood has a thriving reputation of being health and wellness focused along with a reputation of supporting local entrepreneurship which is not in alignment with these development plans.

Finally, the proximity to the local high school raises several red flags about the plaza becoming an unsupervised hangout for teens, which will lead to behavioral, safety, and congestion issues. We must ask ourselves: is this truly the best use of such a prominent and valuable piece of land?

I urge the planning committee to reconsider this proposal and to prioritize thoughtful, balanced growth that reflects the character and long-term goals of Collingwood. We must be cautious not to follow in the footsteps of overdeveloped communities like Barrie and Milton, where identity is lost to sprawl.

Sincerely,

David Salerno

To: Clerk's Distribution List <clerk@collingwood.ca>
Subject: Fwd: Public Comments: Proposed Gateway Zoning By-law Amendment D084124

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Good morning,

I sent the following letter to the Planning department at "Planning@collingwood.ca" but have since learned I should likely have also sent it to your attention so that it can be distributed to all members of the Town Council, so I am re-submitting it to you now.

Thank you very much,

Jenny Santin
[redacted]

---------- Forwarded message ---------
From: **Jenny Santin** [redacted]
Date: Tue, Jul 29, 2025 at 11:37 AM
Subject: Public Comments: Proposed Gateway Zoning By-law Amendment D084124
To: <planning@collingwood.ca>

Dear Members of the Town of Collingwood Council:

Regarding the proposed Gateway Centre and Zoning By-law Amendment (File number D084124):

My name is Jenny Santin and I live at [redacted] with my husband and two children, ages 7 and 3 years old.

I attended the Public Meeting on July 28, 2025, where the proposed development was discussed but had to leave early to pick up my children and did not get an opportunity to speak.

I would like to take the opportunity to speak now.

As I write this, I am sitting on my deck with a cup of coffee, listening to the sounds of the beautiful, vibrant relationship that exists between people and nature. Here, the song birds are plentiful. Right now I can hear the morning doves. We have herons too. We had robins nest in our backyard twice this spring and my children were delighted to watch the eggs hatch. We've had baby bunnies of course, chipmunks, a fox, an owl who I can hear "hooting" from my bedroom window, lulling me to sleep. And just a couple houses over, there is a pond - what I have come to learn is called a "vernal pool" - complete with a beaver and ducks. I feel extraordinarily lucky to live in this beautiful place. One in which it is in fact easy to forget I live in a subdivision at all.

"That's Collingwood," I tell people who visit from Toronto and marvel at the natural beauty at our fingertips. "They prioritize nature and biodiversity; it's built in to the way they plan the town," I say.

When I learned recently of the proposed Gateway development, my heart sunk. I live here and so of course I'm aware that we lack some of the major amenities one can readily find at the other ends of town. I believe in walkable communities and so a small store or two, and perhaps a playground, accessible by the trail preferably, would be a useful addition.

But when I heard and saw the size of what is being proposed, I was gobsmacked.

This development is not designed to foster walkable communities or serve the needs of us in the community. This is a major development which will secure sizable profits for developers and corporations, with a huge concrete footprint, offering little value to people with only, as my neighbour put it, "redundant" corporate stores.

Is this really what Collingwood needs?

Is the sheer size of the parking lot proposed really signaling that the primary purpose of this development is to improve walkability?

Beyond a small grocery store with an in-store pharmacy, which I admit could be useful at this end of town, I see absolutely no value in what else is being proposed.

What I envision is the loss of the incredibly unique vernal pool and all of the biodiversity it supports. I envision losing some of our song birds, or, having them drowned out by the hum of electricity of big box stores and the constant sound of delivery trucks and traffic . I envision the stars being less visible at night as these stores will no doubt require some level of constant illumination.

For what benefit? For whose?

Not mine. Not my neighbours.

If you choose to proceed with this development as it has been proposed, at least know why you're making the decision to pave over paradise: you're doing it to line the pockets of Charis, and of the corporate retailers.

This is not being done for us.

Know that this will have a tremendous negative impact on those who live directly beside the proposed development. We have a wonderful community of neighbours where we know each other and look out for each other. That includes looking out for our natural habitat: such is the reciprocal duty that rests on all of us, I believe. The land takes care of us and we have a duty to preserve the land.

My recommendation
At the bare minimum, I beg you to consider amending the proposed amendment, to leave the residential zoning area as is, and the vernal pool untouched, and convert only the existing Commercial Highway zone to Mixed Use. This would at least provide a much needed "buffer" area between the houses on Hughes Street and the commercial shopping area. If stores "must" be built, why must it take up all of the space? There is more than enough room to accommodate a grocery store, a condo (which I also beg of you not to exceed 6 stories for reasons others have outlined), and plenty of park/green space behind it.

Developers will try to take all that they see as "available." Please, Town Council, I urge you to remember what it is that makes Collingwood so vibrant, so beautiful, so special. Just because the land is there, does not mean it should be developed.

Please save the vernal pool and its wildlife. Please put people before corporate profits.

Sincerely,
Jenny Santin

Jocelyn Wainwright

From: colleen.sperl [redacted]
Sent: Wednesday, August 6, 2025 2:35 PM
To: Office of the Mayor
Subject: Development corner of Poplar and Hurontario

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Dear Madam Mayor and Town Council,

I was at the recent meeting about development by Gateway.
I've been aware since [redacted] there would be development and progress moves forward.
Concerns of the vernal pool already have been brought forward but also the loss of more greenbelt area where there are amphibians and other animals living are diminishing.
Does Collingwood really need the entrance to Collingwood to be the Golden Arches of McDonald's and another grocery store?
We need to entice more medical resources for our quickly growing community. There is definitely a shortage of walk in assistance to take the burden off our small hospital.
A 12 story appartment building will also change the quaint town we call Collingwood. Plus the traffic along Poplar is already extremely busy especially during ski season and weekends.
Let's not turn Collingwood into a city where every corner has a Plaza that looks the same and is frustrating to navigate.
A consideration when developing is a fenced treed pathway connecting to existing pathways.
Entering into Collingwood there is a sign saying Entering Historic Downtown Collingwood.
Development yes, but keeping it with the historic beauty of our downtown.
Colleen and Arnie Sperl
[redacted]
[redacted]

Sent from my Bell Samsung device over Canada's largest network.

Jocelyn Wainwright

From: stonehouse1 stonehouse1 [redacted]
Sent: Monday, July 28, 2025 1:54 PM
To: Nathan Wukasch
Subject: Fwd: Urgent..... Charis Dev. Poplar S/R / Hurontaro

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Hello Mr. Wukasch,

I sent this originally to an incorrect E-Mail address. I trust this is reeived in time for your consideration of the Charis development.

Edward J M Yablonski

------ Original Message ------
From: [redacted]
To: nwakasch@collingwood.ca
Sent: Sunday, July 27th 2025, 15:01
Subject: Urgent..... Charis Dev. Poplar S/R / Hurontaro

Hello Mr. Wukasch,

Thank you for sending along information on the Charis devlopment at Poplar and Hurontario.

I live at [redacted]
Unfortunately I cannot make the meeting, hence this note.

I know you are very busy with all manner of Town matters but I hope you have the time to read and consider my thoughts.

I object to the submission by Charis. The reasons were more than adequately covered in Mr. Kowalski's recent submission to you and other Council members

so I shan't for the sake of brevity repeat his well researched and supported arguments for not proceeding with the Charis development as it is presented.

I do have a couple of additional observations though.

Firstly, Mr. Kowalski's reference to the Vernal Pool is now more important than ever. Recently ,as I understand it, the Nottawasaga Conservation Authority has

declared the Vernal Pool a Wetland. As such, this fact should carry weight with the Council in their forthcoming deliberations.

Secondly, I recall a conversation a while ago with Mr. Assaff who said that the north-eastern quadrant of the property was much lower than the balance of the site.

As such, they would be filling in the area, including the Wetland, with up to 1.75 Metres of soil. This means that the properties along Hughes Street could be affected with significant run-off. In addition and importantly, the designated commercial buildings will be 1.75 Metres higher when looking at them from the vantage pont of the the thirteen homes on Hughes Street. Large buildings, a stone's throw from my back deck are simply not compatible with our single family homes.

I also wanted you to know I am not against Development. I do however believe any such venture has to adhere to the needs and concerns of nearby Neighbours, the Environment, Mother Nature's beings and of course Collingwood's standing Lesgislation in matters like this.

Sincerely,

Edward J M Yablonski

[redacted]

Jocelyn Wainwright

From: Nathan Wukasch
Sent: Tuesday, August 5, 2025 10:40 AM
To: Justin Teakle; Jocelyn Wainwright
Subject: FW: Charis Development .... Poplar SR / Hurontario

Lindsay Ayers, MCIP, RPP
Manager, Planning
Town of Collingwood
705-445-1030 ext. 3276

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From: stonehouse1 stonehouse1 <[redacted]>
Sent: Thursday, July 31, 2025 2:56 PM
To: Nathan Wukasch <nwukasch@collingwood.ca>
Subject: Charis Development .... Poplar SR / Hurontario

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Hello Mr. Wukasch;

I'm sending this follow-up note to correct my reference to the NVCA and its classification of the Vernal Pool on said property. It turns out I was mistaken. No Wetland designation has been afforded the site. My apologies. Notwithstanding, its value is still very important.

I also wanted to highlight the two towering Willow trees that Charis wants to remove. They are both more than 80 feet in height. Their trunks are greater than one metre in diameter. I wonder if Collingwood has a view on tree preservation. It would be a shame to see these magnificent beings felled in order to make way for more parking.

As I mentioned in my previous E-Mail, the filling-in of the Vernal Pool and surrounding area by up to 1.75 Metres of soil to make it compatible to the rest of the property will leave all homeowners along Hughes Street with the potential for significant run-off damage.

I urge you to consider these points of view as you and Council come to a conclusion on the merits of the Charis proposal. Having these large imposing structures a mere stone's throw away from my back yard

does not make sense. Nowhere in Collingwood are there examples of such close proximity between Commercial and Residential developments. Why now ?

Sincerely,

EdwardJ M Yablonski

[redacted]

[redacted]

[redacted]

Jocelyn Wainwright

From: stonehouse1 stonehouse1 [redacted]
Sent: Thursday, August 7, 2025 3:23 PM
To: Office of the Mayor; Christopher Baines; Steve Perry; Ian MacCulloch
Cc: Tim Fryer; Kathy Jeffery; Deb Doherty; Chris Potts; Rob Ring
Subject: Charis Development...Poplar S/R and Hurontario

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Hello Mayor, Deputy Mayor and Councillors;

I live at [redacted]

I bought the house [redacted] knowing that this corner property would be developed as some point in time.. I am in shock to learn that Charis intends to request a significant zoning change to allow mixed-use commercial structures including an enormous apartment building.

Never in my thoughts did I think that one day my home would back onto a grocery store or a fast food outlet . In looking around Collingwood today, there are no examples of such extreme or even close proximity between the residential and retail sectors. Collingwood has not allowed this with good reason. So Im hard pressed to believe that Collingwood Council and Planners would allow such a massive change in the approved planning models that have served us so well in the past. I believe the Charis plan will be permanently disruptive to us on Hughes Street. There will be excessive traffic and conjestion not to mention the constant movement of trucks making deliveries. Sadly, all of this is within a stone's throw of our back decks and bedroom windows.
In addition, I recall an unsolicited meeting with Mr. Assaff some time ago in which he was garnering support for his development plans from Hughes Street homeowners. He stated that the Vernal Pool / Wetland would be filled in with up to 1.75 Metres of soil to make the area level with the rest of the property. This meant that property owners along Hughes Street could be subject to extreme run-off conditions due to the elevation change. I don't recall seeing anything from Charis on this item in their current submission.
In closing, I want to compliment all of you for encouraging individuals like myself to comminicate our thoughts and ideas relating to Collingwood's future development strategy. It is so positive to live in a town like Collingwood that treats its major tax base with such respect and professionalism. Good on you !
Sincerely,

Edward J M Yablonski
[redacted]

From: stonehouse1 stonehouse1 [redacted]
Sent: Friday, August 15, 2025 6:05 PM
To: Office of the Mayor <officeofthemayor@collingwood.ca>; Tim Fryer <tfryer@collingwood.ca>; Kathy Jeffery <kjeffery@collingwood.ca>; Deb Doherty <ddoherty@collingwood.ca>; Chris Potts <cpotts@collingwood.ca>
Cc: Rob Ring <rring@collingwood.ca>; Christopher Baines <cbaines@collingwood.ca>; Steve Perry

<sperry@collingwood.ca>; Ian MacCulloch <imacculloch@collingwood.ca>
Subject: Charis Development

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Hello All;

I failed to mention the winter months as being particularly hazardous to residents of Hughes Street. Snow and lots of it. The parking areas would have to be cleared and this could only be done at night. So, this means that snow-plow and assorted equipment would be operating in the early hours while we residents are trying to get some sleep

Again I say, nowhere is this allowed in Collingwood.

Sincerely,

[redacted]

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Justin Teakle

From: Chris Doyle [redacted]
Sent: Friday, April 3, 2026 9:54 AM
To: Justin Teakle
Subject: Re: Recommendation Report: Gateway Centre Official Plan and Zoning By-law Amendment PLOPN22024374

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Thanks Justin. I most likely will not be able to attend as I will just be getting back in the afternoon from out of town. I may be able to join via zoom.

However when reading through the comments submitted last year it was very apparent that most people have a real issue with the 12 story building. It just does not fit into the landscape and beauty of Collingwood and certainly does not belong in an area being considered as the Gateway to Collingwood where visitors will get their first impression of the town. I have discussed this with several people throughout the town at hockey, curling, golf, etc. and almost everyone is shocked when they hear about a potential 12 story building. They all believe that 6 stories is or should be the maximum. I believe staying with the old town plans that allowed a maximum of 6 stories would be acceptable to all. If you want higher buildings incorporate them into the plans for the hospital. The land designated for the hospital and other medical buildings does not butt up next to a residential area (if I am correct) and I think would be a suitable location.

Justin Teakle

From: Bobbie Brown [redacted]
Sent: Saturday, April 11, 2026 3:26 PM
To: Yvonne Hamlin; Tim Fryer; Kathy Jeffery; Deb Doherty; bhouston@collingwood.ca; Chris Potts; Rob Ring; Christopher Baines; Steve Perry; Justin Teakle
Cc: Doug Brown
Subject: Gateway project.

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To Mayor Hamlin, Deputy mayor Fryer, council members & Justin Teakle

Hi, I am Bobbie Brown & we live at [redacted].

We were at the council meeting on Wednesday April 8 th, prepared to present our concerns regarding the "Gateway project". We left at 4:40 p.m. when council took a break, as we had company coming for dinner & we had a meeting at the hospital.

When we were looking at buying our home, Doug, my husband did his Due Diligence & checked what was to be built on the property just behind & south of us. At that time, we noted that we had the option to buy the property directly behind us & that behind the homes along our road was to have houses built on that property. We learned that Home Hardware had plans to build on the corner of Hurontario & Poplar.

1. We have no playground area for children in the Pretty River estates. What we do have is a vernal pond. In the beginning of the council meeting the " land acknowledgement" is read & yet you are going to let this special area be paved over!

In the pond we have had beavers, geese, ducks, frogs, turtles & peepers. Every spring the sound from the pond is wonderful.

We observe many children coming to check out the wild life in the vernal pond. In fact when we returned home on April , I observed a mother & her two young children checking out the wildlife in the pond.

I can envision this pond & the trees being kept with benches placed around it & many families enjoying this green space.

2. I am concerned re the grocery store being proposed to be built behind the houses along Hughes St., with all the trucks unloading food day & night. The noise & lights will change our neighbourhood. No where in Collingwood is there a grocery store in a neighbourhood.

3. A twelve (12) storey apartment is not practical as councillor Jeffery pointed out the fire department does not have the equipment to handle such a high building. No where in Collingwood do we have such a high apartment building.

I belong to many groups & activities in Collingwood & I have had many people make the comment that this is to be the " Gateway to Collingwood " with a McDonald's, Starbucks & 12 storey building. They are not impressed.

Please seriously consider these concerns.
Take care,
Bobbie

***Please note I don’t check my emails very often so please phone if you need my quick attention to something

Justin Teakle

From: Doug Brown[redacted]
Sent: Saturday, April 11, 2026 3:34 PM
To: Office of the Mayor; Tim Fryer; Kathy Jeffery; Deb Doherty; Chris Potts; Rob Ring; Christopher Baines; Steve Perry; Ian MacCulloch; Justin Teakle; Nathan Wukasch; Emma Perry; James Young; Amber Choudhry; Jenny Haines; Rob K; stonehouse1 stonehouse1; Kathryn Farrish; Chris; Eric Pahapill; Mary Ellen Sheffield; Stephen Brown; John Driscoll; John Cringle; [redacted]; Dave Featherstone; Janis Promaine; Dr. Ian Brown; Gordon Mackay; Gordon Collins; Carl Michener; Duncan Bristow
Subject: Gateway Development Proposal

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Dear Collingwood Council Members!

My wife and I attended the 2 pm council meeting last Wednesday, April 8th. We intended to speak to the Charis request for the proposed Gateway Development and zoning amendment. We live at [redacted] and have spoken with you before. As 5 pm approached, we had to leave for a Collingwood Hospital meeting.

My intention was (and still is) to be BRIEF in speaking to you. I will continue that attempt.

We were at the council meeting this past July, when the Gateway development proposal and zoning change request was brought forward. I was somewhat confused in my effort to speak with you at that time. Several comments were made then, and since. We understood that all input would be reviewed and the proposal would be reworked. I see the current re-submission and I note that very little has changed. We are very Disappointed and Extremely Concerned!

I continue to have three areas of concern re: the proposed development:
1) The proposed Food Supermarket - (a) size & (b) location.
2) The 12 story Mixed Residential Building - 12 stories is NOT appropriate.
3) The Vernal Pool Wetland area - must be preserved and incorporated into the design.

We saw two competing areas of interest - (a) a development interested in making money, and (b) neighbours and the broader community wanting something appropriate and compatible. We were hoping and trusting that they would work together after the July meeting for mutual benefit. We were counting on the Town Planning Department to strongly support the second and we do appreciate the pressures. Several neighbours felt too shy and intimidated to speak up.

Noteworthy, is the fact that IF the current Highway Commercial zoning is retained, the first two areas of concern would not be concerns. The current Highway Commercial zoning would not permit the large food superstore or the height of the requested 12 story building.

We all know and support that there will be future development on the corner property. The wish of neighbours and community is that the development will be compatible and appropriate for the neighbourhood and for Collingwood.

The homes along Hughes street and, in fact, the entire Pretty River Development, were built respecting the Highway Commercial zoning. Since 2011, other developers purchased the former Home Hardware 8 acres, and even submitted draft development proposals, each following the Highway Commercial zoning guidelines. Charis Development Co. bought the 8 acre corner property fully knowing that it is zoned 6 acres Highway Commercial and 2 acres Residential. Shortly after they purchased the property, Charis approached the October 12, 2021, Development and Operations Services Committee "to consider eliminating the prohibited uses within the Highway Commercial land use designation at Section 4.4.8.1 of the Town's Official Plan." Their request was denied by the Town. The Town was not going to allow carte blanche development. One or two requests for specific variations perhaps, but not carte blanche.

Currently, to endorse the current Charis development and zoning change request would Reverse the Town's Previous Responsible Decision. Saying NO is not easy but it is NECESSARY.

OK, I said I would be brief! You all know the concerns expressed before by citizens. I will not repeat them.

Regarding the food supermarket - Since the developer is suggesting that neighbours would like a supermarket nearby in the south end of Collingwood, I approached a neighbour who said he would like such a supermarket. When I asked if he would like it behind his house, he said "Hell No!" Then when I asked if he would walk over for groceries, he said no. He likes to drive for convenience in carrying. In fact, he said Collingwood has several other supermarkets (at least 5), and he is waiting for COSTCO to open in Wasaga.

Another neighbour recently wrote our Town Planning Department suggesting that along Poplar Side Road. towards the new hospital would offer space enough without abutting previously established housing. Another neighbour suggested that south of Poplar Side Road has lots of room with no houses.

Now, about the 12 story building, you have heard many height concerns. I will not repeat them. Have you noted the conservation authority's refusal to endorse the two level underground parking request due to water table issues?

The Vernal Pool Wetland area cannot be ignored. Emma Perry, Planning Ecologist with the Nottawasaga Conservation Authority, wrote me an email on March 27, 2024, saying "I have reviewed the information submitted as well as the aerial imagery of the property, and we are going to map the vernal pool as a wetland to be incorporated into our regulation map update. This will ensure that future development must address it as a constraint and obtain a permit for development within 30m of the feature." David Featherstone, a Professional Ecologist, had visited the site and recommended such. See his letter last July 25, 2025, to the Town of Collingwood regarding the Gateway request.

I have sent Council Members and the Planning Department several articles and references about the importance of wetland and vernal pool areas, plus efforts of other municipalities and areas to preserve or even pay to recreate them, concerns regarding the fact that size sometimes is not seen to matter in their destruction, etc. Ontario Nature has recognized the importance of Vernal Pools, started provincial mapping and included this one. I have met with Steve Assaff in the past (May 2022) looked at his draft

proposal adhering to Highway Commercial guidelines and offered suggestions regarding how the Vernal Pool could be incorporated into the development plan.

In closing, I will restate that I appreciate council's many efforts time after time. I understand how difficult it is to NOT simply accept requests. particularly when money and time pressure seem to be mounting up.

Thank you,
Doug Brown
[redacted]

PS - And, blanket permission to remove trees ahead of time without knowing details??? Dangerous! Which trees?? Birds have started already.....

Justin Teakle

From: Stephen Brown [redacted]
Sent: Saturday, April 11, 2026 7:50 PM
To: Doug Brown
Cc: Office of the Mayor; Tim Fryer; Kathy Jeffery; Deb Doherty; Chris Potts; Rob Ring; Christopher Baines; Steve Perry; Ian MacCulloch; Justin Teakle; Nathan Wukasch; Emma Perry; James Young; Amber Choudhry; Jenny Haines; Rob K; stonehouse1 stonehouse1; Kathryn Farrish; Chris; Eric Pahapill; Mary Ellen Sheffield; John Driscoll; John Cringle; [redacted]; Dave Featherstone; Janis Promaine; Dr. Ian Brown; Gordon Mackay; Gordon Collins; Carl Michener; Duncan Bristow
Subject: Re: Gateway Development Proposal

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Dear Collingwood Council Members,

I have been following this development proposal closely and would exhort you to seriously consider modifications to the project as repeatedly presented to you by Doug Brown and others ever since this process began. At this point, it appears that the developer is being granted approval for virtually all their plans, and the concerns of the surrounding neighborhood are being ignored or minimized. This is a disservice to the established community. I think the citizens of Pretty River estates who border this project deserve better! Thank you.

Stephen Brown.
(No relation to Doug Brown).

Justin Teakle

From: amy gural[redacted]
Sent: Sunday, April 12, 2026 9:08 AM
To: Yvonne Hamlin; Deb Doherty; Christopher Baines; Chris Potts; bhouston@collingwood.ca; kjeffrey@collingwood.ca; Tim Fryer; Justin Teakle
Cc: Bobbie Brown
Subject: Poplar and hurontario

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Good morning,

My name is Amy Gural and I bought the house located at[redacted]. When I purchased my home my realtor explained to me that strip of land[redacted] would be used to build homes in the future. I was happy with that. There was also a large chunk of land directly behind 31 hughes street that was used daily by the neighbourhood families for frisbee, football, picnics etc. Even though it was privately owned, the owner didn't mind letting the neighbourhood use it for their enjoyment. I often heard residents say "it sure would be nice if the town put a proper park for our commmunity here."
The beautiful vernal pond down the road has been a gathering place for so many children to observe wildlife. It is definitely considered a valuable asset to our neighbourhood.
The residents of this neighbourhood have always hoped that something in character with the rest of this unique town would be built on the corner. Now, we are told, it is going to look like every other Ontario town, and our beautiful natural feature may be paved over.
WHAT A SHAME.
[redacted] I know very well how and why certain developments get approved. I also know that before things are finalized it is never too late to remind everyone what makes a town special and what a community really needs.

A small parkland buffer, an opportunity for local, independent business, a hub that residents will be proud of, is what we need.
What we don't need is more duplicates of multi million dollar companies built by millionaire developers who are looking to make as much money as possible.

Please shift your focus onto what makes this town better, rather than what is more ideal for developers.

We have better options than those presented.

Please do not approve this development as it does not benefit the town as a whole.

Thank you for taking the time to read my thoughts. Please consider reading the comments on the collingwood today article about the April 8th meeting as well and see that I am not alone in my revulsion for these plans.

Justin Teakle

From: Eric Pahapill [redacted]
Sent: Sunday, April 12, 2026 1:07 PM
To: Stephen Brown
Cc: Doug Brown; Office of the Mayor; Tim Fryer; Kathy Jeffery; Deb Doherty; Chris Potts; Rob Ring; Christopher Baines; Steve Perry; Ian MacCulloch; Justin Teakle; Nathan Wukasch; Emma Perry; James Young; Amber Choudhry; Jenny Haines; Rob K; stonehouse1 stonehouse1; Kathryn Farrish; Chris; Mary Ellen Sheffield; John Driscoll; John Cringle; [redacted]; Dave Featherstone; Janis Promaine; Dr. Ian Brown; Gordon Mackay; Gordon Collins; Carl Michener; Duncan Bristow
Subject: Re: Gateway Development Proposal

EXTERNAL EMAIL: This email originated outside of the Town's email system. Do not click any links or open any attachments unless you trust the sender and know the content is safe. If in doubt, please contact the helpdesk at x4357.

Dear Collingwood Council Members and staff,

Speaking to many members of our wonderful community, the overwhelming desire of our residents is for our town to have the feel like Niagra on the Lake, and not downtown Mississauga. We are clearly at a pivot point in our town's future, sitting at a fork in the road, and deciding on moving left or right at the fork. We choose our local government, to represent the desires of the residents, and we expect our elected representatives to represent us. That said, we as a town need to work to resolve our many needs, which include developing affordable housing, and providing the necessary services to support our planned growth. Developing affordable housing is a challenge, as we need to balance the needs of developers to make a profit, and our wants as a town. Developers need to make a profit to interest them in initiating a project. However, it is our duty to work with our interested developers to devise creative solutions, which allow us to solve our housing issues, and meet the developers needs, to make a project work. On the surface, at minimum, it appears that we are not stretching our creative abilities, with deciding to move forward with this gateway project. The community has not seen a discussion of real alternatives, such as using more available land, further east, to develop lower rise housing that would meet our needs, and still allow developers to meet the profit required to initiate the project. With regards to the grocery store, there does not appear to be a need for this, based on current grocery store capacities. Perhaps our south end development plans forecast this need in the future, so then we can address this requirement closer to the need date. At this point, many concerns have been brought forth to council, including the unnecessary destruction of our valued natural resource, the vernal pool. The proposed grocery store location is also poor, due to the far too close proximity to the residential homes. The 12 story building is absolutely not wanted by any resident across our town, regardless of which part of town we live in. So where does this leave us with local government representing us? I believe the answer to that question is quite clear, so that we can see that there is something fundamental to fix. We have the opportunity to fix this, beginning immediately with this project. Let's be right with how we develop our town, let's be creative, let's not be rushed or pushed by our developers. Let's be bold, and let's implement the vision for the town that our residents want. Let's do the right thing and stop this project, and go back and think out what is needed: creative approach to developing lower rise much needed housing, proper site selection of a grocery store, maintain our natural asset- the vernal pool, create our own Niagra on the Lake (north), and let the others in the south

continue to develop their big cities. I believe I speak for our community, when I make the above comments. I request you to serve our community, in a more creative manner, to meet our needs. Please take the right step with this project. Eric Pahapill

Justin Teakle

From: lorraine rush [redacted]
Sent: Sunday, April 12, 2026 6:37 PM
To: Yvonne Hamlin; Tim Fryer; Deb Doherty; bhouston@collingwood.ca; Chris Potts; rrting@collingwood.ca; rring@commingwood.ca; cbsines@collingwood.ca
Cc: Justin Teakle; Doug Brown; Rob Kiwalski; Maxine D;[redacted]
Subject: Gateway proposal

EXTERNAL EMAIL: This email originated outside of the Town's email system. Do not click any links or open any attachments unless you trust the sender and know the content is safe. If in doubt, please contact the helpdesk at x4357.

I am writing to you again as a resident of [redacted] to express my deep concern and formal objection regarding the proposed gateway centre
I moved to Collingwood to escape the pollution of the city
I chose Collingwood because of the fresh air and peaceful
View and the protected marshy green space behind my property .
At[redacted] years of age this environment is just not a preference, it's a necessity as I live with[redacted]
Your current proposal to place a densely packed parking lot and fast food drive through behind my home is devastating, the constant idling of vehicles and the increase in traffic related air pollution pose a direct threat to my health
It was mentioned on you first draft plan there would be a restaurant, not a junk food drive through
I understand the town had a traditional 6 storey height limit and yet this developer is asking to double that to 12 storey building
I would expect the town would uphold its own bylaws and u expect the town to honour this limit
If the building is a low rental property it would invite residents who are probably not working and if on benefits
I spoke with Assaf a couple of years ago and asked if he would be building a fence a wall across the back of the property behindvthe homes on Hune street and he said an emphatic NO
I was of the understanding developers had to do so
Also it would appear the supermarket would be directly behind my home so I will be subject to hearing and watching them bringing in their weekly supplies
Look around town, you have made lots of mistakes in your planning, we are located on a beautiful body of water and yet there is a pharmacy, bank, grocery store etc facing the water instead of say restaurants with patios etc
I am totally disappointed with council to see you have agreed to all of the developers requests
You haven't listened to any of the neighbours concerns at all, just gone ahead and approved all the developer has asked for
SHAME ON YOU ALL
And to add insult to injury you only allow the public 5 minutes to speak and yet the last time I was there a representative fo Ass





Af or Charis rattled on for about 20 minutes and didn't know what use they had for a 12 storey apartment building I was of the understanding Council was there to help and protect their residents so I'm wondering if Council gets some kind of remuneration from developers for letting them have their own way

The photos attached were taken today from my porch showing the vernal pool
Is council aware of the Migratory Bird Act

Lorraine Rush
[redacted]

Sent from my iPhone

Justin Teakle

From: Doug Brown [redacted]
Sent: Monday, April 13, 2026 10:01 AM
To: Office of the Mayor; Tim Fryer; Kathy Jeffery; Deb Doherty; Chris Potts; Rob Ring; Christopher Baines; Steve Perry; Ian MacCulloch; Justin Teakle; Nathan Wukasch; Emma Perry
Cc: James Young; Amber Choudhry; Jenny Haines; Rob K; stonehouse1 stonehouse1; Kathryn Farrish; Chris; Eric Pahapill; Mary Ellen Sheffield; Stephen Brown; John Driscoll; [redacted]; Dave Featherstone; Janis Promaine; Dr. Ian Brown; Gordon Collins; Carl Michener; Duncan Bristow; John Cringle; Gordon Mackay; Lorraine & Dave Rush; Sourabh Dhawan;[redacted];[redacted]; [redacted]; mcdonald
Subject: Fwd: Too late for tree cutting this year!

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You need to look very closely at granting tree cutting.
Do you have a current staff report for the proposed Gateway Development?
Please refer to the information in the attached, particularly the second bullet?
Doug

https://pub-collingwood.escribemeetings.com/filestream.ashx?DocumentId=690

Justin Teakle

From: Dr. Ian Brown [redacted]
Sent: Monday, April 13, 2026 9:10 AM
To: Office of the Mayor
Cc: Office of the Mayor; Tim Fryer; Kathy Jeffery; Deb Doherty; Chris Potts; Rob Ring; Christopher Baines; Steve Perry; Ian MacCulloch; Justin Teakle; Nathan Wukasch
Subject: Re: Gateway Development zoning

EXTERNAL EMAIL: This email originated outside of the Town's email system. Do not click any links or open any attachments unless you trust the sender and know the content is safe. If in doubt, please contact the helpdesk at x4357.

Dear Members of Collingwood Council,

I am writing to express my support for the protection of natural habitats within our community and to encourage continued leadership in balancing development with environmental stewardship.

Collingwood should not pave over nature; rather, we must do everything we can to protect life and its habitats. There are clear legal frameworks in place that reinforce this responsibility. Under Canada's Migratory Birds Convention Act (MBCA), it is an offence to damage or destroy active nests in trees. Additionally, frogs, salamanders, and rare plant species are protected under the Endangered Species Act, 2007, and the Species Conservation Act.

As Collingwood falls under the jurisdiction of the Nottawasaga Valley Conservation Authority (NVCA), protections for wetlands and species are further reinforced through Ontario Regulation 172/06. These regulations exist to safeguard sensitive ecosystems, including vernal pools and wetlands, which are essential to biodiversity and ecological health.

I am proud to live in a town that recognizes the importance of protecting nature and complies with these laws. As we observe increasing health concerns, including rising cancer rates, it is difficult to ignore the impact that environmental degradation may have on human well-being. Protecting our natural surroundings is not only an ecological responsibility but also a public health priority.

I fully support sensible and thoughtful development within Collingwood. However, development must not come at the expense of destroying existing ecosystems or future habitats for wildlife. In this case, the developer was aware of the active wildlife, ecological significance, and zoning regulations associated with the property at the time of purchase. These factors should be carefully considered and respected.

I appreciate the Town of Collingwood's commitment to responsible growth and environmental protection. I encourage Council to continue exercising due diligence in ensuring that development decisions preserve the natural assets at the corner of poplar and Hurontario street.

Thank you for your time and consideration.

Sincerely,

Ian Brown

Collingwood Resident and business owner

Dr. Ian D.D. Brown
[redacted]

Justin Teakle

From: Doug Brown [redacted]
Sent: Tuesday, April 14, 2026 7:23 PM
To: Office of the Mayor; Tim Fryer; Kathy Jeffery; Deb Doherty; Chris Potts; Rob Ring; Christopher Baines; Steve Perry; Ian MacCulloch; Justin Teakle; Emma Perry
Cc: Doug Brown
Subject: IMG_7952

EXTERNAL EMAIL: This email originated outside of the Town's email system. Do not click any links or open any attachments unless you trust the sender and know the content is safe. If in doubt, please contact the helpdesk at x4357.

The spring peeper frogs have started in the Vernal Pool and will go for weeks.
Come and listen after 6 pm and most of the night.
Listen to this evening's video. It is loud!
Doug



IMG_7952.MOV

BY-LAW No. 2026-027
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD

BEING A BY-LAW TO APPOINT MUNICIPAL LAW ENFORCEMENT OFFICERS FOR THE CORPORATION OF THE TOWN OF COLLINGWOOD

WHEREAS Section 55 of the *Community Safety and Policing Act, 2019*, authorizes a municipality to appoint Municipal Law Enforcement Officers as peace officers for the purposes of enforcing municipal by-laws;

AND WHEREAS Section 11 of the *Municipal Act, 2001*, authorizes the council of a local municipality to enact by-laws respecting matters within its sphere of jurisdiction and refers to municipal law enforcement officers;

AND WHEREAS Section 227 of the *Municipal Act, 2001* provides that the role of officers and employees of a municipality includes carrying out such duties as are required under that or any Act and other duties assigned by the municipality;

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

1. **THAT** the following individuals be hereby appointed as a Municipal Law Enforcement Officer for the Corporation of the Town of Collingwood, effective April 27, 2026, and remain in effect for the duration of their employment as a Municipal Law Enforcement Officer for the Corporation of the Town of Collingwood:

    - Jordan John Mead
    - Kay-Lee Reynolds
    - Kyle Fredrick MacLeod Nudds
    - Mohammed Manjra
    - Riley Shannon van Meggelen Byrne

2. **THAT** this by-law shall come into effect upon the passing thereof.

ENACTED AND PASSED this 20th day of April, 2026.

_____
MAYOR

_____
CLERK

AMENDMENT NO. 2

TO THE OFFICIAL PLAN OF THE

TOWN OF COLLINGWOOD (2024)

AN AMENDMENT TO THE LAND USE PLAN AND AREA SPECIFIC POLICIES SCHEDULES AND THE MIXED-USE CORRIDOR I AND MIXED-USE CORRIDOR II AREA SPECIFIC POLICIES

853 HURONTARIO STREET
869 HURONTARIO STREET
7564 POPLAR SIDEROAD
UNADDRESED PARCEL

April 2026

AMENDMENT No. 2
TO THE OFFICIAL PLAN OF THE
TOWN OF COLLINGWOOD (2024)

The attached explanatory text constituting Amendment No. 2 to the Official Plan of the Town of Collingwood (2024) was prepared for and recommended to the Council of the Corporation of the Town of Collingwood.

This Amendment to the Official Plan of the Town of Collingwood (2024) was adopted by the Council of the Corporation of the Town of Collingwood in accordance with Sections 17 and 21 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, by By-law No. 2026-028 passed on the 20th day of April, 2026.

_____ _____

Mayor Clerk

THE CORPORATION OF THE TOWN OF COLLINGWOOD

BY-LAW NO. 2026-028

Being a By-law to adopt Amendment No. 2
to the Official Plan of the Town of Collingwood (2024)

WHEREAS the Council of the Corporation of the Town of Collingwood held a public meeting on July 28, 2025, respecting a proposal to redesignate the subject lands from Mixed-Use Corridor I and Mixed-Use Corridor II to Mixed-Use Corridor I – Area Specific Policy (Area 13A) and Mixed-Use Corridor II – Area Specific Policy (Area 17A) in the Town of Collingwood Official Plan (2024);

AND WHEREAS the Council has given serious consideration for the need to adopt an amendment to the Official Plan of the Town of Collingwood to amend the effected schedules and policies;

AND WHEREAS the Council has determined that the revisions to the Land Use Plan and Area Specific Policies Schedules and Mixed-Use Corridor I and Mixed-Use Corridor II Area Specific policies are appropriate and desirable to facilitate development of the subject lands;

NOW THEREFORE the Council of the Corporation of the Town of Collingwood, in accordance with the provisions of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, hereby **ENACTS** as follows:

1. **THAT** Amendment No. 2 to the Official Plan of the Town of Collingwood (2024), being the attached text and schedules, is hereby adopted.

2. **AND THAT** Town Administration is hereby authorized and directed to make an application to the County of Simcoe for approval of the aforementioned Amendment No. 2 to the Official Plan of the Town of Collingwood (2024).

ENACTED and passed this 20th day of April, 2026.

_____
Mayor

_____
Clerk

OFFICIAL PLAN AMENDMENT

AMENDMENT NO. 2

TO THE OFFICIAL PLAN OF THE TOWN OF COLLINGWOOD (2024)

PART 1 – THE PREAMBLE

1.1 TITLE

This Amendment, when approved by the County of Simcoe, shall be known as Amendment No. 2 to the Official Plan of the Town of Collingwood (2024).

1.2 COMPONENTS

This Amendment consists of the text and schedules as outlined below in Part 2 titled "The Amendment", Subsection 2.2. Part 1 titled "The Preamble" does not constitute part of the Amendment but is included for contextual purposes.

1.3 PURPOSE OF THE AMENDMENT

The purpose of this Amendment is to redesignate a portion of the subject lands in the Mixed-Use Corridor I designation to Mixed-Use Corridor I - Area Specific Policy (Area 13A); to redesignate a portion of the Mixed-Use Corridor I designation to Mixed-Use Corridor II -Area Specific Policy (Area 17A); to redesignate a portion of the Mixed-Use Corridor II designation to Mixed-Use Corridor II -Area Specific Policy (Area 17A); to amend the Area Specific Policies – Mixed-Use Corridor I; and to amend the Area Specific Policies – Mixed-Use Corridor II to implement a mixed-use commercial and residential development known as The Gateway Centre.

1.4 LOCATION

The lands subject to this Amendment are located on the east side of Hurontario Street and the north side of Poplar Sideroad. The lands are municipally addressed and legally described as follows:

- 853 Hurontario Street: PT S1/2 LT 40 CON 8 NOTTAWASAGA AS IN RO706547; COLLINGWOOD;
- 869 Hurontario Street: PT S1/2 LT 40 CON 8 NOTTAWASAGA BEING PTS 1 & 2 51R32487 EXCEPT PTS 1 & 2 51R37017 TOWN OF COLLINGWOOD;
- 7564 Poplar Sideroad: PT S1/2 LT 40 CON 8 NOTTAWASAGA PT 1 51R3533 EXCEPT PT 1 51R4531 & EXCEPT PT 4 51R37017; COLLINGWOOD; and
- Unaddressed parcel: PT S1/2 LT 40 CON 8 NOTTAWASAGA AS IN RO515907 (SECONDLY); COLLINGWOOD (Unaddressed parcel).

1.5 BASIS OF THE AMENDMENT

This Amendment to the Official Plan of the Town of Collingwood (2024) affects the Mixed-Use Corridor I and Mixed-Use Corridor II designations; and the Area Specific Policies – Mixed-Use Corridor I and Area Specific Policies – Mixed-Use Corridor II.

The amendment would facilitate a mixed-use development comprised of seven standalone commercial buildings and one building with ground floor commercial and residential above. This Amendment is appropriate and constitutes good planning based on conformity and/or consistency with the Provincial Planning Statement, the Simcoe County Official Plan,

and the Town of Collingwood Official Plan. The lands are within a Strategic Growth Area on existing municipal water and sanitary services.

The development of the site would represent intensification within a Strategic Growth Area and contribute toward a complete community in the south end of Collingwood.

PART 2 - THE AMENDMENT

2.1 PREAMBLE

The Amendment consisting of the text and schedules referred to in Subsection 2.2 below constitutes Amendment No. 2 to the Official Plan of the Town of Collingwood (2024).

2.2 DETAILS OF THE AMENDMENT

PART A)

That Schedule '2' titled "Land Use Plan" of the Official Plan of the Town of Collingwood *2024) is hereby amended, in part, by:

Redesignating a portion of the subject lands in the Mixed-Use Corridor I designation to Mixed-Use Corridor I – Area Specific Policy (Area 13A); redesignating a portion of the subject lands in the Mixed-Use Corridor I designation to Mixed-Use Corridor II – Area Specific Policy Area (17A); redesignating a portion of the subject lands in the Mixed-Use Corridor II designation to Mixed-Use Corridor II – Area Specific Policy Area (17A), as shown more particularly on Schedule "1" affixed hereto.

PART B)

That Schedule '7' titled "Area Specific Policies" of the Official Plan of the Town of Collingwood (2024) is hereby amended, in part, by adding the "Area 13A" and "Area 17A", as shown more particularly on Schedule "2" affixed hereto.

PART C)

That subsection 5.7.4 titled "Area Specific Policies – Mixed-Use Corridor I Designation" of the Official Plan of the Town of Collingwood (2024) is hereby amended in part by adding the following subsection and policy:

5.7.4.4 Area 13A: 853 Hurontario Street, 869 Hurontario Street, and Unaddressed Parcel, The Gateway Centre

a) Notwithstanding Section 5.3.2.2 a), within Area 13A Low-Rise Buildings shall be permitted in addition to Mid-Rise and High-Rise Buildings.

b) Notwithstanding Section 5.3.2.2 b), within Area 13A the following additional uses shall also be permitted: senior's residence, retirement home and/or nursing home in a mixed use building.

c) Notwithstanding Section 5.3.2.2 b) and e), within Area 13A the following uses shall be prohibited: motor vehicle gas stations and/or washes, service centres and repair shops, automotive dealerships, and recreation vehicle sales and services.

d) Notwithstanding Section 5.3.2.3 d) (ii), within Area 13A the minimum building height shall be one-storey or 7.0 metres, whichever is greater.

e) Notwithstanding Section 5.3.2.3 e), within Area 13A a mixed-use building containing a minimum of 45 percent of the at-grade Gross Floor Area to be non-residential uses shall be permitted.

PART D)

That subsection 5.75 titled “Area Specific Policies – Mixed-Use Corridor II Designation” of the Official Plan of the Town of Collingwood (2024) is hereby amended in part by adding the following subsection and policy:

5.7.5.5 Area 17A: 869 Hurontario Street and 7564 Poplar Sideroad, The Gateway Centre

a) Notwithstanding Section 5.3.3.2 e), within Area 17A the following uses shall also be prohibited: motor vehicle gas stations and/or washes, service centres and repair shops, automotive dealerships, and recreation vehicle sales and services.

b) Notwithstanding Section 5.3.3.3 f), within Area 17A one supermarket having a maximum Gross Floor Area of 2,800 square metres is permitted.

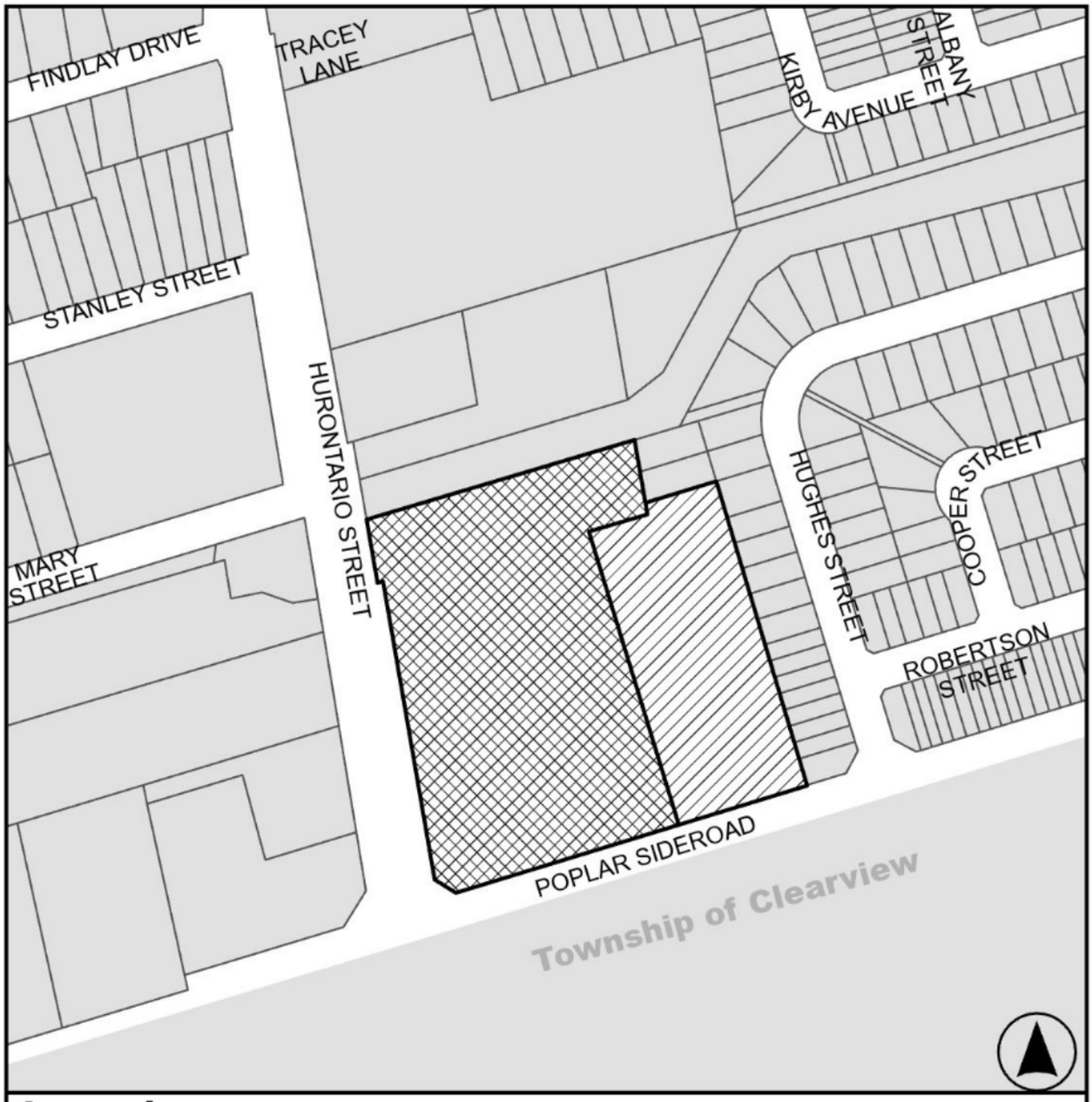
2.3 IMPLEMENTATION

Amendment No. 2 to the Official Plan of the Town of Collingwood (2024) will be subject to the implementation policies of that Plan and further be implemented by an amendment to the Town of Collingwood Zoning By-law No. 2010-040, as amended.

2.4 INTERPRETATION

The provisions of the Official Plan of the Town of Collingwood (2024), as amended from time to time, regarding the interpretation of that Plan, shall apply in regard to this Amendment.

Schedule “1”



Legend

Lands to be redesignated from Mixed-Use Corridor I designation to Mixed-Use Corridor I - Area Specific Policy (Area 13 A) designation

Lands to be redesignated from Mixed-Use Corridor I designation to Mixed-Use Corridor II - Area Specific Policy (Area 17 A) designation

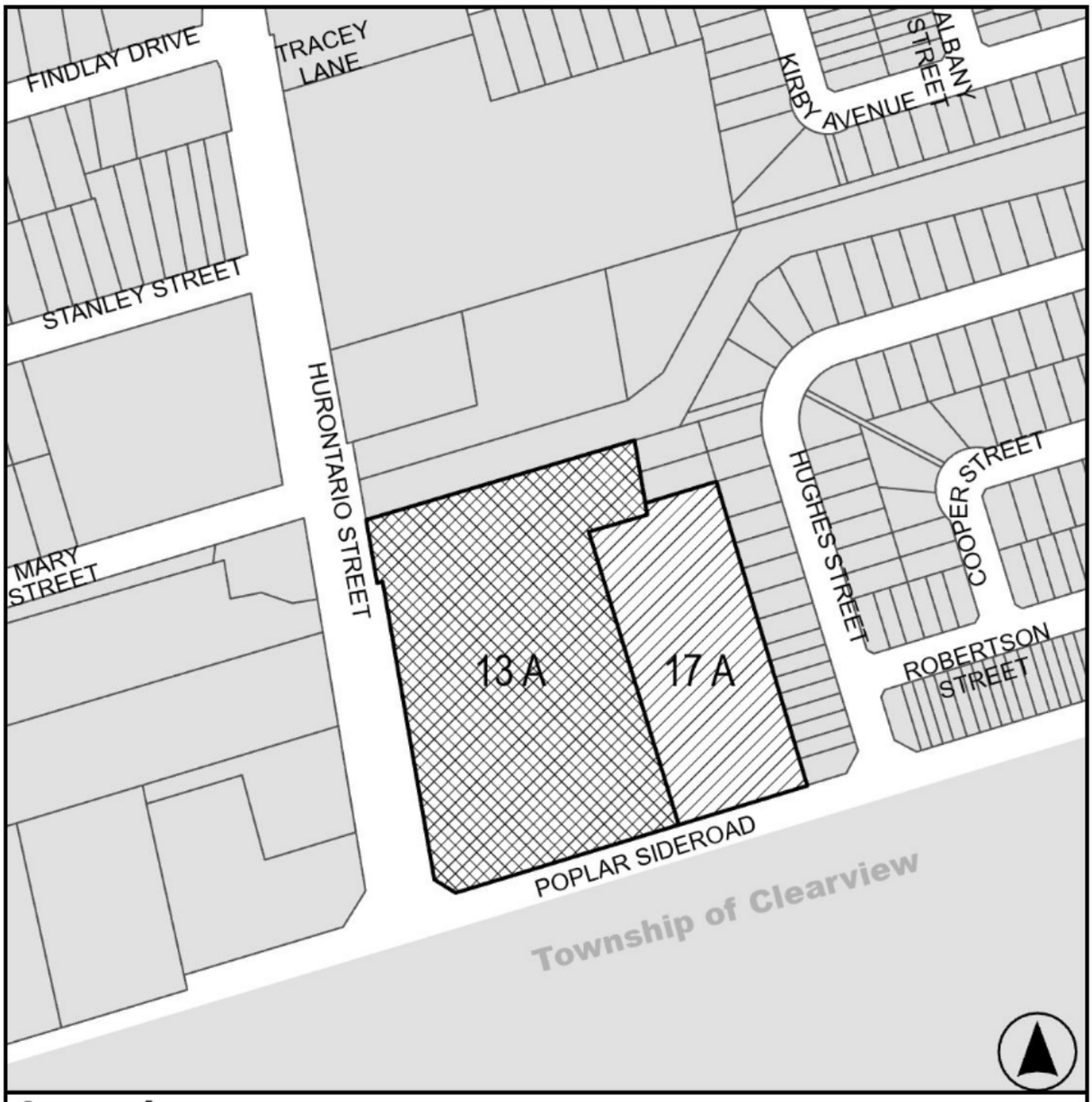
Lands to be redesignated from Mixed-Use Corridor II designation to Mixed-Use Corridor II - Area Specific Policy (Area 17 A) designation

Mayor _____ **Clerk** _____

This is Schedule 1 to Official Plan Amendment No. 2 adopted on the 20th day of April, 2026.

TOWN OF COLLINGWOOD
Planning Services
DWG Date: March 2026
FILE NUMBER:
(PLZAMA2025428) (SW)

Schedule “2”



Legend

Area Specific Policy Area - 13 A

Area Specific Policy Area - 17 A

Mayor **Clerk**

This is Schedule 2 to Official Plan Amendment No. 2 adopted on the 20th day of April, 2026.

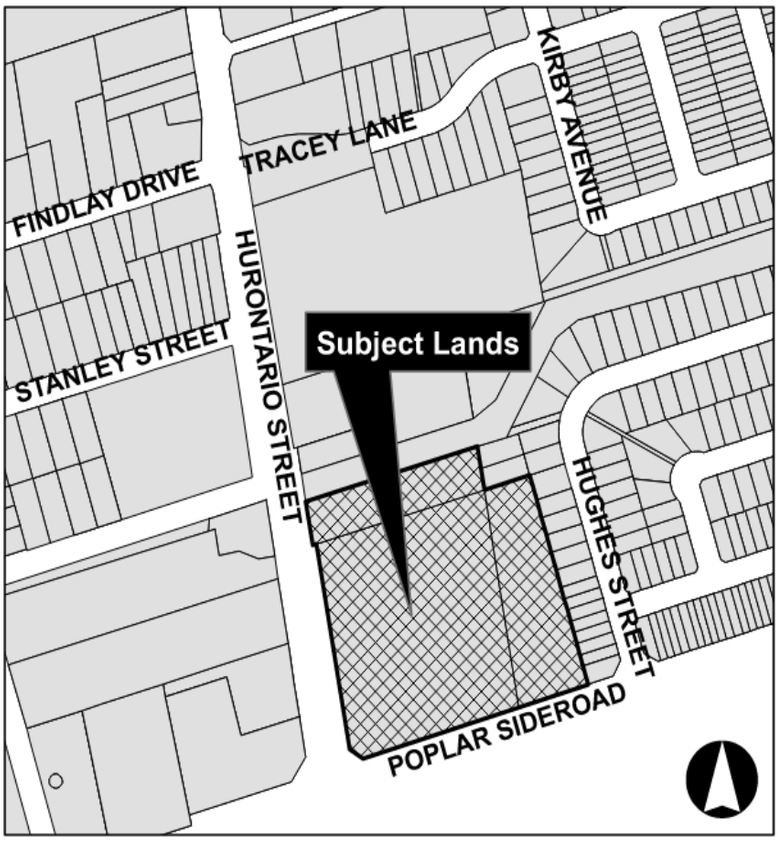
TOWN OF COLLINGWOOD
Planning Services
DWG Date: March 2026
FILE NUMBER:
(PLZAMA2025428) (SW)

EXPLANATORY NOTE
TO THE CORPORATION OF THE TOWN OF COLLINGWOOD
BY-LAW No. 2026-029

By-law No. 2026-029 is a By-law under the provisions of Section 34 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, for prohibiting the use of land for or except for such purposes as may be set out in the By-law.

The purpose and effect of the proposed Zoning By-law Amendment is to rezone the subject lands from Highway Commercial (C5) and Deferred Residential (DR) to Holding Twenty-Nine Mixed-Use Commercial Exception Seven [(H29)C4-7)] to permit a mixed-use residential and commercial development.

The By-law will be in conformity with the Official Plan of the Town of Collingwood (2024), as amended, when Official Plan Amendment No. 2 come into effect. Section 24(2) of the *Planning Act* allows a council to pass a by-law that does not conform with the official plan but will conform once the amendments come into effect.



BY-LAW No. 2026-029

OF THE

CORPORATION OF THE TOWN OF COLLINGWOOD

BEING A BY-LAW UNDER THE PROVISIONS OF SECTIONS 24(2) AND 34 OF THE *PLANNING ACT*, R.S.O. 1990, C. P.13, AS AMENDED

WHEREAS Section 34 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law prohibiting the use of land, buildings or structures for or except for such purposes as may be set out in the by-law within the municipality or within a defined area or areas;

AND WHEREAS Section 24(2) of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law that does not conform with the Official Plan but will conform with it when an amendment to the Official Plan comes into effect;

AND WHEREAS Collingwood Zoning By-law No. 2010-040 is the governing By-law of the Corporation of the Town of Collingwood and such was finally passed by the Council of the Town of Collingwood on April 12, 2010;

AND WHEREAS the Council of the Corporation of the Town of Collingwood has deemed it advisable to amend Collingwood Zoning By-law No. 2010-040, and thus implement the Official Plan of the Town of Collingwood;

AND WHEREAS this by-law will come into effect once Official Plan Amendment No. 2 is approved by the County of Simcoe;

AND WHEREAS Council deems that adequate public notice of the public meeting was provided and adequate information regarding this Amendment was presented at the public meeting held July 28, 2025, and that a further meeting is not considered necessary in order to proceed with this Amendment;

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

1. ***THAT*** Schedule “A” of Collingwood Zoning By-law No. 2010-040, as amended, is hereby further amended in accordance with Schedule “1” attached hereto by rezoning said lands from HIGHWAY COMMERCAIL (C5) AND DEFERRED RESIDENTIAL (DR) TO HOLDING TWENTY-NINE MIXED-USE COMMERCIAL EXCEPTION SEVEN [(H29)C4-7].

2. ***THAT*** Section 2.5 titled “H” symbol – Holding Zones of the Collingwood Zoning By-law No. 2010-040, as amended, is hereby amended in part by adding a “H29” Holding Zone and associated provisions to Table 2.5.5.1 as follows:

   - Confirmation and commitment of municipal water and wastewater servicing capacity and allocation to the satisfaction of the Town, including execution of any required agreement(s).
   - Confirmation of sufficient pressure and fire flows in Pressure Zone 2 to support the proposed development to the satisfaction of the Town.

- Confirmation that all of the lands are legally merged in title and cannot be conveyed separately to the satisfaction of the Town.
- Confirmation of no off-site impacts to the water balance of the wetland feature located on 29 Hughes Street and 31 Hughes Street to the satisfaction of the Nottawasaga Valley Conservation Authority or its successor.
- Execution of a site plan agreement to address technical matters, to the satisfaction of the Town.

3. ***THAT*** Section 7.5 titled Commercial Exception Zones of the Collingwood Zoning By-law No. 2010-040, as amended, is hereby amended in part by adding the zone classification of MIXED-USE COMMERCIAL EXCEPTION SEVEN (C4-7) ZONE with the provisions as follows:

MIXED-USE COMMERCIAL EXCEPTION SEVEN - C4-7 ZONE

Notwithstanding Provision 7.1, the following uses shall also be permitted:
- Food Supermarket
- Pharmacy
- Retail Commercial Establishment

Notwithstanding Provision 7.1, the following uses shall be prohibited:
- Motor Vehicle Gasoline Station
- Motor Vehicle Repair Garage
- Motor Vehicle Supply Outlet
- Motor Vehicle Wash

For a mixed-use building, the following zoning exceptions shall apply:
- The maximum number of dwelling units shall be 165, or the maximum number of suites or rooms for a rest home, retirement home, or nursing home shall be 165;
- The building envelope shall be in accordance with Illustration 16 below;
- The maximum building height shall be 39.0 metres or 12-storeys, whichever is the lesser and shall be in accordance with Illustration 16;
- The building shall not project into a 45-degree angular plane measured from the centreline of a public street;
- The building shall not project into a 45-degree angular plane measured from any lot line that abuts a Residential Zone;
- The building façade at/or along the north interior lot line and at/or along the front lot line shall step back at the 5th storey and above a minimum 3.0 metres from the façade of the storeys below;
- A minimum of 45% of the Gross Floor Area at-grade shall be commercial addressing Hurontario Street;
- An underground parking garage shall be setback a minimum of 0.0 metres from the front lot line; and
- Parking for dwelling units shall be provided at a minimum rate of 0.5 spaces per dwelling unit, plus an additional 0.25 spaces per dwelling unit for visitor parking.

For all buildings the following zoning exceptions shall apply:
- The minimum building height shall be one-storey or 7.0 metres, whichever is greater; and
- The minimum ground floor height shall be 4.25 metres.

Hurontario Street is deemed to be the front lot line.

For the purposes of determining zoning conformity, lands within this zone shall be considered to be one contiguous lot.

4. ***THAT*** Collingwood Zoning By-law No. 2010-040 is hereby amended to give effect to the foregoing, but Collingwood Zoning By-law No. 2010-040 shall in all other respects remain in full force and effect.

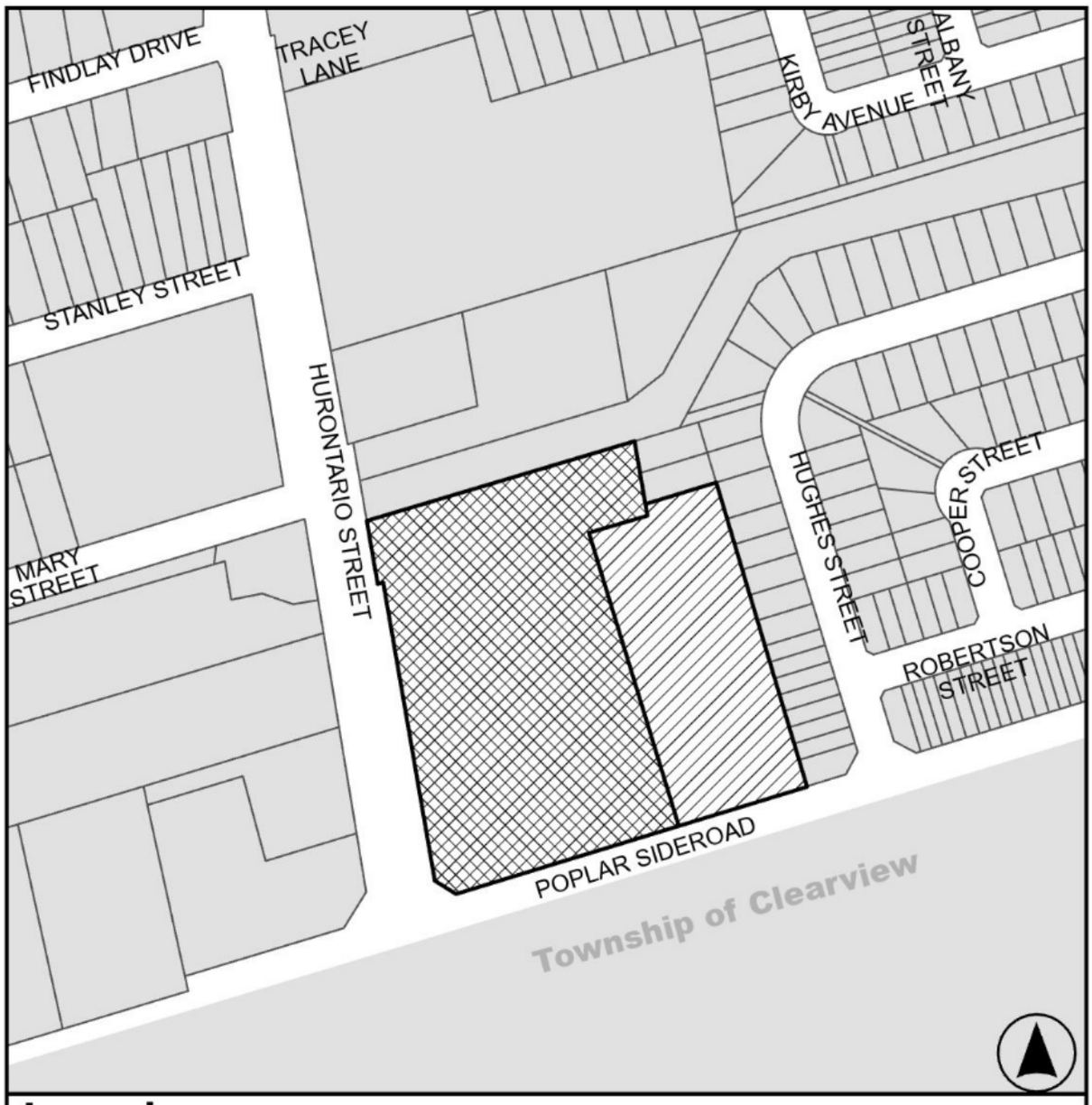
5. ***THAT*** this By-law shall come into force and effect on the date it is enacted and passed by the Council of the Corporation of the Town of Collingwood, subject to Amendment No. 2 of the Official Plan for the Town of Collingwood (2024) coming into force pursuant to Section 24(2) of the *Planning Act,* R.S.O. 1990, c. P.13, as amended, and subject to notice hereof being circulated in accordance with the provisions of the *Planning Act* and Ontario Regulation 545/06, and if required as a result of such circulation the obtaining of the approval of the Ontario Land Tribunal.

ENACTED AND PASSED THIS 20TH DAY OF APRIL, 2026.

_____
MAYOR

_____
CLERK

Schedule “1”



Legend

Lands to be rezoned from Highway Commercial (C5) Zone to Holding Twenty-Nine Mixed-Use Commercial Exception Seven ((H29) C4-7) Zone

Lands to be rezoned from Deferred Residential (DR) Zone to Holding Twenty-Nine Mixed-Use Commercial Exception Seven ((H29) C4-7) Zone

Mayor _____ **Clerk** _____

This is Schedule 1 to By-law Number 2026-029 approved on the 20th day of April, 2026.

TOWN OF COLLINGWOOD
Planning Services
DWG Date: March 2026
FILE NUMBER:
(PLOPN22024374) (SW)

Schedule “2”: Illustration 16

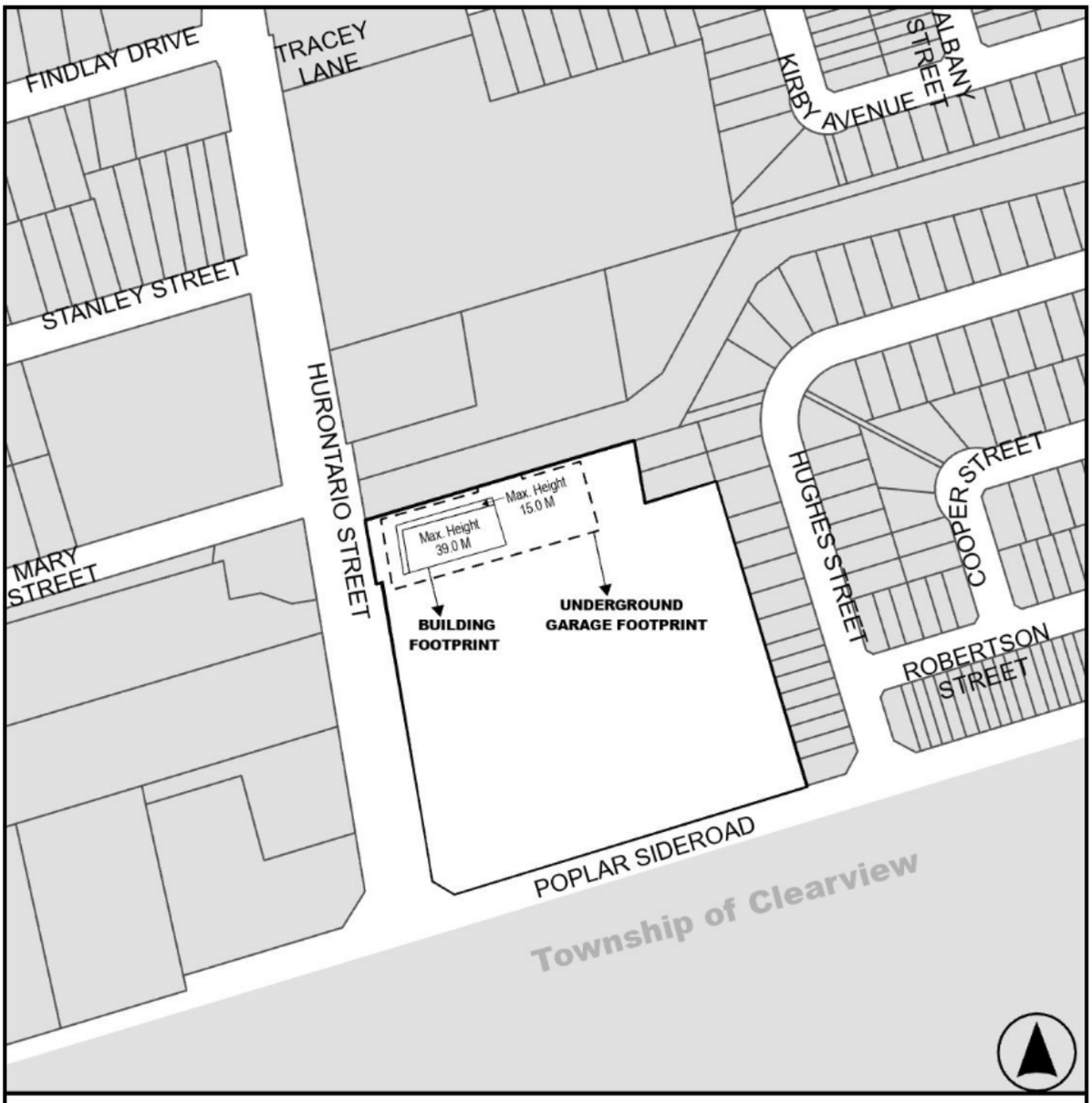


Illustration 16: Mixed-Use Building Envelope

Mayor _____ **Clerk** _____

This is Schedule 2 to By-law Number 2026-029
approved on the 20th day of April, 2026.

TOWN OF COLLINGWOOD
Planning Services
DWG Date: March 2026
FILE NUMBER:
(PLOPN22024374) (SW)

Proclamation

WHEREAS, 24 million Canadians give their time through formal or informal types of volunteering, contributing close to 4.1 billion volunteer hours per year; and

WHEREAS, Volunteers provide mentorship to our children, support those feeling isolated, beautify our green spaces, fundraise for our charitable organizations; and assist in supporting families, friends, neighbours, and strangers within our community; and

WHEREAS, Collingwood's volunteers are individuals, families, workers, retirees, community members of all ages and backgrounds who not only participate in various committees and boards appointed by council, but also contribute to our community to better the lives of people in our Town making Collingwood a beautiful place to live, work and play;

NOW THEREFORE, I, Yvonne Hamlin, Mayor of the Town of Collingwood,

DO HEREBY PROCLAIM April 19th to 26th, 2026 as "National Volunteer Recognition Week" in the Town of Collingwood, and urge my fellow colleagues and citizens of Collingwood to recognize the crucial role played by volunteers in our community.

Dated this **17th** day of **April 2026.**

Yvonne Hamlin
Mayor, Town of Collingwood

Minutes
Collingwood– New Tecumseth
Joint Water Committee

March 5, 2026

Joint Water Committee Meeting Minutes			
Meeting No.:	2025-03	Date:	March 5, 2026
Location:	Microsoft Teams	Time:	11:00am-12:00pm
Members Present:			
Neil Garbe, TNT	Rick Vatri, TNT	Wesley Cyr, TNT (Guest)	
Sonya Skinner, TOC	Mohamed Alkoka, TOC	Maria McCallum, TNT (Minutes)	
Alison Gallant, TNT	Peggy Slama, TOC (Guest)		
Regrets:	Jennifer Graham, TOC, Dani D'Angelo, TNT		

Item #	Item for Discussion
1.	**Administration and Minutes:** • Confirmation past JWC minutes have been provided to both Councils • The Deputy Mayor of TOC noted a discrepancy in the minutes regarding Milestone 3. The date was listed as 2031 and should be 2032. This has been reflected in these minutes as a typographical error. • Confirmation that any open past minute items are on current agenda: o Open item December 10, 2024 re: Agreement Details – Interim Water: Liquidated damages. Review of agreement with contractor to take place. o **ACTION: TOC to confirm resolution of this item.**
2.	**Drinking Water Flow Reporting and Projection of NT Capacity Needs:** • Information provided by TOC for consideration of inclusion in the minutes: o Current TNT flow taking: 9,900 m³/day o Next increase anticipated in mid-2026 (post-interim capacity commissioning): 13,050 m³/day
3.	**Projects** a) Current Plans • TNT (Neil) advised that a call with a provincial facilitator is taking place to discuss the timing of any potential provincial announcement related to growth.

There is no update to report at this time.

- TNT advised that a DC update is planned for this year and that work is currently underway on the Terms of Reference to select a consultant.

- TOC (Peggy) advised that a Master Servicing Plan for water and wastewater commenced in January 2026 and is anticipated to be completed in 2027. A DC update and water and wastewater rate update are planned for 2027.

- TNT (Rick) advised that the RFP for the Booster Pumping Station on the regional pipeline closed on March 4 and that staff are currently reviewing proposals, with an award anticipated in the near term to support increased pipeline capacity.

  - **ACTION: TNT to prepare a template summarizing relevant studies, including description, scope, and timing, for inclusion on future agendas. The template will be shared with member municipalities to be completed and updated as required.**

b) Collingwood Capital Expansion

- Water Treatment Plant Expansion
  - RAB EXP Status Report #6 – Q4 – Oct-Dec 2025 (attached)
  - RAB Interim Capacity Status Report #3 – Q4 – Oct-Dec 2025 (attached)

  - TOC reported that the project remains on budget, with no significant schedule changes since the previous update. Progress continues, and efforts are ongoing to recover a portion of the additional 235 calendar days.

  - TOC confirmed that SWELL is actively engaging with the contractor at this time and is leading discussions to address the additional schedule.

  - TOC (Sonya) advised that a 235-day project extension would require additional funding to cover Ainley's extended contract administration services. It was noted that potential additional costs may arise and that addressing these costs through the project contingency will require further consideration.

  - TOC (Sonia) advised that interim water delivery remains on track, which may reduce pressure on achieving the original project completion date, provided water commitments can be met. It was noted that additional construction administration efforts will be carefully considered to avoid project risk, while concerns regarding potential contract administration costs are being addressed through further inquiries with the contractor.

	• TNT (Neil) advised that extended timelines have cost implications, noting that additional time results in increased costs. It was indicated by TOC that there was some confidence the project remained within budget, with the expectation that this will continue. • TNT (Rick) advised that discussions are ongoing with Mohamed and Peggy regarding liquidated damages, including the process, potential incentives to accelerate the contractor's work, and options for recovering costs associated with delays. Rick emphasized the importance of understanding cost-recovery mechanisms should delays occur. • TOC (Mohamad) advised that claims have been received, including claims related to tariffs and price changes, which has not been approved and is under review. Other claims related to tariffs and cross-border issues are also under review. **Direction:** Discussions related to claims are confidential in nature and will not be included in the public version of the minutes. o **ACTION: TOC to review the schedule projections and confirm that known delays are incorporated.** Quarterly Construction Progress o **ACTION: Quarterly Management Construction Progress meeting members to flag items that may need to be discussed by CAOs and/or the JWC before the roll-up document is shared publicly.** o **ACTION: Section 3 items c) and d) are to be moved to Section 4 of the agenda going forward.** c) Collingwood Asset Management Renewals o Please note that the TOC 2026 planned asset management work is included in the Operations Sub-Committee minutes. d) New Tecumseth Projects to enable Water Acceptance/Distribution o TNT referenced an earlier update provided on the status of the Booster Pumping Station RFP for the regional pipeline.
4.	**Operations and Maintenance** a. NT JWC Operations Sub Committee o Terms of Reference (attached) o Meeting Minutes – February 12, 2026 (attached)

	▪ TOC (Peggy) advised that the first meeting has taken place and that the process will be refined as it progresses. ▪ TOC (Sonya) advised that Council has directed quarterly reporting of meeting minutes and associated reports within four weeks of finalization. It was noted that Operations Sub-Committee minutes and detailed project lists will be publicly accessible in accordance with the Town of Collingwood's current direction to staff. ▪ TNT (Neil) advised that reports to TNT Council should align with those provided to TOC Council and be suitable for public disclosure.
5.	**Financial Update** a. **ACTION: Committee to consider how to have conversations on negotiations and legal matters, such as an in-camera process.** b. Quarterly Project Updates o RAB EXP Status Report #6 – Q4 – Oct-Dec 2025 (attached) o RAB Interim Capacity Status Report #3 – Q4 – Oct-Dec 2025 (attached) • TNT (Alison) advised that discussions with MEDJCT are ongoing to finalize timing for an agreement. • TOC (Sonya) requested that any correspondence received from MEDJCT, where Jennifer is copied, be forwarded to her.
6.	**Risk Register – Review and Updates:** o ACTION: Committee to continue discussion on how to populate the current registry and ensure it is kept up to date. o ACTION: The risk registry will be added as a standing item on the Quarterly Management Construction Progress meeting agenda and that a public-shareable subset/summary will be developed for inclusion on this agenda. Work is underway to identify a subset of risks that may be shared publicly. • TOC (Sonya) advised that while TOC Council has asked for changes to risk information, there was no commitment to report such matters in open session, as some items may not be appropriate for public disclosure**.** • TOC (Mohamed) advised that a detailed risk registry has been developed, including claim-related information. It was noted that a subset highlighting key risks and impacts will be prepared for sharing, rather than the full document.

	○ ACTION: Full review of the risk registry provided by TOC to be scheduled for the May meeting, with all supporting materials to be provided in advance and the item added to the agenda.
7.	**Other Business:** • Meetings should be scheduled approximately two weeks after each Quarterly Management Construction Project meeting. Next quarterly project meeting is scheduled for **April 30, 2026** next JWC meeting to be scheduled for mid May. • Dates for the Quarterly Management Construction Project meeting are not confirmed for the remainder of 2026. • TOC/TNT outlined the process for draft minutes: ○ Draft minutes will be completed and circulated one week to 10 days following each JWC meeting. ○ An email will be sent requesting feedback. ○ Members will be provided up to two weeks review and provide comments. ○ Finalized minutes are to be posted to respective Councils. • TOC (Sonya) advised that project status reports be brought forward at the meeting as an information item. • It was noted that: ○ The **report** to TOC/TNT Councils is anticipated for the early June. ○ **ACTION:** TNT staff will be reaching out to all parties regarding changes to meeting dates once the dates for the Quarterly Management Construction Project meetings have been confirmed. TNT (Rick) will follow up with TOC (Mohamed) to align timing of the Management Construction project and JWC meetings. **Meeting adjourned at 11:50 a.m.**
	Next Meeting: • Q2 – To be rescheduled to a date in May • Q3 – Thursday September 17, 2026 – 11am-12pm • Q4 – Thursday December 3, 2026 – 11am-12pm

Dear Town Council, Mayor, Deputy Mayor:

This letter for the consent agenda relates to the Collingwood library. I am requesting revision to the library written code of conduct to prohibit patrons:

- sleeping
- lying stretched over furniture (couches, chairs) and having feet on furniture

In addition, library staff to enforce wearing footwear at all times as indicated in code of conduct. Also, removal of couch in front of Murray Clerkson room 2nd floor. At present, management (CEO Kulchycki, library board) permit sleeping patrons to lie fully stretched out on couches, shoes to be taken off and patrons to put their feet on couches and chairs.

The library is funded by local municipal property taxes. The town council has oversight and provides funding but there is joint accountability between town council and library board for operations. The library is governed under the Public Libraries Act with independent board governance. The library board ensures operational management being responsible for setting policy/procedures for acceptable patron behaviour. At the library board meeting on April 23rd, this issue will be presented with a deputation.

The main reasons for supporting a no sleeping policy relate to the following:

- **Liability**
- **Health and safety**
- **Security**
- **Space management**
- **Patron wellbeing**

Liability- a sleeping patron poses liability risks. If the patron experiences a medical emergency such as diabetic coma or drug overdose, it could be considered negligent if library staff don't intervene believing the patron to be sleeping.

Health and Safety- no sleeping policies support safety because library staff can more readily assess that patrons are healthy and alert versus sleeping. Wellness/safety checks can prevent medical emergencies such as drug overdoses, or drug/alcohol intoxication. It is a safety risk when staff can`t differentiate between a patron sleeping versus unresponsive or intoxicated. In these cases, quick intervention by staff is critical and assessment can be more challenging with sleeping patrons. Staff engaging with patrons also enhances safety standards as well as circulating throughout the facility.

Security- sleeping patrons may not be able to respond as quickly to emergencies such as fire, fire drill, security issues or to exit the facility at closing time.There is an increased risk of their belongings being stolen. Safety checks by library and security staff circulating around the library support increased levels of security. Patrons can be encouraged to report security issues as well.

Space Management- libraries are busy public multi-use spaces. There is limited seating and maximum sharing of resources. Furniture is to be shared and not monopolized by a sleeping patron. A patron sleeping on a couch in front of a busy meeting room such as the Murray Clerkson room is not suitable for a public facility. Thus, it is recommended to remove this couch.

Patron wellbeing- stay active and engaged while at the library. Enjoy library resources, programs and activities such as reading, studying, tutoring, computers, researching, speakers, and meetings. Many libraries explicitly state in their code of conduct that sleeping is not permitted to ensure the wellbeing of patrons. Finding a sleeping patron can negatively impact the library experience with many finding it disturbing, distracting and unexpected. Patrons have a right to a positive, and enjoyable experience at the library.

Sleeping is prohibited in over 249 public libraries in Ontario .Namely: Owen Sound, Innisfil (3 branches), Barrie (3), Orillia, Midland, Orangeville (2), Norfolk County (5) Tiverton, Kingston (16), Peterborough (2), Guelph, Sault Ste Marie (3), Windsor (9), Timmons (2), Georgina (4), London (16), Ottawa (33), Whitby, Pickering, Woodstock, Elliott Lake, Brampton (9), Aurora (2), Kitchener (6), Niagara Falls (4), Oshawa (4), Pembroke , Port Hope (2), Quinte West (2), Meaford, Fort Erie (3), Lincoln Pelham (4), Brighton (2), Brockville, Wasaga Beach and Toronto public libraries (all 100 branches)..

Brampton library considers sleeping patrons to be in distress and conduct regular safety/wellness checks. Staff can ask patrons to wake up and if necessary leave the premises. This no sleeping policy/code of conduct has a **safety focus** also to maintain a welcoming and respectful environment. Sleeping at the Brampton library is considered a violation of shared space guidelines.

The Collingwood library code of conduct stipulates footwear is to be worn at all times. However, library staff allow sleeping patrons to take off their shoes and lie on the couch. This sends a message to all patrons that the library rules can be broken. It sets the tone for the entire library that staff are not in charge.

The Collingwood library offers public space for respite and as a warming/ cooling centre. This should translate to space for sitting not necessarily sleeping.

To ensure a safe, welcoming, inclusive environment for all library goers, prohibiting sleeping is the best practice. Most libraries prohibit sleeping because it can interfere with the enjoyment of the library by others. A no sleeping policy aims to be proactive and manage disruptive or intrusive behaviour. Sleeping raises many issues including hygiene, safety, liability, enforcement and security.

The library can offer a welcoming, positive and engaging experience and still have policies such as no sleeping. .Codes of conduct when enforced with a friendly approach instil respect for the library as a safe place to spend time. Staff engaging with patrons enhances connectivity with the library and a positive library experience.

The purpose of a library is to have a quiet safe place to read a book, use library resources, or participate in a community program. The library is not designed for sleeping and it is poor use of library resources. Library furniture needs to be used appropriately with chairs for sitting, tables for working and couches are not beds.

In summary, while a library offers shelter, sleeping is problematic for a public library. The town could consider alternate public spaces to offer sleeping in a day centre perhaps a different municipal building, church or the youth centre..Consider over **249 Ontario libraries** that have no sleeping policies. The library plays a vital role in our lives so let's make a few improvements to enhance connectivity, reduce liability and ensure a welcoming space with a high standard.of safety.

Sincerely, Leslie Millar
Collingwood resident, taxpayer, library patron

April 15, 2026

To: Mayors and Councils within the County of Simcoe, District of Muskoka, City of Barrie and City of Orillia

Re: Alcohol Harms and Availability in Simcoe Muskoka

On behalf of the Board of Health for the Simcoe Muskoka District Health Unit (SMDHU), I am pleased to share a new resource with you to support your efforts in reducing alcohol-related harms in your communities. SMDHU's Alcohol Data Brief (enclosed) outlines the health impacts and financial costs associated with alcohol use in Simcoe Muskoka. It is intended to help your municipality consider the health and social impacts of increased alcohol access and availability, when reviewing your existing municipal alcohol policy and related bylaws.

Evidence-informed alcohol policies are an effective and cost-efficient way to reduce alcohol-related harms. As municipalities have authority over local policies and bylaws, understanding the local alcohol environment will help support decisions that promote public safety, community health, and responsible use of resources. By taking a proactive approach, municipalities can help prevent alcohol-related harm while fostering safer, healthier, and more vibrant communities.

SMDHU is committed to supporting municipal partners in this work. Staff are available to provide data, evidence, health policy guidance, and opportunities for collaboration to assist in the development or enhancement of your Municipal Alcohol Policies and/or bylaws.

We appreciate your ongoing commitment to community health and safety, and look forward to working together to address this important issue. Your municipality is welcome to contact SMDHU's Medical Officer of Health and Chief Executive Officer, Dr. Lisa Simon, at MOH@smdhu.org or the Substance Use Prevention and Harm Reduction team at SUPHR@smdhu.org. They are available to support your review of local alcohol policies and to

provide input if you are considering changes to alcohol access in municipal spaces, such as parks, or at municipally designated community and cultural events.

Sincerely,

ORIGINAL Signed By:

Ann-Marie Kungl
Chair, Board of Health
Simcoe Muskoka District Health Unit

AMK/MB/mn

Enc. (1)

cc: Hon. Andrea Khanjin, MPP Barrie-Innisfil
Hon. Doug Downey, MPP Barrie-Springwater-Oro Medonte
Hon. Jill Dunlop, MPP Simcoe-North
Hon. Graydon Smith, MPP Parry Sound-Muskoka
Hon. Caroline Mulroney, MPP York-Simcoe
Chief Joanne Sandy and Council, Beausoleil First Nation
Chief Rhonda Williams-Lovett and Council, Moose Deer Point First Nation
Chief Ted Williams and Council, Rama First Nation
Chief Philip Frans and Council, Wahta First Nation
Chief Administrative Officers
Simcoe Muskoka District Health Unit Board of Health

Alcohol Availability and Harms in Simcoe Muskoka

APRIL 2026

Key Findings

- Alcohol use is responsible for approximately **7,665 emergency department visits, 840 hospitalizations and 275 deaths annually in Simcoe Muskoka.**[1]
- Alcohol harms affect all neighbourhoods but **have a greater impact on people living in neighbourhoods with the greatest economic and social disadvantage.**[2]
- In 2025, Simcoe Muskoka had **480 retail alcohol outlets.**[3] This equals a density of 8.4 retailers for every 10,000 residents aged 15 years and older, four times higher than the recommended best-practice density.[4]

About this Work

This data brief provides municipal partners with updated local information on alcohol-related harms and alcohol availability within Simcoe Muskoka. Its purpose is to help inform and support municipal decision-making related to local alcohol policies.

The Simcoe Muskoka District Health Unit (SMDHU) has a long-standing partnership with local municipalities, providing health data and health policy expertise to support the development and maintenance of effective municipal alcohol policies.

Local alcohol availability, consumption, and related harms directly affect municipal services, including policing, paramedic services, bylaw enforcement, fire services, parks and recreation, and liability on municipal properties. Municipalities also often bear the financial and operational impacts of alcohol-related injuries, disturbances, and property damage. Understanding the local alcohol environment helps municipalities make informed decisions that protect public safety, health, and municipal budgets.

Background

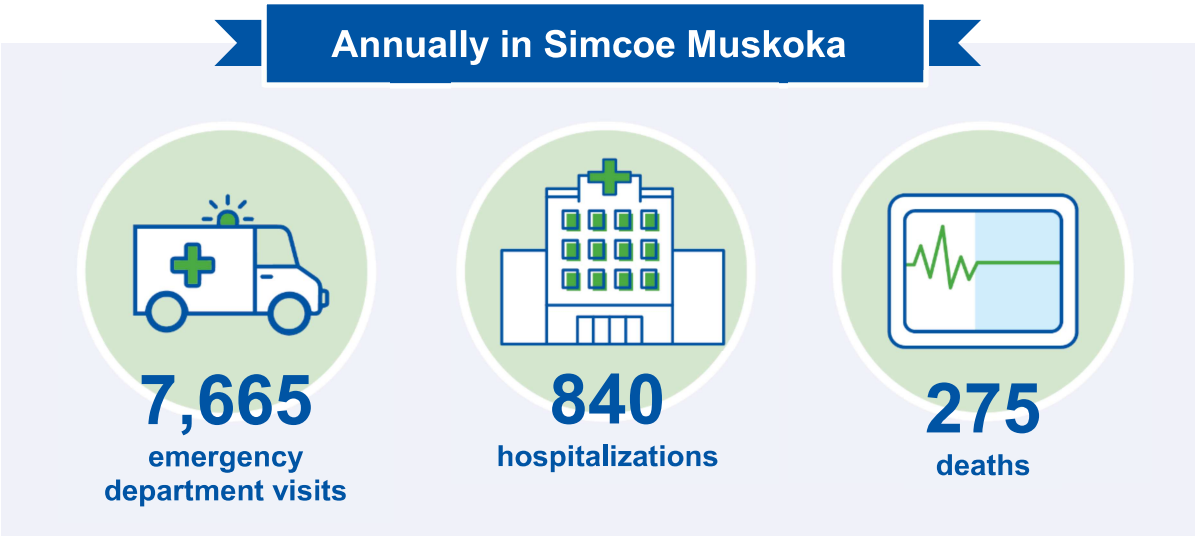
Alcohol is the most used substance in Ontario and places the greatest burden on healthcare and other social systems in comparison to all other substances including commercial tobacco and opioids.[4] Alcohol-related harm represents significant public health burden, as a large proportion of the population consumes alcohol at levels exceeding amounts beyond minimal risk, thereby increasing the risk of chronic disease, injury, and premature mortality.[5] Alcohol-related harms are not evenly experienced across the population, with some demographic and socioeconomic groups experiencing higher levels.[6]

In recent years, alcohol regulations in Ontario have been gradually relaxed, expanding retail access considerably and allowing municipalities to permit personal alcohol consumption in public spaces, such as parks, creating an environment more conducive to alcohol consumption, demand, and associated harms.

Evidence consistently shows that when alcohol becomes more available, consumption increases and so do alcohol-related harms.[6] When alcohol is consumed in public spaces, it contributes to the normalization of drinking.[6,7] Greater visibility increases the chance that children and youth will use alcohol.[5] Alcohol use during the teenage years can interfere with important brain development, including areas responsible for memory, decision-making, and impulse control. Delaying the start of drinking is the best way to protect healthy brain development, with the greatest risks seen in youth under 15.[5,6]

Alcohol use also has significant economic impacts at both provincial and municipal levels. In Ontario, alcohol generated $5.2 billion in net revenue in 2020, yet the overall economic cost, including health care, lost productivity, criminal justice, and other direct costs, reached $7.1 billion, resulting in a $1.9 billion deficit.[8,9] At the municipal level, alcohol use can contribute to increased costs and liability risks on municipal properties, along with pressure on insurance coverage. There is potential for these impacts to grow if municipal alcohol policies become less restrictive.[8,9]

What we know…



People in Simcoe Muskoka experience substantial harms related to alcohol use

- Every year in Simcoe Muskoka, alcohol use is responsible for approximately 7,665 emergency department (ED) visits, 840 hospitalizations, and 275 deaths.[1]
  - One-in-twenty deaths in Simcoe Muskoka is caused by alcohol use.
  - Men experience more alcohol-related harm than women.
  - In Simcoe Muskoka, about half of all deaths caused by alcohol are from cancer or heart disease.
  - Alcohol also plays a major role in injuries. It is responsible for about one in five deaths from intentional injuries and about one in seven deaths from accidental injuries.

Alcohol-related harms are higher in Simcoe Muskoka and have greater impact on those living in lower resourced areas

- The rates of deaths, hospitalizations, and ED visits due to alcohol use in Simcoe Muskoka are significantly higher than provincial averages.[1]
- The rates of deaths, hospitalizations, and ED visits caused by alcohol use are about twice as high among people living in Simcoe Muskoka neighbourhoods with the greatest economic and social disadvantage compared with those in the least disadvantaged areas.[1,2]
- Neighbourhoods with the greatest disadvantage are those where many residents cannot meet their basic needs.[2]
- Approximately 100 deaths, 250 hospitalizations, and 2,000 ED visits related to alcohol use could be avoided each year if all residents in Simcoe Muskoka experienced the same rates of alcohol-related harms as those living in areas with the least disadvantage.[1,2]

Alcohol availability and use in Simcoe Muskoka

- As of December 3, 2025, there were 480 retailers in Simcoe Muskoka that were allowed to sell alcoholic beverages. More than three-quarters of these retailers are grocery and convenience stores.[3] This equals a density of 8.4 retailers for every 10,000 residents aged 15 years and older, four times higher than the recommended best-practice density.[4]
- More than 80% of Simcoe Muskoka adults drank alcohol in the past year, which was significantly higher than the provincial average of 75%.[10] In addition, one-in-three adults drank more than two drinks per week, which is above the recommended amount to likely avoid alcohol-related consequences.[5,10]

What's Next

The most effective and cost-efficient ways for reducing alcohol-related harms are policies that provide limits on alcohol availability and exposure.[6,7] As part of this, local alcohol policies that maintain limits can influence community-wide drinking patterns and reduce related harms, while also protecting municipalities from increasing alcohol-related costs and liability risk. It is recognized that municipalities must balance public health considerations with tourism, economic development, recreation programming, enforcement capacity, and community expectations. Municipalities therefore play an important role in determining local strategies that are the best fit for their communities based on a range of considerations, including local alcohol-related harms.

Municipal actions that reduce alcohol-related harms include:

- maintaining alcohol-free parks, beaches, trails, recreation spaces, and community events[6]
- applying risk-based permitting for alcohol sale at events[4,7]
- ensuring clear municipal alcohol bylaws and policies[4,7,9]
- setting limits on when and where alcohol is allowed at municipal events[4,7]
- supporting enforcement in public spaces[4,7,9]

Reducing alcohol-related harms can also help limit pressures on policing, paramedic services, bylaw enforcement, parks operations, and municipal risk management. Although alcohol revenue flows mainly to the province, many of the resulting costs are experienced locally.[6,8,9]

Assessing and monitoring the impacts of municipal actions that are intended to reduce alcohol-related harms is important. In particular, using an equity lens helps to ensure that actions do not unintentionally increase the harms experienced in lower-resourced neighbourhoods, which are already disproportionately high.

Health unit staff continue to support local municipalities in implementing evidence-based practices. This includes helping inform their decision-making on alcohol-free municipal spaces such as parks, providing guidance on municipal alcohol bylaws and policy updates, supplying local data on alcohol-related harms, and participating in community consultations on the local alcohol environment.

Municipal staff are encouraged to contact the Substance Use Prevention and Harm Reduction team at SUPHR@smdhu.org for support when reviewing alcohol policies or considering changes to alcohol access in parks or other municipal spaces.

Additional information can be found on SMDHU's HealthSTATS website.



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MILLER THOMSON LLP
115 KING STREET SOUTH, SUITE 300
WATERLOO, ON N2J 5A3
CANADA

T 519.579.3660
F 519.743.2540

MILLERTHOMSON.COM

April 15, 2026

Thomas Sanderson
Direct Line: 519.593.2432
tsanderson@millerthomson.com

File No. 0284174.0002

Sent Via Email – (salmas@collingwood.ca)

Sara Almas - Director, Legislative Services/Clerk
TOWN OF COLLINGWOOD
97 Hurontario Street
Collingwood, ON L9Y 3Z5

Dear Ms. Almas:

Re: Strong Mayor Powers and Chief Administrative Officer

Pursuant to Council's direction, this letter sets out a basic summary, for public discussion, of the impact of strong mayor powers on the position of chief administrative officer ("**CAO**"). I note Council's intention not to waive privilege over any other solicitor-client communication.

Strong Mayor Powers and Chief Administrative Officers

- The CAO is an optional appointment made under the *Municipal Act, 2001*. The CAO's core statutory role is to exercise general control and management of a municipality's affairs, for the purpose of ensuring the municipality's efficient and effective operation.

- Traditionally, Council has had the power to (a) appoint the CAO and (b) assign additional duties. Where strong mayor powers apply, my opinion is that both powers have been reassigned to the head of council – i.e. the Mayor, in the Town's case.

- If the head delegates those powers, it can only be to Council. The head could revoke that delegation at a later time (since the statutory assignment remains unchanged).

- The above points will require care in future application of the Town's CAO By-law, No. 2022-073, since it will not be able to enforce provisions conflicting with statutory strong mayor powers. Strong mayor powers also remain subject to legislative amendment and judicial interpretation.

- The CAO's central and overriding duty remains to the Town's operation and affairs. The Town also retains the ability to uphold human resources policies and adopt procedures for input on employee and officer performance.

Sincerely,
MILLER THOMSON LLP
Per:

Thomas Sanderson

Staff Report T2026-03

Committee 2026-04-20
Council 2026-05-04
Amendments ☐

Submitted To:	Committee of the Whole | Council
Submitted By:	Jennifer Graham, CPA CA, Director, Finance / Treasurer
Prepared By:	Jennifer Graham, CPA CA, Director, Finance / Treasurer
Subject:	2026 Amended Development Charges Background Study: Water Treatment Plant

Recommendation

THAT Staff Report T2026-03, 2026 Amended Development Charges Background Study: Water Treatment Plant, be received; and

AND THAT Council approve the 2026 Amended Development Charges (DC) Background Study: Water Treatment Plant prepared ("Amended DC Background Study") by Hemson Consulting.

AND THAT Council approve the resulting reductions to Development Charges for the Water Treatment Plant as identified in the Amended DC Background Study.

Amendments

None.

1. Executive Summary

The Town of Collingwood released a 2024 Development Charges (DC) Background Study related to the Raymond A. Barker Water Treatment Plant (WTP) expansion as part of the process to lead to the approval of a new DC By-law (By-law 2024-036) in compliance with the *Development Charges Act, 1997* (DCA).

In 2025, the Town amended the DC Background Study and By-law through By-law 2025-024 to incorporate $70 million in confirmed grant funding, resulting in a reduction to the calculated rates.

Since that time, the Town has received confirmation of an additional $80 million in grant funding, bringing the total funding for the project to $150 million. The amended DC Background Study has been updated accordingly to reflect this additional funding.

By-Law 2025-024 will be amended to reflect the new rate.

2. Analysis

Background

The Town of Collingwood released a 2024 Development Charges (DC) Background Study related to the Raymond A. Barker Water Treatment Plant (WTP) expansion as part of the process to lead to the approval of a new DC By-law in compliance with the Development Charges Act, 1997 (DCA). In 2025, the Town released an amendment to the DC study to account for additional grant funding received (totaling $70.0 million). Since the 2025 Amendment Study, the Town has received confirmation of an additional $80.0 million in grant funding to be used towards the costs of the WTP expansion. The purpose of this amending study is to update the materials included in the 2025 Amendment Study to reflect the additional $80.0 million in grant funding. For the purposes of this amendment, all other information remains unchanged, and the analysis is restated with a total of $150.0 million in grant funding, with $55.5 million (37%) contributing to the Town of Collingwood's share of the costs.

Proposed Changes to DC Study Calculations

The proposed revised rates for the WTP DC By-law are as follows:

TOWN OF COLLINGWOOD
CALCULATED RESIDENTIAL DEVELOPMENT CHARGES

Service	Charge By Unit Type (1)			
	Single & Semi-Detached	Multiples	Apartment 2+ Bedrooms	Apartments 1 or Fewer Bedrooms
Water Treatment Plant	$4,641	$3,452	$2,762	$1,726
TOTAL RESIDENTIAL CHARGE	**$4,641**	**$3,452**	**$2,762**	**$1,726**
(1) Based on Persons Per Unit of:	2.69	2.00	1.60	1.00

TOWN OF COLLINGWOOD
CALCULATED NON-RESIDENTIAL DEVELOPMENT CHARGES

Service	Unadjusted Charge ($/square metre)	Adjusted Charge ($/square metre)	Percentage of Charge
Water Treatment Plant	$20.80	$25.21	100.0%
TOTAL NON-RESIDENTIAL CHARGE	**$20.80**	**$25.21**	**100.0%**

A comparison of the current versus calculated WTP DC rates are provided below. In total, the new WTP By-law will result in a decrease of 39% from the current versus calculated rates for both the residential and non-residential types.

TOWN OF COLLINGWOOD
COMPARISON OF CURRENT AND CALCULATED RESIDENTIAL DEVELOPMENT CHARGES

Residenital Unit Type	Current	Calculated	Difference	
Singles & Semis $/unit	$7,558	$4,641	($2,917)	-39%
Rows & Other Multiples $/unit	$5,623	$3,452	($2,171)	-39%
Apartments 2+ Bedrooms $/unit	$4,499	$2,762	($1,737)	-39%
Apartments 1 Bedroom or Less $/unit	$2,812	$1,726	($1,086)	-39%

TOWN OF COLLINGWOOD
COMPARISON OF CURRENT AND CALCULATED NON-RESIDENTIAL DEVELOPMENT CHARGES

Non-Residential Development Charge	Current	Calculated	Difference	
Non-Residential Charge per Square Metre	$41.06	$25.21	($15.85)	-39%

Options

N/A

Financial Impacts

N/A

Conclusion

It is recommended that Council approve the 2026 Amended DC Background Study and related DC By-law, as amended in accordance with the changes described in this staff report and shown in Appendix A.

3. Input from Other Sources

N/A

4. Applicable Policy or Legislation

The proposed amended development charge rates have been prepared in accordance with the legislative requirements of the *Development Charges Act* and associated Regulation (O. Reg. 82/98).

5. Considerations

2024-2028 Community Based Strategic Plan: Not Applicable

☐ Sustainable ☐ Connected ☐ Vibrant ☐ Responsible

☐ Services adjusted if any Choose an item.

☐ 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:

Amended DC By-law including the revised rates to be approved by Council.

6. Appendices and Other Resources

Appendix A: Revised WTP DC Capital Program and Cash Flows

Appendix B: Revised WTP DC By-law

7. Approval

Prepared By:

Jennifer Graham, CPA CA, Director, Finance / Treasurer

CAO Comments:

☒ Endorsed by CAO Skinner on April 15, 2026 to proceed to COW.

Amendment Study

Prepared by Hemson for the Town of Collingwood

Amended Development Charges Background Study: Water Treatment Plant

April 20, 2026

HEMSON

1000 – 30 St. Patrick Street, Toronto, ON M5T 3A3

416 593 5090 | hemson@hemson.com | www.hemson.com

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1. Introduction & Background

The Town of Collingwood released a 2024 Development Charges (DC) Background Study related to the Raymond A. Barker Water Treatment Plant (WTP) expansion as part of the process to lead to the approval of a new DC By-law in compliance with the *Development Charges Act, 1997* (DCA). In 2025, the Town released an amendment to the DC study to account for additional grant funding received (totalling $70.0 million).

Since the 2025 Amendment Study, the Town has received confirmation of an additional $80.0 million in grant funding to be used towards the costs of the WTP expansion. The purpose of this amending study is to update the materials included in the 2025 Amendment Study to reflect the additional $80.0 million in grant funding. For the purposes of this amendment, all other information remains unchanged, and the analysis is restated with a total of $150.0 million in grant funding, with $55.5 million contributing to the Town of Collingwood's share of the costs.

A. Legislative Background

The study is prepared in accordance with the DCA and associated regulations, including the amendments that came into force on November 28, 2022 under the *More Homes Built Faster Act, 2022*, and on June 6, 2024 under the *Cutting Red Tape to Build More Homes Act, 2024*. Additional changes were brought forward by Bill 17, *Protect Ontario by Building Faster and Smarter Act*, *2025*, which was granted Royal Assent on June 5, 2025, and Bill 60, *Fighting Delays, Building Faster Act, 2025*, which was granted Royal Assent on November 27, 2025.

Of relevance to this amendment study, as permitted under section 19(1.1) of the DCA, municipalities can amend existing DC by-laws without undertaking a fulsome DC study process as outlined in the following provisions:

Application of other sections to amendments

19 (1) Sections 10 to 18 apply, with necessary modifications, to an amendment to a development charge by-law other than an amendment by, or pursuant to an order of, the Ontario Land Tribunal.

Exceptions

(1.1) Subsection (1) does not apply to an amendment to a development charge by-law if the only effect of the amendment is to,

a) repeal a provision specifying the date on which the by-law expires or to amend such a provision to provide for the by-law to expire on a later date;

b) repeal a provision providing for the indexing of a development charge or to amend such a provision to provide for a development charge not to be indexed; or

c) decrease the amount of a development charge that is payable for one or more types of development in the circumstances specified in the amendment.

The result of the proposed amended, accounting for the additional grant monies, will result in a lowering of the development charge (DC) rates for all development, on municipal water services, in the Town. The amendment satisfies 19(1.1)c) and as such, this amendment study is provided for information purposes and will inform the forthcoming DC by-law amendment, which is not subject to a formal DC background study process.

Appendix A contains the technical analysis to support the calculated rates captured in this report.

2. Capital Requirements & Calculated Development Charges

This section provides a summary of the amended DC capital program for the WTP expansion and the calculated development charge rates. For residential development, an adjusted total per capita amount is applied to different housing types based on average occupancy factors. For non-residential development, the calculated development charge rates are based on gross floor area (GFA) of building space.

A. Summary of Development-Related Capital Program

The WTP expansion project is anticipated to cost $270.0 million. This is allocated 37% (or $99.9 million) to the Town of Collingwood and 63% (or $170.1 million) to the Town of New Tecumseth. A total of $150.0 million in grant funding is allocated based on these same shares, with $55.5 million allocated to the Town of Collingwood's portion of the costs.

	Total	Collingwood (37%)	New Tecumseth (63%)
Gross Cost	$270,000,000	$99,900,000	$170,100,000
Less: Grant Funding	$150,000,000	$55,500,000	$94,500,000
Net Municipal Cost	**$120,000,000**	**$44,400,000**	**$75,600,000**

The Town has incurred $6.4 million in costs to date for the WTP expansion. This is net of any benefit to existing shares and DC ineligible costs. The remaining $93.5 million in gross costs are to be funded in the future. Through the grant funding secured for the plant, the Town has received $4.1 million to offset previously incurred costs. The total cost net of grants for the Town is $44.4 million.

Of the Town's share, a benefit to existing share of roughly 8% of the net municipal costs have been identified and is based on unconnected units and available capacity within the existing plant to service growth over the planning horizon. Finally, a post-period share of 48% has been applied to the project and represents available capacity in the WTP to service growth occurring beyond 2041. This amount is eligible for DC funding and will be considered for recovery in subsequent DC Background Studies.

Gross Cost	**$99.9 million**
Less: Grant Funding	$55.5 million
Less: Benefit to Existing Shares	$3.3 million
Less: Available DC Reserves	$0.0 million
Less: Post-Period Benefit	$18.6 million
Total DC Eligible In-Period Costs	**$22.5 million**

As costs have been incurred to date, a negative reserve fund balance of $2.3 million is used to open the cash flow analysis provided in Appendix A.

B. Unadjusted Development Charge Calculation

The calculation of the "unadjusted" per capita (residential) and per square metre (non-residential) charges is provided below. Adjustments to these amounts resulting from a cash flow analysis that accounts for interest earnings and borrowing costs are also discussed in the following section.

The summary below presents the "unadjusted" residential and non-residential development charges for WTP infrastructure. Of the development-related cost, 83%, or $18.7 million, has been allocated to new residential development, and 17%, or $3.8 million, has been allocated to new non-residential development. This results in a charge of $1,456 per capita, and $20.80 per square metre of gross floor area.

Total DC Eligible In-Period Costs 2025-2041	$22.5 million
Residential Share of DC Eligible Costs (83%)	$18.7 million
Growth in Population in New Units	12,848
Unadjusted DC per Capita	**$1,456**
Non-Residential Share of DC Eligible Costs (17%)	$3.8 million
Growth in Square Metres	182,560
Unadjusted DC per Square Metre	**$20.80**

C. Adjusted Development Charges Calculation

Final adjustments to the "unadjusted" development charges rates are made through a cash flow analysis. The analysis considers the borrowing cost and interest earnings associated with the timing of expenditures and development charges receipts for each service category. As shown below, the DC rate per capita increases from $1,456 to $1,726 and the non-residential rate increases from $20.80 to $25.21 per square metre.

Residential Development Charges	
Unadjusted DC per capita	$1,456
Adjusted DC per capita	**$1,726**
Non-Residential Development Charges	
Unadjusted DC per Square Metre	$20.80
Adjusted DC per Square Metre	**$25.21**

D. Calculated Residential and Non-Residential Development Charges

Table 1 provides the calculated WTP rates by residential unit type with the charge ranging from a high of $4,641 per unit for a serviced single- and semi-detached units to a low of $1,726 per unit for apartments with one bedroom or less.

Table 2 displays the WTP non-residential charges. The calculated non-residential development charge of $25.21 per square metre is applied uniformly across the Town.

TABLE 1

TOWN OF COLLINGWOOD
CALCULATED RESIDENTIAL DEVELOPMENT CHARGES

Service	Charge By Unit Type (1)			
	Single & Semi-Detached	Multiples	Apartment 2+ Bedrooms	Apartments 1 or Fewer Bedrooms
Water Treatment Plant	$4,641	$3,452	$2,762	$1,726
TOTAL RESIDENTIAL CHARGE	**$4,641**	**$3,452**	**$2,762**	**$1,726**
(1) Based on Persons Per Unit of:	2.69	2.00	1.60	1.00

TABLE 2

TOWN OF COLLINGWOOD
CALCULATED NON-RESIDENTIAL DEVELOPMENT CHARGES

Service	Unadjusted Charge ($/square metre)	Adjusted Charge ($/square metre)	Percentage of Charge
Water Treatment Plant	$20.80	$25.21	100.0%
TOTAL NON-RESIDENTIAL CHARGE	**$20.80**	**$25.21**	**100.0%**

Lastly, Table 3 and Table 4 show the calculated residential and non-residential rates compared to those currently in force. Overall, the calculated rates are 39% lower than those currently in force.

TABLE 3

TOWN OF COLLINGWOOD
COMPARISON OF CURRENT AND CALCULATED RESIDENTIAL DEVELOPMENT CHARGES

Residenital Unit Type	Current	Calculated	Difference	
Singles & Semis $/unit	$7,558	$4,641	($2,917)	-39%
Rows & Other Multiples $/unit	$5,623	$3,452	($2,171)	-39%
Apartments 2+ Bedrooms $/unit	$4,499	$2,762	($1,737)	-39%
Apartments 1 Bedroom or Less $/unit	$2,812	$1,726	($1,086)	-39%

TABLE 4

TOWN OF COLLINGWOOD
COMPARISON OF CURRENT AND CALCULATED NON-RESIDENTIAL DEVELOPMENT CHARGES

Non-Residential Development Charge	Current	Calculated	Difference	
Non-Residential Charge per Square Metre	$41.06	$25.21	($15.85)	-39%

3. Other Considerations & Legislative Requirements

A. Supporting Technical Analysis

Appendix A provides the technical analysis that supports the results of this amending study. This includes:

Table A-1	Summary of Residential & Non-Residential Development Forecast
Table A-2	Summary of Water Treatment Plant Expansion Capital Costs
Table A-3.1	Cashflow and Determination of Residential Development Charge
Table A-3.2	Cashflow and Determination of Non-Residential Development Charge

B. Legislative Requirements

The study is prepared in accordance with the DCA and associated regulations. As outlined in Section 1, this DC Amendment Study & associated by-law results in the lower of DC rates for all development, on municipal water services in the Town. The amendment satisfies 19(1.1)c) and as such, this amendment study is provided for information purposes and will inform the DC by-law amendment, which is not subject to a formal DC background study process. The amending by-law is provided in Appendix B.

C. Proposed Amending By-law

The Town passed By-law No. 2025-024 on March 31, 2025. A draft amending by-law to update the development charge rates to reflect those calculated here is provided in Appendix B.

Appendix A
Technical Reporting Tables

APPENDIX A
TABLE A-1

TOWN OF COLLINGWOOD
SUMMARY OF RESIDENTIAL AND NON-RESIDENTIAL
DEVELOPMENT FORECAST

Town-wide Development Forecast	2024 Estimate	Long-Term Planning Period 2025-2041	
		Growth	2041
Residential			
Occupied Dwellings	11,995	6,355	18,350
Population			
Census	26,422	10,178	36,600
Population In New Dwellings		*12,848*	
Non-Residential			
Place of Work Employment[1]	11,864	2,608	14,472
Non-Residential Building Space (sq.m.)		182,560	

1 Excludes Work at Home Employment but includes No Fixed Place of Work

TOWN OF COLLINGWOOD
2026 AMENDING DEVELOPMENT CHARGES STUDY
SUMMARY OF WATER TREATMENT PLANT EXPANSION CAPITAL COSTS

Project Description	Timing	Gross Costs	Grant Funding	Net Municipal Costs	Inelgible Shares BTE (%)	Inelgible Shares BTE ($)	Total DC Eligible Costs	Available DC Reserves	DC Eligible Costs 2025-2041	DC Eligible Costs Post-2041
1 Raymond A. Barker Water Treatment Plant Expansion										
1.1 Future Capital Cost Estimate - Collingwood Share	2025 - 2032	$ 93,540,795	$ 51,430,000	$ 42,110,795	8%	$ 3,308,501	$ 38,802,294	$ -	$ 20,210,386	$ 18,591,908
1.2 Costs Incurred To Date for WTP - Collingwood Share	2025 - 2025	$ 6,359,205	$ 4,070,000	$ 2,289,205	0%	$ -	$ 2,289,205	$ -	$ 2,289,205	$ -
Sub-total Raymond A. Barker Water Treatment Plant Expansion		$ 99,900,000	$ 55,500,000	$ 44,400,000		$ 3,308,501	$ 41,091,499	$ -	$ 22,499,591	$ 18,591,908
TOTAL		**$ 99,900,000**	**$ 55,500,000**	**$ 44,400,000**		**$ 3,308,501**	**$ 41,091,499**	**$ -**	**$ 22,499,591**	**$ 18,591,908**

Capacity (m^3):	**Total Capacity**	**10% Reserve**	**Net Capacity**	**Collingwood Share**	
Added Capacity	28,000	2,800	25,200	37.0%	9,324
Total Capacity Available (m^3)	**28,000**	**2,800**	**25,200**		

Residential Development Charge Calculation		
2025-2041 DC Eligible Costs	83%	$18,703,076
Growth in Population in New Units		12,848
Unadjusted Development Charge Per Capita		**$1,456**
Non-Residential Development Charge Calculation		
2025-2041 DC Eligible Costs	17%	$3,796,515
Growth in Square Metres		182,560
Unadjusted Development Charge Per Square Metre		**$20.80**

Available DC Reserve Balance	
Balance as of Dec 31, 2024	$ (6,359,205)
Funded From Initial Grant Monies	$ 4,070,000
Neg. Reserve Requiring Funding	$ (2,289,205)

Gross Cost Allocation	
Gross Cost	$ 270,000,000
Collingwood Share	$ 99,900,000
New Tecumseth Share	$ 170,100,000

Grant Allocation	
Total	$ 150,000,000
Collingwood Share	$ 55,500,000
New Tecumseth Share	$ 94,500,000

Collingwood Funding	
Already Funded	$ 6,359,205
Future Funding Need	$ 93,540,795
Total	$ 99,900,000

APPENDIX A
TABLE A-3.1

TOWN OF COLLINGWOOD
2026 AMENDING DEVELOPMENT CHARGES STUDY
CASHFLOW AND DETERMINATION OF RESIDENTIAL DEVELOPMENT CHARGE

WATER TREATMENT PLANT	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING CASH BALANCE ($000)	($1,902.9)	($2,971.7)	($4,084.2)	($5,245.4)	($6,455.4)	($7,713.9)	($9,020.5)	($10,374.6)	($11,999.7)
RESIDENTIAL FUNDING REQUIREMENTS									
Prior Growth	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Water Treatment Plant: Non Inflated	$2,100.0	$2,100.0	$2,100.0	$2,100.0	$2,100.0	$2,100.0	$2,100.0	$2,100.0	$0.0
Water Treatment Plant: Inflated	$2,100.0	$2,142.0	$2,184.9	$2,228.6	$2,273.1	$2,318.6	$2,365.0	$2,412.3	$0.0
NEW RESIDENTIAL DEVELOPMENT									
- Population Growth in New Units	673	692	709	727	746	766	787	699	716
REVENUE									
- DC Receipts: Inflated	$1,161.7	$1,218.4	$1,273.3	$1,331.7	$1,393.9	$1,459.9	$1,529.9	$1,386.0	$1,448.1
INTEREST									
- Interest on Opening Balance	($104.7)	($163.4)	($224.6)	($288.5)	($355.0)	($424.3)	($496.1)	($570.6)	($660.0)
- Interest on In-year Transactions	($25.8)	($25.4)	($25.1)	($24.7)	($24.2)	($23.6)	($23.0)	($28.2)	$25.3
TOTAL REVENUE	$1,031.3	$1,029.6	$1,023.6	$1,018.6	$1,014.6	$1,012.0	$1,010.8	$787.2	$813.5
CLOSING CASH BALANCE	($2,971.7)	($4,084.2)	($5,245.4)	($6,455.4)	($7,713.9)	($9,020.5)	($10,374.6)	($11,999.7)	($11,186.3)

WATER TREATMENT PLANT	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE ($000)	($11,186.3)	($10,267.1)	($9,230.3)	($8,067.3)	($6,766.9)	($5,323.7)	($3,723.1)	($1,954.0)	
RESIDENTIAL FUNDING REQUIREMENTS									
Prior Growth	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$0.0**
Water Treatment Plant: Non: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$16,800.1**
Water Treatment Plant: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$18,024.4**
NEW RESIDENTIAL DEVELOPMENT									
- Population Growth in New Units	731	748	765	783	799	817	835	855	**12,848**
REVENUE									
- DC Receipts: Inflated	$1,508.0	$1,573.9	$1,641.9	$1,714.1	$1,784.2	$1,860.8	$1,939.9	$2,026.1	**$26,251.8**
INTEREST									
- Interest on Opening Balance	($615.2)	($564.7)	($507.7)	($443.7)	($372.2)	($292.8)	($204.8)	($107.5)	**($6,395.8)**
- Interest on In-year Transactions	$26.4	$27.5	$28.7	$30.0	$31.2	$32.6	$33.9	$35.5	**$71.3**
TOTAL REVENUE	$919.2	$1,036.8	$1,163.0	$1,300.4	$1,443.2	$1,600.6	$1,769.1	$1,954.0	**$19,927.3**
CLOSING CASH BALANCE	($10,267.1)	($9,230.3)	($8,067.3)	($6,766.9)	($5,323.7)	($3,723.1)	($1,954.0)	($0.0)	

Adjusted Charge Per Capita	**$1,726**

Allocation of Capital Program	
Residential Sector	83.1%
Non-Residential Sector	16.9%
Rates for 2025	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX A
TABLE A-3.2

TOWN OF COLLINGWOOD
2026 AMENDING DEVELOPMENT CHARGES STUDY
CASHFLOW AND DETERMINATION OF NON-RESIDENTIAL DEVELOPMENT CHARGE

WATER TREATMENT PLANT	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING CASH BALANCE ($000)	($386.3)	($637.0)	($904.2)	($1,189.0)	($1,492.1)	($1,814.7)	($2,157.9)	($2,522.7)	($2,814.7)
NON-RESIDENTIAL FUNDING REQUIREMENTS									
Prior Growth	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Water Treatment Plant: Non Inflated	$426.3	$426.3	$426.3	$426.3	$426.3	$426.3	$426.3	$426.3	$0.0
Water Treatment Plant: Inflated	$426.3	$434.8	$443.5	$452.4	$461.4	$470.6	$480.1	$489.7	$0.0
NEW RESIDENTIAL DEVELOPMENT									
- Square Metre of Non-Residential GFA	8,050	8,120	8,190	8,260	8,330	8,400	8,470	11,760	11,900
REVENUE									
- DC Receipts: Inflated	$202.9	$208.8	$214.8	$221.0	$227.3	$233.8	$240.5	$340.6	$351.5
INTEREST									
- Interest on Opening Balance	($21.2)	($35.0)	($49.7)	($65.4)	($82.1)	($99.8)	($118.7)	($138.7)	($154.8)
- Interest on In-year Transactions	($6.1)	($6.2)	($6.3)	($6.4)	($6.4)	($6.5)	($6.6)	($4.1)	$6.2
TOTAL REVENUE	$175.6	$167.6	$158.8	$149.2	$138.8	$127.5	$115.2	$197.7	$202.9
CLOSING CASH BALANCE	($637.0)	($904.2)	($1,189.0)	($1,492.1)	($1,814.7)	($2,157.9)	($2,522.7)	($2,814.7)	($2,611.8)

WATER TREATMENT PLANT	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE ($000)	($2,611.8)	($2,386.4)	($2,134.6)	($1,856.8)	($1,551.3)	($1,213.8)	($844.6)	($441.6)	
NON-RESIDENTIAL FUNDING REQUIREMENTS									
Prior Growth	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$0.0**
Water Treatment Plant: Non: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$3,410.2**
Water Treatment Plant: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$3,658.8**
NEW RESIDENTIAL DEVELOPMENT									
- Square Metre of Non-Residential GFA	12,040	12,250	12,390	12,530	12,740	12,880	13,020	13,230	**182,560**
REVENUE									
- DC Receipts: Inflated	$362.8	$376.5	$388.4	$400.6	$415.5	$428.5	$441.8	$457.9	**$5,513.0**
INTEREST									
- Interest on Opening Balance	($143.6)	($131.3)	($117.4)	($102.1)	($85.3)	($66.8)	($46.5)	($24.3)	**($1,482.8)**
- Interest on In-year Transactions	$6.3	$6.6	$6.8	$7.0	$7.3	$7.5	$7.7	$8.0	**$14.8**
TOTAL REVENUE	$225.5	$251.8	$277.8	$305.5	$337.4	$369.2	$403.0	$441.6	**$4,045.0**
CLOSING CASH BALANCE	($2,386.4)	($2,134.6)	($1,856.8)	($1,551.3)	($1,213.8)	($844.6)	($441.6)	$0.0	

Adjusted Charge Per Square Metre	**$25.21**

Allocation of Capital Program	
Residential Sector	83.1%
Non-Residential Sector	16.9%
Rates for 2025	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Appendix B
Proposed Draft Amending By-law

BY-LAW No. 2026-XXX
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD

BEING A BY-LAW TO AMEND THE CORPORATION OF THE TOWN OF COLLINGWOOD DEVELOPMENT CHARGES BY-LAW NO. 2025-024

WHEREAS the Town of Collingwood enacted By-law 2024-036 as amended by By-law 2025-024 pursuant to the Development Charges Act, 1997, S.O. 1997, c. 27 (the "Act"), which authorizes Council to pass by-laws for the imposition of development charges against land;

WHEREAS Section 19(1.1)c of the Act provides for streamlined process for amendments to a development charges by-law where the only effect of the amendment decreases the amount of a development charge that is payable for one or more types of development in the circumstances specified in the amendment;

WHEREAS the amendment to reduce the development charge rates related to funding the Water Treatment Plant expansion to reflect the receipt of additional grant funding;

And WHEREAS Council passed Resolution No. XXX-2026 at its Committee of the Whole meeting held on April XX, 2026 by which Council authorized staff to proceed with amending By-law 2025-024 to account for the receipt of additional grant monies;

NOW THEREFORE the Council of the Corporation of the Town of Collingwood enacts as follows:

1. That Schedule "B" of By-law 2025-024, Schedule of Development Charges for the funding of the Water Treatment Plant be repealed and replace with the revised Schedule "B", as included in this amending by-law.

DATE BY-LAW EFFECTIVE

2. This By-law shall come into force and effect on date of passage.

3. Except as amended by this by-law, all provisions of By-law 2024-036 as amended by By-law 2025-024 shall remain in full force and effect.

SHORT TITLE

4. This By-law may be referred to as the Town of Collingwood Water Treatment Plant Development Charges 2026 Amendment By-law

CORRECTIONS

5. The Clerk of the Town is authorized to effect any minor modifications, corrections or omissions solely of an administrative, numerical, grammatical, semantical or descriptive nature to this by-law or its schedules after the passage of this by-law.

ENACTED AND PASSED by the Council this XXst day of April 2026.

_____
MAYOR

_____
CLERK

DRAFT

SCHEDULE "B"
By-law No. 2025-024
As Amended by By-law No. 2026-XX
SCHEDULE OF DEVELOPMENT CHARGES

Service	Residential Charge By Unit Type				Non-Residential Charge per Sqaure Metre
	Single & Semi-Detached	Other Multiples	Apartment 2+ Bedrooms	Apartments 1 or Fewer Bedrooms	
Water Treatment Plant	$4,641	$3,452	$2,762	$1,726	$25.21

DRAFT

BY-LAW No. 2026-XXX
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD

BEING A BY-LAW TO AMEND THE CORPORATION OF THE TOWN OF COLLINGWOOD DEVELOPMENT CHARGES BY-LAW NO. 2025-024

WHEREAS the Town of Collingwood enacted By-law 2024-036 as amended by By-law 2025-024 pursuant to the Development Charges Act, 1997, S.O. 1997, c. 27 (the "Act"), which authorizes Council to pass by-laws for the imposition of development charges against land;

WHEREAS Section 19(1.1)c of the Act provides for streamlined process for amendments to a development charges by-law where the only effect of the amendment decreases the amount of a development charge that is payable for one or more types of development in the circumstances specified in the amendment;

WHEREAS the amendment to reduce the development charge rates related to funding the Water Treatment Plant expansion to reflect the receipt of additional grant funding;

And WHEREAS Council passed Resolution No. XXX-2026 at its Committee of the Whole meeting held on April XX, 2026 by which Council authorized staff to proceed with amending By-law 2025-024 to account for the receipt of additional grant monies;

NOW THEREFORE the Council of the Corporation of the Town of Collingwood enacts as follows:

1. That Schedule "B" of By-law 2025-024, Schedule of Development Charges for the funding of the Water Treatment Plant be repealed and replace with the revised Schedule "B", as included in this amending by-law.

DATE BY-LAW EFFECTIVE

2. This By-law shall come into force and effect on date of passage.

3. Except as amended by this by-aw, all provisions of By-law 2024-036 as amended by By-law 2025-024 shall remain in full force and effect.

SHORT TITLE

4. This By-law may be referred to as the Town of Collingwood Water Treatment Plant Development Charges 2026 Amendment By-law

CORRECTIONS

5. The Clerk of the Town is authorized to effect any minor modifications, corrections or omissions solely of an administrative, numerical, grammatical, semantical or descriptive nature to this by-law or its schedules after the passage of this by-law.

ENACTED AND PASSED by the Council this XXst day of April 2026.

_____
MAYOR

_____
CLERK

DRAFT

SCHEDULE "B"
By-law No. 2025-024
As Amended by By-law No. 2026-XX
SCHEDULE OF DEVELOPMENT CHARGES

Service	Residential Charge By Unit Type				Non-Residential Charge per Sqaure Metre
	Single & Semi-Detached	Other Multiples	Apartment 2+ Bedrooms	Apartments 1 or Fewer Bedrooms	
Water Treatment Plant	$4,641	$3,452	$2,762	$1,726	$25.21

TOWN OF COLLINGWOOD

CALCULATED NON-RESIDENTIAL DEVELOPMENT CHARGES

Service	Unadjusted Charge ($/square metre)	Adjusted Charge ($/square metre)	Percentage of Charge
Water Treatment Plant	$20.80	$25.21	100.0%
TOTAL NON-RESIDENTIAL CHARGE	**$20.80**	**$25.21**	**100.0%**

DRAFT

Staff Report PRC2026-02

Committee 2026-04-20
Council 2026-04-20
Amendments ☐

Submitted To:	Committee of the Whole | Council
Submitted By:	Karen Cubitt, Director Parks, Recreation & Culture
Prepared By:	Jennifer Parker, Manager, Culture & Events
Subject:	Bring-Your-Own (BYO) Events

Recommendation

WHEREAS the sale and service of alcohol in Ontario is regulated by the Liquor Licence and Control Act which is administered by the Alcohol and Gaming Commission of Ontario,

AND WHEREAS the sale or service of alcohol at special occasions and events open to the public requiring a Special Occasion Permit (SOP) through the AGCO is contingent upon municipal authorization,

BE IT RESOLVED THAT Staff Report PRC2026-02, Bring-Your-Own (BYO) Events, be received,

AND THAT Council prohibit the permitting of Bring-Your-Own events within the Town of Collingwood.

Amendments

None.

1. Executive Summary

The Alcohol and Gaming Commission of Ontario (AGCO) is responsible for administering the *Liquor Licence and Control Act, 2019* which, combined with the Regulations, sets the licensing and regulatory framework for the sale and service of alcohol in Ontario.

The sale or service of alcohol at special occasions and events open to the public requiring a Special Occasion Permit (SOP) through the AGCO, is contingent upon authorization by the Municipality.

Changes implemented by the province, effective April 30, 2026, will expand the eligibility for Tailgate event permits, to include public events that have municipal designation as cultural or community events, introducing a new class of permit called Bring-Your-Own events. A Municipal designation of a ‘community’ or ‘cultural’ event and an approved Bring-Your-Own SOP from the AGCO would allow attendees, 19+ and over to bring and consume alcohol within the permitted area.

As identified by BFL Canada Risk and Insurance, Bring-Your-Own events may only occur where:

- A municipality has enacted appropriate bylaw authority
- A municipality has formally designated the event as eligible; and
- The event organizer has obtained a valid BYO permit from the AGCO

Municipalities are not mandated to permit BYO outdoor public events. Changes to the regulation made by the province will however serve to enable these types of events to occur. The government has identified that this change in the regulation is intended to benefit businesses, organizations, and local tourism by making public events more accessible and encouraging greater community participation.

Collingwood’s Alcohol Policy (PR-POL-C-001-2021) was introduced to provide a management strategy for the control of alcohol on Town property. The Municipal Alcohol Policy in its current form states that tailgate events are not permitted in the Town of Collingwood. In response to the expansion of tailgate (now BYO) events, and in consideration of the April 30, 2026 deadline to have a By-law in place if the municipality intends to permit these, regulatory changes and implications, risk management and public safety, health and social impact as well as the potential economic benefits of this expanded permit opportunity, have been assessed. This work was undertaken through consultation with community stakeholders including other municipalities in the region, Simcoe Muskoka District Health Unit, Simcoe County Municipalities Insurance Pool (SCMIP), Collingwood OPP, Downtown Collingwood BIA, Tourism Simcoe County and the general business community through the Economic Development newsletter. This

consultation has informed the recommendation to not proceed with permitting BYO events in the Town of Collingwood.

2. Analysis

Regulation Changes

In 2019, provincial requirements for Special Occasion Permits (SOP) were updated to include tailgate events, requiring a specific permit for sporting-related events where attendees 19 years of age or older may bring and consume their own alcohol within the permitted area.

Effective April 30, 2026, amendments to Ontario Regulation 747/21 will expand the eligibility for tailgate event permits to include events designated by a municipality as cultural or community events. This change introduces a new class of permit, Bring-Your-Own (BYO) events. Tailgating events have been revoked and changed to BYO events. This new definition of an event includes events on ground level that are held in connection or in proximity to a professional, semi-professional or post-secondary sporting event, or have been designated by a municipal council or their delegates as a cultural or community event. Approved events would allow of age individuals to possess and consume liquor brought to the event by the attendee.

BYO event applicants must provide the AGCO with a letter from the municipality designating the event as a ‘cultural’ or ‘community’ event. If the municipality does not designate an event as a community or cultural event, the AGCO cannot issue a BYO event SOP. The municipality has no obligation to designate any events for BYO permit eligibility. Events taking place on public property would also need authorization through Collingwood’s Special Events Permit Process.

The Town of Collingwood Municipal Alcohol Policy prohibits tailgate events. Allowing BYO events in Collingwood would require revision of the Municipal Alcohol Policy lifting the prohibition of tailgating events and furthermore expanding permissions to include designated community and cultural events. Further to this, given that applicants for BYO events must obtain a letter or resolution from the municipality, designating the event as a cultural or community event before submitting their application to the AGCO, the municipality would need to develop clear criteria for what events would fall into those categories. The province has not prescribed procedures for designations however has

shared examples of what might be considered community or cultural events including outdoor movie screenings, street markets, arts and crafts shows, free outdoor concerts, fairs, neighbourhood sports tournaments, public performances, farmers markets and international/religious festivals.

To protect public safety and ensure appropriate risk controls are in place, a review of enforcement expectations, approval conditions, and event requirements would be required, with updates made as necessary to mitigate identified risks.

Risk Management & Public Safety

The Simcoe County Municipalities Insurance Pool (SCMIP) strongly recommends that member municipalities do not adopt the expanded BYO event permit framework at this time due to significant, unmitigated risk exposure.

Key risk considerations identified and not addressed in the regulatory framework include:

- No statutory liability protection for municipalities
- Direct conflict with existing Municipal Alcohol Policies
- No mandated risk management requirements
- Enforcement and administrative burden
- Elevated risk of drink tampering or spiking
- Cumulative Municipal or County pressures (police/emergency medical services, equity & public health goals, regional coordination, migration to permissive municipalities)
- Joint and Several Liability exposures

Permitting BYO events in public spaces would significantly undermine existing safeguards relied upon by the municipality to manage risk, promote responsible consumption, and protect vulnerable populations.

As identified in the *Liquor Licence and Control Act*, event organizers are legally responsible for meeting the AGCO permit conditions.

The availability and consumption of alcohol, and the harms associated with it, directly affect municipal operations and services, including public safety, enforcement, recreational spaces, and liability, with municipalities often absorbing the resulting financial and operational costs.

Municipalities

SCMIP noted that during the provincial consultation process, municipalities raised concerns regarding liability exposure, enforcement practicality, public-safety implications and conflict between the proposed BYO framework and existing Municipal Alcohol Policies.

Consultation with South Georgian Bay municipalities revealed that most are presently assessing potential approaches and have not yet reached a determination regarding implementation.

Health & Social Impact

The Simcoe Muskoka District Health Unit provided a briefing on alcohol availability and associated harms in Simcoe Muskoka, supporting the recommendation not to permit BYO events.

Each year in Simcoe Muskoka, alcohol use is associated with an estimated 7,665 emergency department visits, 840 hospitalizations, and 275 deaths, representing approximately one in twenty deaths in the region. Alcohol-related harms are disproportionately experienced by men, and nearly half of alcohol-attributable deaths are linked to cancer or heart disease. Alcohol also remains a significant contributing factor to injuries and injury-related mortality, placing ongoing pressures on the health care system and public services.

Evidence consistently indicates that increased alcohol availability is associated with higher levels of consumption and a corresponding rise in alcohol-related harms. The consumption of alcohol in public spaces may further reinforce the normalization of alcohol use within the community.

Economic Impact

It was noted in the Collingwood Downtown BIA Board Meeting held on April 9, 2026 that the Collingwood Downtown BIA Board does not support Collingwood pursuing this initiative, citing potential negative impacts on local restaurants and bars.

Concerns shared by the general business community with Economic Development through newsletter engagement focused on the potential costs associated with clean-up and public safety. No economic benefits were identified in the feedback received.

Financial Impacts

There are no direct financial implications as a result of this report. If Council proceeds with permitting BYO event permits there may be financial implications related to service delivery including risk management, legal and land, community and public events, parks and harbour, police, fire and rescue.

Conclusion

The AGCO administers the Liquor *Licence and Control Act*, which governs alcohol service in Ontario, including requirements for SOPs supported by municipal authorization. Effective April 30, 2026, regulatory amendments will enable municipalities, at their discretion, to designate certain cultural or community events as eligible for BYO permits, allowing attendees aged 19 and over to consume personally supplied alcohol within approved event areas, subject to local by-laws and policies.

In Collingwood, implementation would necessitate amendments to the Municipal Alcohol Policy, development of clear designation criteria, and alignment with existing by-laws and event approval processes. These changes would introduce new administrative and enforcement obligations without corresponding provincial safeguards.

From a risk and public safety perspective, the BYO framework presents significant concerns. The absence of clear economic benefits, statutory liability protection, mandated risk-management requirements, and clear enforcement standards, coupled with insurance advisories against adoption creates exposure for the municipality. Permitting BYO events would weaken existing controls, increase pressures on municipal services, and exacerbate known public health harms associated with increased alcohol availability. Given these factors, staff recommend prohibiting BYO events within the Town of Collingwood. Staff will continue to monitor the approach of other municipalities or any provincial changes that may reduce the identified risk factors and record any comments from the business community in support of BYO events. Should the situational analysis change in the future, staff would bring this matter back to Council with further information.

Acknowledging the significant public attention and possible misinformation surrounding BYO events, there is a need for a clear public awareness campaign to communicate where and when alcohol may be legally consumed in public spaces.

3. Input from Other Sources

Consultation included other Ontario municipalities, Simcoe Muskoka District Health Unit, SCMIP, Collingwood OPP, BIA, Tourism Simcoe County and BFL Canada. This report was reviewed by Department Heads on April 14, 2026 and the content responds to the advice received.

4. Applicable Policy or Legislation

***Liquor Licence and Control Act*, 2019:** https://www.ontario.ca/laws/statute/19l15b
Provides regulations to the issuance of permits. Permits are administered and issued by the AGCO with a requirement of a letter or council resolution to designation an event as municipally significant or as ‘community’ or ‘cultural’ event for a BYO permit.

O. Reg. 747/21: Permits under Liquor Licence and Control Act, 2019, S.O. 2019, c 15, Sced. 22 https://www.ontario.ca/laws/regulation/210747 Renames and expands the definition of “Tailgate events” to “bring-your-own events”.

Municipal Alcohol Policy (PR-POL-C-001-2021)
Provides a management strategy for the control of alcohol on Town property

By-Law No. 2013-065 Special Event By-Law
Sets the requirements to hold an event on municipal property in the Town of Collingwood.
The content of this report is connected to the **Community Based Strategic Plan**: Pillar # 2 and the key action of encouraging and supporting events, festivals, and celebrations that bring people together, foster inclusion and showcase the richness of our culture, diversity, heritage and community.

5. Considerations

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

☐ Sustainable ☒ Connected ☐ Vibrant ☐ Responsible

☐ Services adjusted if any	Choose an item.
☐ Climate Change / Sustainability:	Choose an item.
☒ Communication / Engagement:	Choose an item.Public Engagement has occurred
☒ Accessibility / Equity, Diversity, Inclusion:	Consistent with Multi-Year Accessibility Plan
☐ Registered Lobbyist(s) relating to content:	[add content and meeting dates]
☐ Rights of Indigenous Peoples (UNDRIP):	[add content]

Next steps and future action required following endorsement:
Municipal Alcohol Policy update required to update terminology, retracting tailgating events and replacing with bring-your-own events. A public awareness campaign will be implemented to increase awareness among residents and visitors about alcohol consumption on public property as a result of the BYO permit expansion and Collingwood's response to it.

6. Appendices and Other Resources

None

7. Approval

Prepared By:

Jennifer Parker, Manager, Culture & Events

Reviewed By:

Karen Cubitt, Director, Parks, Recreation & Culture

CAO Comments:

☒ Endorsed by CAO Skinner on April 15, 2026 to proceed to COW.

Staff Report C2026-04

Committee 2026-04-20
Council 2026-05-04
Amendments ☐

Submitted To:	Committee of the Whole | Council
Submitted By:	Sara Almas, Director of Legislative Services/Clerk
Prepared By:	Adam Harrod, Manager, By-law Services Division
	Wendy Martin, Manager, Greenspace
Subject:	New Long Grass & Nuisance Weeds By-law

Recommendation

THAT Staff Report C2026-04, New Long Grass & Nuisance Weeds By-law, be received;

AND THAT the proposed Long Grass and Nuisance Weeds By-law, attached as Appendix A, be enacted.

Amendments

None.

1. Executive Summary

The Town's existing Long Grass and Weeds By-law (By-law 03-18) is over 20 years old and no longer reflects current expectations for public safety, environmental stewardship, and effective enforcement. Complaints have increased substantially, highlighting the limitations of outdated definitions, vague standards, and enforcement tools.

With input and collaboration from our local Pollinate Collingwood organization, the proposed Long Grass and Nuisance Weeds By-law modernizes the regulatory framework by establishing clear vegetation standards, recognizing naturalized and ecological landscaping, improving enforcement efficiency through seasonal Orders and AMPS, enabling full cost recovery, and clarifying maintenance responsibilities for private

property and boulevards. Together, these updates create a clear, balanced, and enforceable by-law that strengthens the Town's ability to address property maintenance concerns while supporting public health, safety, and environmental objectives.

2. Analysis

Background

Since 2003, the Town's property maintenance landscape has evolved substantially. The current by-law no longer reflects operational realities or community expectations and does not:

- regulate boulevard vegetation;
- permit modern methods for the service of Orders (e.g., electronic service);
- reflect the increased use of naturalization and native species;
- require maintenance of boulevard vegetation, including vegetation planted by property owners;
- clearly define vegetation types; or
- incorporate the Town's Administrative Monetary Penalty System (AMPS), now standard in many Ontario municipalities.

Complaint volumes have increased significantly (see Table 1), reflecting both evolving community expectations and the limitations in the current by-law's clarity and enforceability. Updating the by-law is necessary to provide objective standards, support fair and consistent enforcement, and reflect contemporary municipal best practices.

Table 1: Calls for Service – Long Grass & Weeds (2013–2025)

Year	Number of Occurrences
2013	58
2014	61
2015	61
2016	47
2017	44
2018	65

2019	31
2020	46
2021	39
2022	93
2023	91
2024	238*
2025	274*

*Some of the recent increases are due to multiple reports from single individuals.

In addition, the current by-law does not adequately address situations where boulevards have been altered or landscaped, nor does it impose clear and enforceable maintenance responsibilities for such areas. This has contributed to inconsistent upkeep and increased reliance on Town resources for remediation and enforcement.

A review of by-laws in neighbouring and comparable municipalities, including Wasaga Beach, Owen Sound, Barrie, Midland and Innisfil, shows a consistent shift toward clearer vegetation standards, updated definitions, exemptions for naturalized areas and gardens, and strengthened enforcement frameworks. These municipalities commonly establish height limits for grass, maintain exemptions for gardens and natural growth areas, and incorporate seasonal or policy-based approaches such as “No Mow May,” to balance environmental objectives with operational and public safety considerations. Collectively, these approaches reflect broader municipal trends toward modern, enforceable yard maintenance standards that promote consistency, clarity, and effectiveness in municipal enforcement practices.

Legislative Findings and Evidentiary Basis

Staff undertook a detailed analysis to ensure the proposed by-law is evidence-based and represents a proportionate response to legitimate public-interest objectives.

Unmanaged or excessively tall vegetation can pose several risks, including:

- impaired sightlines at intersections and driveways;
- increased fire risk during dry conditions;

- the creation of habitats for mosquitoes, rodents, and other insects or animals; and
- contributions to neighbourhood blight where vegetation is left unmanaged.

These risks apply to both private land and boulevards, particularly where vegetation has been planted, altered, or left unmanaged. Unmanaged boulevard vegetation may also obstruct pedestrian access and interfere with the safe use of sidewalks and roadways.

Grass and Ground Cover

Neighbourhood blight associated with long grass most commonly arises where grass and ground cover are left unmanaged for extended periods, creating a visible appearance of neglect that may detract from the character and enjoyment of surrounding properties and the public realm. This impact is distinct from intentional gardens or naturalized plantings, which are designed, established, and maintained for specific ecological or aesthetic purposes.

Nuisance Weeds

As part of this review, staff also considered whether to rely on the Weed Control Act or to identify a limited list of nuisance weeds specific to municipal public-health and safety objectives. The Weed Control Act applies primarily where weeds interfere with agriculture or horticulture and does not address many of the risks posed by certain plant species in residential and urban settings.

Accordingly, the proposed by-law identifies a narrow list of Nuisance Weeds based on demonstrable risks to human health and safety, including toxicity, severe allergic reactions, chemical burns, or airborne health impacts, particularly affecting children, pets, and vulnerable populations.

Identified Nuisance Weeds

Common Name	Scientific Name	Basis for Inclusion
Giant Hogweed	*Heracleum mantegazzianum*	Sap causes severe burns, blistering, and potential permanent eye injury when exposed to sunlight
Poison Hemlock	*Conium maculatum*	Highly toxic if ingested; poses serious risk to children and pets
Wild Parsnip	*Pastinaca sativa*	Sap causes chemical burns following skin contact and sunlight exposure
Poison Ivy	*Toxicodendron radicans*	Causes severe allergic dermatitis; airborne toxins released if burned
Ragweed species	*Ambrosia* spp.	Major source of allergenic pollen contributing to asthma and respiratory illness

Proportionality and Balancing

To ensure a proportionate approach that limits impacts on residents' expressive and ecological landscaping choices, the proposed by-law includes:

- a height standard that applies only to non-exempt grass and ground cover;
- broad exemptions for gardens, naturalized areas, and natural growth areas;
- reverse-onus and inference provisions to distinguish intentional planting from neglect; and
- clear obligations for property owners to maintain any boulevard vegetation, regardless of whether it was planted by the current or previous owner.

The resulting framework is rational, proportionate, and operationally effective, and appropriately balances individual property rights with the Town's responsibility to protect public health, safety, and community standards.

Key Changes/Enhancements in the Proposed By-law

Clear Height and Maintenance Standards

The current by-law relies on subjective descriptors such as long, overgrown, unkempt, and unsightly, which are open to interpretation and may expose the by-law to challenges on the basis of vagueness or uncertainty. The proposed by-law replaces these subjective terms with an objective maximum vegetation height of 20 centimetres for grass and ground cover on both private property and adjoining boulevards. It also reflects operational realities, as vegetation maintained below this threshold is generally easier to manage using typical residential equipment and helps prevent conditions associated with safety concerns or neighbourhood blight.

The height standard is intended to establish a minimum property maintenance benchmark that distinguishes unmanaged grass and ground cover from intentional landscaping, rather than to regulate individual aesthetic preferences.

In determining an appropriate height threshold, staff considered alternative standards, including a maximum grass height of 30 centimetres. Staff concluded that a higher threshold would be less effective in addressing the safety, nuisance, and appearance-based concerns associated with unmanaged long grass. Vegetation approaching or exceeding 30 centimetres is more likely to harbour pests and contribute to neighbourhood blight, particularly in residential areas.

Based on this analysis, staff identified 20 centimetres as a height threshold that more effectively addresses the identified risks while remaining objective, measurable, and straightforward to apply. This threshold supports:

• a clear and easily understood standard;

• reduced reliance on subjective assessments of condition or appearance; and,

• consistent application across properties and neighbourhoods.

Municipal best practices recognize that intentional naturalization, when properly maintained, supports biodiversity and pollinator habitats. In contrast, unmanaged grass provides minimal ecological benefit and may facilitate the spread of weeds. This

distinction supports regulating unmanaged overgrowth while accommodating intentional ecological landscaping practices. The proposed height standard is not intended to regulate landscaping aesthetics or expressive planting choices. The by-law distinguishes unmanaged grass and ground cover from gardens, naturalized areas, and natural growth areas that are intentionally established and maintained, which are exempt from the height requirement where they do not create safety concerns or other conditions addressed by the by-law.

Seasonal Enforcement Framework

The proposed by-law introduces a structured seasonal enforcement framework whereby height-based standards for grass and ground cover apply from June 1 to November 15, while all other provisions apply from May 1 to November 15, except for safety-related provisions addressing sightlines, obstructions, and interference with the safe use of highways and sidewalks, which apply at all times.

This approach enables earlier intervention for public health and safety concerns while allowing residents to participate in early-season pollinator protection initiatives, such as “No Mow May,” without contravening height standards. The framework balances environmental objectives with the Town’s responsibility to address safety, access, and visibility issues on both private property and adjoining boulevards.

Exemptions for Gardens, Naturalized Areas, and Natural Growth Areas

The current by-law does not include exemptions for intentional or environmentally beneficial landscaping. The proposed by-law introduces clear, structured exemptions for gardens, naturalized areas, and natural growth areas, reflecting the ecological and community benefits of native plantings and managed naturalization.

These exemptions apply where vegetation is intentionally established, actively maintained, and does not obstruct sidewalks, driveways, or sightlines. This approach encourages meaningful ecological landscaping while continuing to regulate unmanaged overgrowth and nuisance weeds.

Boulevard Maintenance Requirement

Historically, Collingwood, like many Ontario municipalities, has expected adjacent property owners to maintain boulevard areas. However, by-law 03-18 does not clearly articulate this expectation or establish an enforceable standard, resulting in inconsistent upkeep and increased reliance on Town resources for routine boulevard maintenance.

The proposed by-law clarifies and strengthens this long-standing responsibility by expressly requiring adjacent property owners to maintain boulevard grass and ground cover to the same 20-centimetre standard applied to private property, except where environmental or structural constraints make maintenance impractical. This update aligns with contemporary municipal approaches, in which owners are responsible for maintaining adjacent boulevard vegetation. It also improves the streetscape appearance, promotes consistent property maintenance standards, and reduces unnecessary maintenance demands on Town operations.

Boulevard Plantings and Reinstatement Authority

The proposed By-law clarifies that property owners are responsible for maintaining vegetation or landscaping located on any boulevard contiguous with their property, regardless of whether the vegetation was planted by the current owner, a previous owner, or installed pursuant to Town authorization.

The proposed by-law does not authorize any person to place, install, alter, landscape, excavate, or otherwise undertake works on a boulevard or other municipal property except where expressly authorized by the Town. Any permit, approval, or authorization required under another Town by-law, such as the Road Occupancy By-law, continues to apply.

Where boulevard vegetation becomes unmanaged, hazardous, obstructive, or otherwise fails to comply with the proposed By-law, the Town is authorized to remove such vegetation and reinstate the boulevard to a standard condition at the owner’s expense. This authority ensures that altered boulevards do not result in ongoing maintenance issues or public safety concerns and that municipal lands are maintained in a safe and consistent manner.

Modernized Service of Orders

The current by-law restricts the service of Orders to regular mail, registered mail, or in-person delivery, which can result in delays and inconsistent receipt. The proposed by-law modernizes service provisions by allowing Orders to be served by email, personal service, posting, courier, traditional mail, or any combination of these methods with clear deemed-service rules. These improvements support timely, reliable, and legally robust communication with property owners, enhancing both fairness and administrative efficiency.

Improved Service Delivery

A significant operational enhancement in the proposed by-law is the adoption of a seasonal Order model, which replaces the repetitive notice-issuance cycle required under the current framework. Under this model, once a complaint is received and a violation is confirmed, a single Order is issued for the property and remains in effect for the duration of the enforcement season.

Any subsequent instances of non-compliance during that season will result in the immediate issuance of a penalty notice and/or the scheduling of contractor-performed remedial work, without the need to issue a new Order for each subsequent violation. This approach reflects the Town’s commitment to clear, fair, and proportionate enforcement and directly addresses administrative inefficiencies identified in the current by-law.

The seasonal Order model reduces staff time spent issuing, tracking, and serving duplicate Orders for recurring non-compliance, improves the timeliness of enforcement actions, and enhances consistency across all properties. It also provides greater clarity to residents by establishing clear expectations for ongoing compliance for the remainder of the season.

When paired with the by-law’s modernized service provisions, enhanced inspection authorities, and full cost-recovery tools, this model materially strengthens the By-law Services Division’s ability to manage increasing complaint volumes and deliver streamlined and equitable enforcement outcomes for the community. Collectively, these

improvements align with contemporary municipal best practices and support the Town's broader objectives of service excellence, operational efficiency, and regulatory fairness.

Proposed Enforcement Process

1. **Complaint Received:** A service request or complaint is received and assigned to a Municipal Law Enforcement Officer (MLEO) for investigation.
2. **Order Issued:** If a violation is confirmed and does not qualify for an exemption under the proposed by-law, the Officer issues an Order requiring the property owner to bring the property into compliance within 7-10 days. Reasonable extensions may be granted based on weather conditions, contractor availability, or other mitigating factors.
3. **Follow-Up Inspection**: At the end of the compliance period, the Officer conducts a follow-up inspection to verify whether the property has been brought into compliance and that the required corrective actions have been completed.
4. **Penalty and Remedial Action (if non-compliant):** If the property remains non-compliant following the follow-up inspection, the Officer will issue a penalty notice and/or arrange for a contractor to perform remedial work to cut or remove grass, ground cover, nuisance weeds, other vegetation, and to remove non-compliant boulevard plantings and reinstate the boulevard surface, as required.
5. **Cost Recovery:** All costs associated with contractor-performed remedial work are invoiced to the property owner. Any unpaid amounts will be added to the property tax roll and may accrue interest in accordance with Town policy.

Under the seasonal Order model, only one Order is issued per property per season. Any subsequent non-compliance during the same enforcement season will result in the issuance of additional penalty notices and/or remedial action without the need for issuing further Orders. This framework supports consistent enforcement, reduces administrative duplication, improves clarity for property owners, and enhances the Town's overall effectiveness in managing vegetation-related complaints.

Financial Impacts

Contracted remedial work undertaken by the Town will be fully cost-recovered through invoicing to the property owner. Any unpaid amounts will be added to the property tax roll in accordance with the *Municipal Act, 2001*, and may accrue interest thereafter.

The introduction of a seasonal Order model and the integration of AMPS are expected to reduce the number of repeat complaints and decrease the overall staff time required to manage the ongoing non-compliance. These changes are anticipated to improve operational efficiency over time by reducing repeat inspections, duplicate Orders, and administrative workload per file.

For clarity, the proposed by-law does not apply to Town-owned naturalization areas, un-mowed sections of parks, or other municipally managed lands intentionally maintained for ecological, environmental, or carbon-reduction purposes. Its implementation also supports Council's broader environmental and climate-responsibility objectives.

Conclusion

The proposed Long Grass and Nuisance Weeds By-law modernizes Collingwood's approach to property maintenance by addressing operational gaps, updating definitions and standards, and incorporating contemporary enforcement tools. By clearly defining property owner responsibilities, recognizing naturalized landscaping, and supporting efficient, fully recoverable enforcement, the proposed by-law improves consistency, fairness, and service delivery. Staff therefore recommend approval of the proposed Long Grass and Nuisance Weeds By-law and repealing By-law 03-18.

3. Input from Other Sources

- Internal discussions with staff from Parks, Facilities, and Public Works.
- A review was conducted of comparable long grass and weeds by-laws from Barrie, Wasaga Beach, Owen Sound, Midland, and Innisfil to identify prevailing municipal approaches and best practices.

- Department Heads reviewed the draft By-law and Staff Report on March 17, 2026, and March 24, 2026, and provided feedback.
- Staff met with the Pollinate Collingwood Group to review the draft by-law and staff report. Feedback received through these discussions was considered, and where appropriate, incorporated into the proposed by-law and this report.
- The draft by-law was also reviewed by legal counsel from Miller Thomson LLP.

4. Applicable Policy or Legislation

The proposed by-law is authorized under the *Municipal Act, 2001*, including the Town's authority respecting:

- Health, safety, and well-being of persons (s. 11);
- Cleaning and clearing of land (s. 127);
- Public nuisances (s. 128);
- Enforcement, inspection, Orders, and penalties (ss. 425–446); and
- Administrative Monetary Penalties (s. 434.1).

Staff reviewed the Weed Control Act and propose to include a limited list of Nuisance Weeds based on demonstrated risks to human health and safety.

The proposed by-law supports Pillar #4 – Responsible of the Town of Collingwood's 2024–2028 Community-Based Strategic Plan by enhancing service excellence through clearly defined and consistently applied vegetation standards, strengthening accountability through transparent enforcement processes, and promoting fiscal responsibility by enabling full cost recovery for municipal remedial work.

5. Considerations

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

☐ Sustainable ☐ Connected ☐ Vibrant ☒ Responsible

☒ Services adjusted if any	Community Standards
☒ Climate Change / Sustainability:	Positive impact on climate change/sustainability (decreases GHG emissions) - the by-law supports

	municipal climate objectives by reducing unnecessary mowing, enabling intentional naturalization, and placing responsibility for boulevard plantings on adjacent owners.
☒ Communication / Engagement:	Advertisement/Notice will be provided
☐ Accessibility / Equity, Diversity, Inclusion:	Not Applicable
☐ Registered Lobbyist(s) relating to content:	Not Applicable
☐ Rights of Indigenous Peoples (UNDRIP):	Not Applicable

Next steps and future action required following endorsement: Following Council's enactment of the by-law, the By-law Services Division will implement the updated framework by posting the enacted by-law, coordinating internal communications and training for enforcement staff, updating public-facing information on the Town's website, and initiating a seasonal communications plan to ensure residents are aware of the new standards, exemptions, and enforcement timelines.

6. Appendices and Other Resources

Appendix A: Long Grass and Nuisance Weeds By-law 2026-XXX

Resource 1: Long Grass and Weeds By-law 03-18 (https://www.collingwood.ca/town-services/documents/law-03-18-long-grass-and-weeds)

7. Approval

Prepared By:

Adam Harrod, Manager, By-law Services Division

Amanda Fone, Licensing Program and Compliance Officer

Reviewed By:

Sara Almas, Director of Legislative Services/Clerk

CAO Comments:

☒ Endorsed by CAO Skinner on April 15, 2026 to proceed to COW.

BY-LAW No. 2026-xxx

OF THE

CORPORATION OF THE TOWN OF COLLINGWOOD

A by-law to regulate and prohibit long grass and nuisance weeds on private land and adjoining boulevards, and to provide for inspection, enforcement, remedial action and cost recovery.

WHEREAS Section 8(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 (the "*Municipal Act, 2001*") provides that the powers of a municipality under the Act or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 11(2) of the *Municipal Act, 2001*, authorizes a lower-tier municipality to pass by-laws for, *inter alia*, the health, safety and well-being of persons, and the protection of persons and property;

AND WHEREAS Section 128(1) of the *Municipal Act, 2001,* authorizes a municipality to prohibit and regulate with respect to public nuisances, including matters that, in the opinion of Council, are or could become or cause public nuisances;

AND WHEREAS Section 436(1) of the *Municipal Act, 2001,* provides that a municipality has the power to pass by-laws providing that the municipality may enter on land at any reasonable time for the purpose of carrying out an inspection to determine compliance with a by-law or an order made under the Act or a by-law;

AND WHEREAS Section 444(1) of the *Municipal Act, 2001,* authorizes that where a municipality is satisfied that a contravention of a by-law of the municipality passed under

the Act has occurred, the municipality may make an order requiring a person who contravened a by-law or who caused or permitted the contravention or the owner or occupier of the land on which the contravention occurred to discontinue the contravening activity;

AND WHEREAS Section 445(1) of the *Municipal Act, 2001,* authorizes that where a municipality is satisfied that a contravention of a by-law of the municipality passed under the Act has occurred, the municipality may make an order requiring the person who contravened the by-law or who caused or permitted the contravention or the owner or occupier of the land on which the contravention occurred, to do work to correct the contravention;

AND WHEREAS Section 446 of the *Municipal Act, 2001,* provides that where a municipality has the authority to direct or require a person to do a matter or thing, the municipality may also provide that the matter shall be done at the person's expense and that the municipality may recover the costs of doing a matter or thing from the person by action or by adding the costs to the tax roll and collecting them in the same manner as property taxes;

AND WHEREAS nuisance weeds may cause allergic reactions or other health problems for individuals, may disrupt ecological systems and negatively impact the health, safety and well-being of the inhabitants of the Town as well as the natural environment;

AND WHEREAS long grass and nuisance weeds may pose safety and fire risks, impair visual sightlines, create habitats for mosquitoes, rodents and other insects or animals, and contribute to neighbourhood blight;

AND WHEREAS Council deems long grass and nuisance weeds to be a public nuisance;

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

1. Short Title

1.1 This By-law may be cited as the “Long Grass and Nuisance Weeds By-law”.

2. Definitions

2.1 In this By-law:

“**Agricultural Operation**” means an agricultural, aquacultural, horticultural or silvicultural operation that is carried on in the expectation of gain or reward;

“**Boulevard**” means the portion of a municipal highway right-of-way that is not used for vehicular travel and that lies between the travelled portion of the roadway and the adjoining property line, including any front, side, or rear boulevard contiguous with the Land;

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

“**Destroy**” means pulling or otherwise removing the plants from the soil, cutting the roots or stalks of the plants before the seeds have developed sufficiently to ripen after the cutting, plowing or cultivating the soil in which the plants are growing, or treating with a herbicide that causes the plants to be destroyed or prevents the growth of the plants or the ripening of their seeds;

“**Director**” means the Director of Legislative Services for the Town, or any Person designated by the Director to perform the duties of the Director under this By-law, and includes the Manager when so designated;

“**Garden**” means a clearly defined and intentionally planted area that is actively maintained in a manner that controls Nuisance Weeds and limits encroachment beyond the defined area, is distinguishable from unmanaged vegetation through visible design, borders, or delineation, and may include ornamental grasses, flowering plants, shrubs, vegetables, herbs, or native species intentionally cultivated for aesthetic or ecological purposes;

"**Grass**" means turfgrass customarily used to form a lawn, whether planted or naturally occurring, and does not include ornamental grasses or vegetation intentionally planted or maintained as part of a Garden or Naturalized Area;

"**Ground Cover**" means low-growing non-woody vegetation, other than Grass, that covers or is growing upon the surface of the ground, whether planted or naturally occurring, including clover and other similar broadleaf plants, but does not include vegetation intentionally planted or maintained as part of a Garden or Naturalized Area;

"**Land**" means any parcel of land, or any part thereof, including all private property, premises, grounds, yards, and vacant lots, whether occupied or unoccupied;

"**Manager**" means the Manager of the By-law Services Division for the Town, or their designate;

"**Municipal Act, 2001**" means the *Municipal Act, 2001*, S.O. 2001, c. 25;

"**Natural Growth Area**" means Land, or any portion of Land, that:

(a) Is identified as environmental protection under the Town's Zoning By-law, or any amendments thereto;
(b) consists of or contains environmental features that are protected, regulated, or constrained by applicable law, including lands susceptible to flooding or erosion;
(c) is comprised of steep slopes, ponds, wetlands, or other natural or ecological features that make the establishment or maintenance of a lawn, or the maintenance of vegetation in that area, unreasonable, impracticable, or unsafe; or
(d) is comprised of natural environment Land that is owned, managed, or preserved by a federal or provincial government authority, agency, or department, or by the County of Simcoe or the Town, for the protection, operation, or preservation of stormwater management infrastructure, wildlife habitat, watercourses, wetlands, or forestry areas;

"**Naturalized Area**" means an area of Land that is intentionally designed, established, or ecologically managed, for the purpose of supporting biodiversity or pollinator habitat, through the use or retention of predominantly native or pollinator-supportive vegetation,

and that is reasonably distinguishable from unmanaged vegetation through the presence of defined boundaries, edges, buffers, signage, or other visible indicators of intentional maintenance, and that is maintained so as to be free from Nuisance Weeds;

"**Nuisance Weed**" means any plant species listed in Schedule "A" to this By-law, as amended from time to time;

"**Officer**" means a police officer, a municipal law enforcement officer, the Director, or any other Person appointed by by-law to enforce this By-law;

"**Owner**" includes:

(a) the registered owner of the Land;
(b) a Person who manages or receives rent from the Land, whether for their own account or as agent or trustee of another Person, or who would receive the rent if the Land were let;
(c) a lessee or tenant of the Land under a lease;
(d) a mortgagee in possession of the Land; and
(e) an occupant who has care and control of the Land;

"**Person**" includes an individual, sole proprietorship, partnership, limited partnership, trust, corporation, and an individual acting in the capacity of a trustee, executor, administrator, or other legal representative;

"**Town**" means the Corporation of the Town of Collingwood, or the Land within the geographic limits of the Corporation of the Town of Collingwood, as the context requires.

3. Purpose

3.1 The purpose of this By-law is to protect the health, safety, and well-being of the inhabitants of the Town; to prevent public nuisances and conditions of visual blight arising from unmanaged Grass and Ground Cover; to establish clear, objective, and consistent vegetation maintenance standards on private Land and adjoining Boulevards set at a minimal reasonable property standard; and to allow for environmentally responsible landscaping, gardens, and intentional naturalization.

4. Interpretation

4.1 Unless the context requires otherwise, words in the singular include the plural, words in the plural include the singular, and words importing gender include all genders.

4.2 Where a position identified in this By-law no longer exists, or its title has changed, the powers and duties assigned to that position may be exercised by the person who has assumed or been assigned the responsibilities of the former position until Council adopts an amending by-law.

4.3 A reference to any Act, regulation, or by-law is a reference to that Act, regulation, or by-law as amended or re-enacted from time to time.

5. Applicability and Scope

5.1 Unless otherwise indicated in this By-law, sections 7.1 and 7.2 apply to all Land within the Town from June 1 to November 15, inclusive, in each calendar year. All other provisions of this By-law apply from May 1 to November 15, inclusive, in each calendar year, except that sections 8.1, 8.2, and 8.3 apply at all times.

5.2 Where a provision of this By-law conflicts with a provision of any other Town by-law respecting vegetation maintenance standards, the provisions of this By-law shall prevail to the extent of the conflict.

5.3 Where Grass or Ground Cover exceeds the maximum height permitted under this By-law on any portion of the Land, that portion shall be deemed to be in non-compliance, unless that portion forms part of a Garden, Naturalized Area, or is otherwise exempt under section 9 of this By-law.

5.4 Nothing in this By-law authorizes the use of herbicides in a manner that contravenes any law in force in Ontario or Canada, nor does it limit or remove any obligations under the *Weed Control Act,* R.S.O. 1990, c. W.5, including the duty to Destroy noxious weeds where required.

5.5 For greater certainty, sections 7.1 and 7.2 regulate the height of Grass and Ground Cover only and do not regulate the height, appearance, or composition of Gardens, Naturalized Areas, or other intentional landscaping. Sections 8.1 and 8.2 apply to vegetation of any type, including within a Garden or Naturalized Area, but only to the extent necessary to address sightline obstructions or encroachments that interfere with the safe and unobstructed use of highways, sidewalks, and Boulevards.

5.6 Nothing in this By-law authorizes any Person to place, install, alter, excavate, landscape, or otherwise undertake works on a Boulevard or other municipal property, or to injure or remove vegetation on municipal property, except as expressly permitted by the Town. Any permit, approval, or authorization required under another Town by-law, policy, or program remains required.

6. Administration and Enforcement

6.1 The Director is delegated the authority to administer this By-law.

6.2 This By-law shall be enforced by an Officer.

7. General

7.1 Every Owner of Land shall cut and maintain all Grass and Ground Cover on their Land to a height not exceeding twenty (20) centimetres, except where exempt under section 9 of this By-law.

7.2 Every Owner of Land shall, at their expense, cut and maintain all Grass and Ground Cover on any Boulevard contiguous with their Land to a height not exceeding twenty (20) centimetres, except where exempt under section 9 of this By-law.

7.3 Every Owner of Land shall Destroy and remove all Nuisance Weeds, including any Nuisance Weed seeds, on their Land, in accordance with this By-law.

7.4 Every Owner of Land shall ensure that any Garden or Naturalized Area on their Land is kept free from Nuisance Weeds and is maintained so as to include visible indicators of intentional planting or management, which may include defined edges, borders, buffers, mown strips, mulch, stone, fencing, or other visible delineation.

7.5 Every Owner of Land shall maintain any vegetation located on a Boulevard contiguous with their Land, to the extent that the Owner is lawfully permitted to do so, so that it:

(a) is free from Nuisance Weeds; and,

(b) complies with sections 8.1 and 8.2 respecting sightline obstructions and encroachments that interfere with the safe and unobstructed use of a sidewalk, walkway, Boulevard, or highway.

For greater certainty, the Owner is not responsible for pruning, treating, or removing any Town-owned trees.

7.6 Every Owner of Land who is served with an Order under this By-law shall comply with the terms of the Order within the time specified in the Order.

8. Prohibitions

8.1 No Owner shall permit any vegetation on their Land or on any Boulevard contiguous with their Land, including within a Garden or Naturalized Area, to obstruct sightlines so as to interfere with the safe movement of vehicles, cyclists, or pedestrians at intersections, driveways, or other locations where visibility is required for traffic safety. For greater certainty, an Owner's obligations under this section do not apply to Town-owned trees or other vegetation owned by the Town.

8.2 No Owner shall permit any vegetation on their Land or on any Boulevard contiguous with their Land, including within a Garden or Naturalized Area, to encroach upon or interfere with the safe and unobstructed use of a sidewalk, walkway, or highway by vehicles, cyclists, or pedestrians. For greater certainty, an

Owner's obligations under this section do not apply to Town-owned trees or other vegetation owned by the Town.

8.3 No Person shall prune, injure, or remove any tree, shrub, or other woody plant owned by the Town and located on any Boulevard or other municipal property, except with the prior written authorization of the Town.

9. Exemptions and Exceptions

9.1 Sections 7.1 and 7.2 apply to all Land in the Town, except for:

(a) Rural Land, or any portion thereof, that is not reasonably intended or ordinarily maintained as a lawn;

(b) Land, or any portion thereof, that meets the definition of a Natural Growth Area;

(c) Land, or any portion thereof, that meets the definition of a Naturalized Area;

(d) Land, or any portion thereof, that meets the definition of a Garden;

(e) Land, or any portion thereof, that is actively participating in a Town-approved or Town-sanctioned initiative or program intended to promote naturalization, pollination, habitat creation, or ecological rejuvenation;

(f) Land, or any portion thereof, that is owned or occupied by the Town and is intentionally designated or intended to remain in its existing or natural condition for ecological, environmental, stormwater management, biodiversity, naturalization, or carbon-reduction purposes; or

(g) Land, or any portion thereof, that is being used for an Agricultural Operation.

9.2 For greater certainty, Land may be considered intentionally designated or intended for the purposes described in clause 9.1(f) where the Town has identified the Land, or any portion thereof, through signage, mapping, a Council resolution, adopted policies, or other municipal records, as being intended to remain in its existing or natural condition for one or more of those purposes.

9.3 Despite section 7.2, an Owner of Land is not required to cut or maintain Grass or Ground Cover on a Boulevard contiguous with their Land where:

(a) the Town has assumed maintenance responsibility for that Boulevard through an adopted service level, written notice, contract, work order, or other municipal program or record; or

(b) the Owner cannot maintain the Boulevard due to physical or environmental constraints such as steep grades, retaining walls, fencing, drainage features, ditches, or similar conditions, as determined by the Director.

9.4 Despite sections 7.2 and 7.5, an Owner of Land is not required to cut or maintain vegetation on a Boulevard contiguous with their Land where the Land contiguous to that Boulevard on the opposite side is vacant, unoccupied, or undeveloped. For greater certainty, this exemption does not limit the application of sections 8.1 and 8.2, which continue to apply only in respect of vegetation that the Owner is otherwise responsible for under this By-law.

9.5 An Owner claiming an exemption for a Garden or Naturalized Area shall, upon request, provide reasonable evidence demonstrating that the area is intentionally established and maintained and meets the applicable definition and conditions for the claimed exemption.

9.6 Where, during an inspection, vegetation on the Land does not clearly demonstrate that it qualifies as a Garden, Naturalized Area, or other exemption under this By-law, an Officer may treat the area as non-exempt for the purposes of compliance and enforcement unless and until the Owner provides reasonable evidence establishing that the area qualifies for an exemption.

9.7 A court or tribunal may, in the absence of evidence to the contrary, infer from the observable condition of vegetation on the Land, including its height, density, species composition, and the absence of visible delineation or indicators of maintenance, that the vegetation is not a Garden, Naturalized Area, or other exempt area under this By-law. For greater certainty, no special or expert knowledge is required for a court or tribunal to make such an inference.

9.8 The Town may establish a voluntary registration process for Owners who wish to identify their Land, or an area of their Land, as a Garden or Naturalized Area for the purposes of this By-law. Where an Owner has registered a Garden or Naturalized Area with the Town, such registration may be considered as reasonable evidence for the purposes of sections 9.5 and 9.6, provided the area continues to meet the applicable definition and is maintained in accordance with this By-law. Registration does not constitute approval, does not create an exemption from this By-law, and does not limit the application of sections 7.3, 7.4, 8.1, or 8.2.

10. Orders and Remedial Action

10.1 Where an Officer determines that any portion of the Land, or any Boulevard contiguous with the Land, is in non-compliance with this By-law and does not fall within an exemption or exception under this By-law, the Officer may issue an Order requiring the Owner to bring the non-compliant portion into compliance within the time specified in the Order.

10.2 An Order may be served personally, by courier, by posting a copy on the property, by sending it by regular or registered mail to the Owner's last known address on the tax roll, by email to an email address provided by the Owner to the Town for the purpose of receiving notices, or by any combination of these methods.

10.3 Service of an Order is deemed to have occurred:

(a) on the date of personal service or posting;

(b) on the date of email transmission, unless a delivery failure notice is received; or,

(c) on the fifth (5th) day after the day of mailing, in the case of service by regular mail, registered mail, or courier.

10.4 Where there is evidence that the Person in possession of the Land is not the registered Owner, the Order shall be served on both the registered Owner and the Person in possession of the Land.

10.5 If an Order is not complied with within the time specified in the Order, the Town, or its contractor, may enter upon the Land, at any reasonable time and without further notice, for the purpose of carrying out the work required by the Order, and may cut, remove, or otherwise remediate Grass, Ground Cover, or Nuisance Weeds and Nuisance Weed seeds, and may trim or remove other vegetation only to the extent necessary to address the specific contravention and bring the Land, or any Boulevard contiguous with the Land, into compliance with this By-law.

10.6 All costs incurred by the Town in enforcing this By-law, or in carrying out any work required under section 10.5, including the costs of cutting, removing, trimming, or otherwise remediating vegetation to the extent permitted by this By-law, are costs owed to the Town by the Owner of the Land.

10.7 All costs owed to the Town are due and payable within thirty (30) days of the billing date shown on the invoice. Any amount remaining unpaid after thirty (30) days may be added to the tax roll of the property and collected in the same manner as property taxes, and may also be subject to interest at a rate of 1.25% per month (15% per annum), applied monthly thereafter.

10.8 An Order issued under this By-law may apply for the remainder of the enforcement season set out in section 5.1, unless otherwise specified in the Order.

10.9 Where an Order remains in effect and the Owner fails to maintain compliance during the remainder of the enforcement season, the Town may take further enforcement action, including commencing a prosecution, issuing administrative penalties where authorized under this By-law, and undertaking remedial work under this section, without the need to issue an additional Order for the same non-compliance.

10.10 Where vegetation located on a Boulevard contiguous with the Land is not maintained in accordance with this By-law and, as a result, creates a contravention of section 8.1 or 8.2, the Town may trim, cut, remove, or otherwise remediate such vegetation and, where necessary as a result of the remedial work, may reinstate

the affected portion of the Boulevard to turfgrass, topsoil, or another standard municipal treatment, as determined by the Town. All costs associated with removal and reinstatement are costs owed to the Town by the Owner and may be recovered in accordance with sections 10.6 and 10.7.

11. Entry and Inspection

11.1 An Officer may enter onto Land at any reasonable time for the purpose of conducting an inspection to determine whether:

(a) this By-law is being complied with; or,

(b) a direction or Order made under the *Municipal Act, 2001*, is being complied with.

11.2 For the purposes of an inspection under this By-law, an Officer may:

(a) require the production of documents or things relevant to the inspection;

(b) inspect and remove documents or things relevant to the inspection for the purpose of making copies or extracts;

(c) require information from any Person concerning a matter related to the inspection; and

(d) alone or with a Person possessing special or expert knowledge, make examinations or take tests, samples, or photographs necessary for the purposes of the inspection.

11.3 Where samples are taken, one part shall be provided to the Person from whom the sample is taken, upon request.

11.4 Despite section 11.1, no Officer shall enter a room or place actually being used as a dwelling without the consent of the occupier or under the authority of a warrant issued under section 438 of the *Municipal Act, 2001*.

12. Obstruction

12.1 No Person shall obstruct or attempt to obstruct an Officer or any other Person exercising a power or performing a duty under this By-law or the *Municipal Act, 2001*.

12.2 Without limiting section 12.1, "obstruct" includes:

(a) hindering or misleading any Officer or any Person assisting an Officer;

(b) knowingly providing false information or making a false claim or false statement;

(c) preventing, barring, delaying, or attempting to prevent, bar, or delay entry or inspection by an Officer or any Person acting under the Officer's direction;

(d) preventing, barring, delaying, or attempting to prevent, bar, or delay any Person, including an Officer, from carrying out their duties or exercising their powers under this By-law, including the removal of documents or things relevant to the inspection, or the taking of tests, samples, or photographs necessary for the purposes of the inspection;

(e) preventing, barring, delaying, or attempting to prevent, bar, or delay any Person, including an Officer, from exercising authority pursuant to a warrant issued under section 438 of the *Municipal Act, 2001*; and,

(f) failing to provide, upon request by an Officer, any information, documents, or things relevant to an inspection.

12.3 Every Person alleged to have contravened this By-law shall, upon request, provide their correct name and address to an Officer. A Person who refuses or fails to identify themselves is deemed to have obstructed the Officer in the execution of their duties, contrary to section 12.1.

13. Enforcement and Penalty Provisions

13.1 Every Person who contravenes any provision of this By-law is guilty of an offence and upon conviction is liable to a fine as provided for by the *Provincial Offences Act,* R.S.O. 1990, c. P.33.

13.2 Each day on which a Person contravenes any provision of this By-law shall be deemed to constitute a separate offence under this By-law as provided for in section 429(2) of the *Municipal Act, 2001*.

13.3 Upon conviction, any penalty imposed under this By-law may be collected under the authority of and in accordance with the *Provincial Offences Act,* R.S.O. 1990, c. P.33.

13.4 If a Person is convicted of an offence under this By-law, the court that enters the conviction, and any court of competent jurisdiction, may, in addition to any other remedy and any penalty imposed, make an order prohibiting the continuation or repetition of the offence.

14. Administrative Monetary Penalties

14.1 The Town's Administrative Monetary Penalty By-law 2025-003 applies to this By-law.

14.2 Every Person who contravenes a provision of this By-law is liable, upon issuance of a penalty notice in accordance with the Town's Administrative Monetary Penalty By-law 2025-003, to pay to the Town the applicable administrative penalty established under that By-law.

14.3 A Person who is issued a penalty notice under the Town's Administrative Monetary Penalty By-law 2025-003 shall not be charged with an offence under the *Provincial Offences Act,* R.S.O. 1990, c. P.33, for the same contravention.

14.4 The issuance of an Order under this By-law does not prevent the Town from issuing a penalty notice for the same contravention, provided that no charge is laid under the *Provincial Offences Act,* R.S.O. 1990, c. P.33 for that same contravention.

14.5 The administrative penalty amounts applicable to contraventions of this By-law are as set out in Schedule 'B' of the Town's Administrative Monetary Penalty By-law 2025-003.

15. Severability

15.1 If a court of competent jurisdiction declares any section or part of this By-law to be invalid or of no force and effect, it is the intention of Council that such section or part shall be deemed severed from this By-law, and the remainder of this By-law shall continue in full force and effect, unless the court makes an order to the contrary.

16. Schedule(s)

16.1 The Schedule(s) attached to this By-law form part of this By-law and shall have the same force and effect as if they were set out in the body of the By-law.

17. Repeal

17.1 By-law 03-18 is hereby repealed.

17.2 Any resolutions of Council that are inconsistent with the provisions of this By-law are hereby repealed or are deemed to no longer be in effect.

18. Effective Date

18.1 This By-law shall come into full force and effect on [DATE].

ENACTED AND PASSED this xx day of [month], [year].

_____

Mayor's Signature

_____

Clerk's Signature

Schedule 'A'

Nuisance Weeds

Item	Common Name	Scientific Name
1.	Hogweed, giant	*Heracleum mantegazzianum* Sommier & Levier
2.	Poison-hemlock	*Conium maculatum* L.
3.	Parsnip, wild	*Pastinaca sativa* L.
4.	Poison-ivy	*Toxicodendron radicans* (L.) Kuntze
5.	Ragweed spp.	*Ambrosia* spp.

Staff Report P2026-13

Committee 2026-04-20
Council 2026-05-04
Amendments ☐

Submitted To:	Committee of the Whole | Council
Submitted By:	Summer Valentine, Director, Growth and Development
Prepared By:	Claire de Souza, Housing Development Coordinator
	Erica Rose, Community Planner
Subject:	Proposed Zoning By-law Amendment – 4 Elm Street
	Town File No. PLZAMA2025428

Recommendation

THAT Staff Report P2026-13, "Proposed Zoning By-law Amendment – 4 Elm Street", dated April 20, 2026, be received;

AND THAT the amending Zoning By-law, attached as Appendix "A" to this Report, be enacted and passed.

Amendments

None.

1. Executive Summary

The purpose of this Report is to provide Council with an analysis and recommendations regarding a proposed Zoning By-law Amendment for the lands municipally addressed as 4 Elm Street. The proposed Zoning By-law Amendment (see Appendix 'A') would rezone the subject property from Resort Commercial (C3) to Residential Second Density Exception Thirty-Seven (R2-37) to permit a residential building containing four (4) residential units, including one (1) main dwelling unit and three (3) Additional Residential Units (ARUs). The R2-37 Zone would also establish site-specific provisions to address a zoning conformity matter due to the phased construction of the proposed

development. These include increased maximum height and a reduced minimum interior side yard for a detached accessory building containing two (2) ARUs.

The Town's 2024 Official Plan was adopted by the County of Simcoe on September 24, 2024; however, the Ontario Land Tribunal (OLT) subsequently received sixteen (16) separate appeals. At this time, some of the appeals remain active, and the proposed Zoning By-law Amendment would not come into full force and effect until such time as the appeals are resolved. Per Section 24(2) of the *Planning Act*, Council may pass a by-law that does not conform with the Official Plan but will conform when the amended Official Plan comes into effect.

This development is being facilitated by the Town's Concierge Service, which offers elevated support for *Planning Act* applications that include affordable housing and/or purpose-built rentals. Based on the land-use planning analysis and development review process, Planning Services confirms that the submitted proposal is in conformity to and consistent with the relevant land use planning instruments and has considered input from internal/external commenting agencies and recommends that the proposed Zoning By-law Amendment be enacted and passed.

2. Analysis

Background

The Owner, Gillian Anderson, has made an application to the Town for a Zoning By-law Amendment to permit and facilitate a residential building containing four (4) residential units, including one (1) main dwelling unit and three (3) Additional Residential Units (ARUs) on the subject property. It is the Owner's intent that the resulting residential units be offered as rentals.

Property Description

Per Figure 1, the subject property is located on the west side of Elm Street. The property is approximately 0.083 hectares (0.2 acres) in size and has approximately 20 metres of frontage on Elm Street. The property contains an existing single-detached dwelling with one (1) ARU.

Lands surrounding the subject property include a mix of Commercial and Residential properties to the north, Low-Density Residential properties to the east, Commercial properties and Harbourview Trail to the south, and Commercial properties to the west. The subject property is legally described as PLAN 73 PT LOTS 1 & 2.



Figure 1: 2025 Aerial Image of Subject Property
Source: Simcoe County GIS Maps

Proposal

The proposed Zoning By-law Amendment (see Appendix 'A') would rezone the subject property from Resort Commercial (C3) to Residential Second Density Exception Thirty-Seven (R2-37) to facilitate the construction of a residential building containing four (4) dwelling units, including one (1) main dwelling unit and three (3) ARUs. The R2-37 Zone would also establish site-specific provisions including increased maximum height and a reduced minimum interior side yard for a detached accessory building containing two (2) ARUs to address a temporary zoning conformity matter due to the phased construction of the proposed development.

Per Figures 2 and 3, the Owner is proposing to develop the site in two (2) phases. As noted, the subject property currently contains an existing two-storey single-detached dwelling with one (1) ARU. The first phase would include the construction of a new two-storey detached building in the rear yard with two (2) ARUs while maintaining the existing single-detached dwelling and ARU in the front yard. The second phase would involve the demolition of the existing single-detached dwelling and ARU and an addition to the building constructed in Phase 1, containing two (2) dwelling units. Once completed, the built form would be one residential building comprised of one (1) main dwelling unit and three (3) ARUs, for a total of four (4) dwelling units.

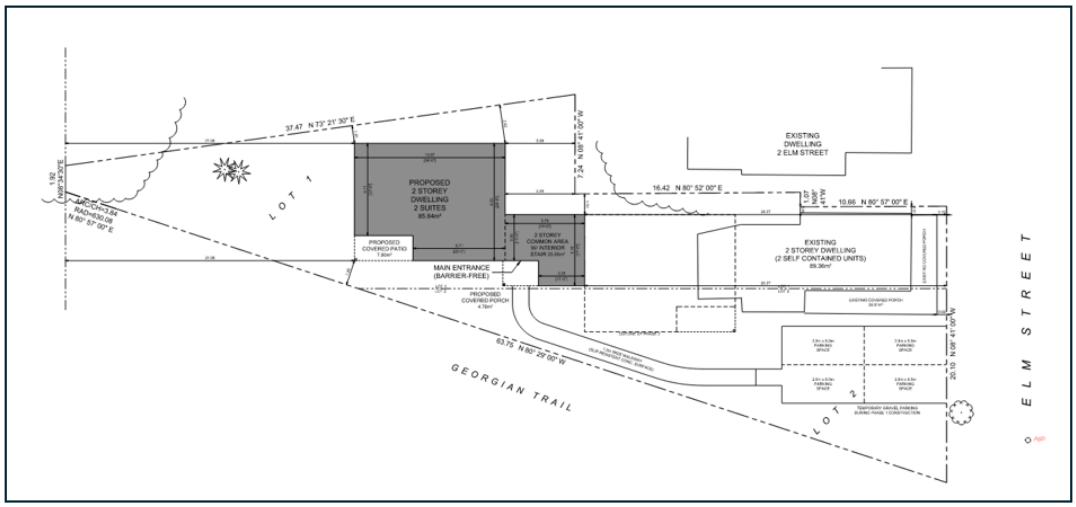


Figure 2: Phase One of the proposed development
Source: Westsmith Design

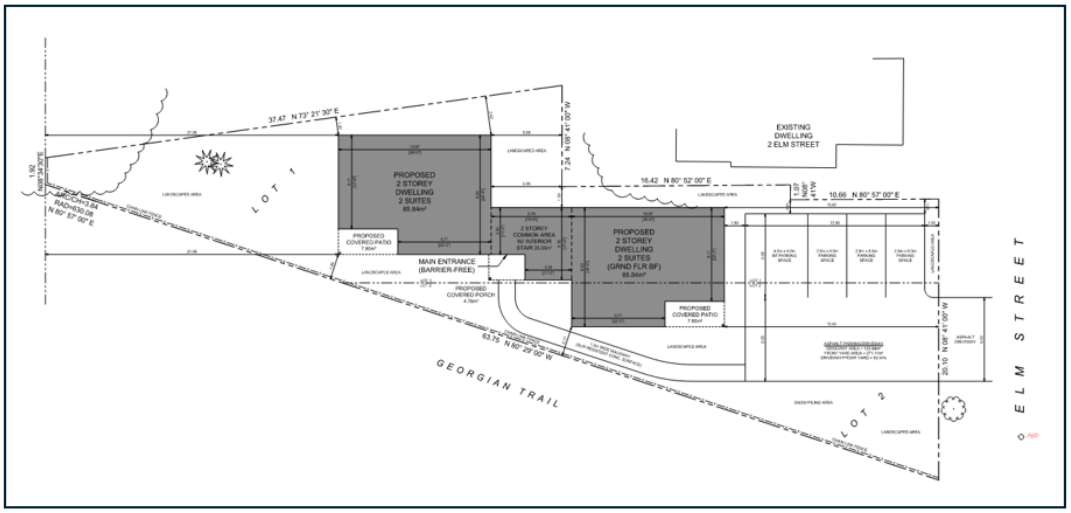


Figure 3: Phase Two of the proposed development
Source: Westsmith Design

Further details regarding the proposed Zoning By-law Amendment are available in the Planning Analysis section of this Report, and the Concept Plan is attached for information purposes only as Appendix 'B'.

Planning Analysis

The analysis section of this Report provides a review of the proposed Zoning By-law Amendment relative to the planning policy framework and regulatory instruments as follows:

Matters of Provincial Interest

The *Planning Act* provides that Council in carrying out their responsibilities under the *Act* shall have regard to matters of provincial interest.

Planning Services is satisfied that the proposed development has regard to the applicable matters of provincial interest and, more specifically, supports the following principles:

(f) the adequate provision and efficient use of communication, transportation, sewage and water services and waste management systems;

(h) the orderly development of safe and healthy communities;

(j) the adequate provision of a full range of housing, including affordable housing;

(p) the appropriate location of growth and development; and,

(q) the promotion of development that is designed to be sustainable, to support public transit and to be oriented to pedestrians.

(r) the promotion of built form that,

(i) is well-designed,

(ii) encourages a sense of place, and

(iii) provides for public spaces that are of high quality, safe, accessible, attractive and vibrant.

While the proposed development would not meet the Town's definition of affordability, it adds to the overall market rental housing stock in the Town. The Town's Affordable

Housing Master Plan (AHMP) identifies market-rate rentals as the second prioritized housing type after affordable rentals. As the proposed development represents infill and intensification within an existing neighbourhood serviced by municipal water and wastewater, and near transit, roads, trails, and stormwater management infrastructure, it also meets the intent of the Province's interests in the orderly, efficient, safe, and sustainable development.

Planning Services is satisfied that the proposed development complies with the applicable provisions of the *Planning Act*.

Provincial Planning Statement (2024)

The *Planning Act* provides that a decision of the Council of a municipality in respect of the exercise of any authority that affects a planning matter shall be consistent with the policy statements of the Province and shall conform with the provincial plans that are in effect, or at minimum, not conflict with them.

Section 3 of the *Planning Act* requires that decisions affecting planning matters shall be consistent with policy statements issued under the Act. The Provincial Planning Statement (PPS) was issued under Section 3 of the Act and came into effect on October 20, 2024. The 2024 PPS applies to any land use planning decision made after the effective date, regardless of when the application was submitted.

The PPS states that Settlement Areas shall be the focus of growth and development. Development within Settlement Areas shall be based on densities and a mix of land uses which efficiently use land and resources, optimize existing and planned infrastructure, support active transportation, and are transit and freight supportive. The subject property is located in the Town of Collingwood which is a Settlement Area. The proposed development would contribute to a mix of residential densities in the Town and optimize the use of existing municipal infrastructure. The subject property is fully serviced by municipal water and sanitary sewage works. The subject property is also in close proximity to the Collingwood public transit Crosstown, West Route, and Blue Mountain Transit Link, with several transit stops located approximately 200 metres from the property on Balsam Street, First Street, and High Street, thereby representing transit supportive development.

The PPS further notes that planning authorities shall support general intensification to promote the achievement of complete communities. Complete communities accommodate an appropriate range and mix of housing options including promoting densities that efficiently use land, infrastructure, public service facilities, and support the use of active transportation. The proposed development would contribute to the mix of housing options within the community. Most notably, market rental units are considered the second most important development type to address housing affordability in accordance with the AHMP. The development is in close proximity to three transit routes, and a multi-use trail (Harbourview Trail) immediately abuts the subject property to the south. Further, the subject property is within walking distance of businesses and services located within the First Street corridor. The proposal represents transit and active transportation-supportive housing development.

In consideration of the above, Planning Services is satisfied that the proposed development is consistent with the PPS.

County of Simcoe Official Plan

The County of Simcoe Official Plan contains policies relating to the orderly development of areas that are designated Settlement and particularly directs development to Primary Settlement Areas. The Town of Collingwood is identified as a Primary Settlement Area, and the subject property is designated Settlement within the County of Simcoe Official Plan.

The County's Official Plan identifies four themes of the planning growth management strategy, including:

- Direction of a significant portion of growth and development to settlements where it can be effectively serviced, with particular emphasis on primary settlement areas;
- Enabling and managing resource-based development including agriculture, forestry, aggregates, and tourism and recreation;
- Protection and enhancement of the County's natural heritage system and cultural features and heritage resources, including water resources; and

- Development of communities with diversified economic functions and opportunities, and a diverse range of housing options.

The County's Official Plan identifies that a wide range of land uses in Settlements shall provide an opportunity for people to live, work, shop and find recreation in one compact community, and that Primary Settlement Areas are required to develop as complete communities. Furthermore, the Plan states *'Intensification, or directing of development to the built-up area and serviced areas within settlement areas, contributes to compact development form'* and *'…local municipalities shall promote and facilitate intensification and efficient use of land in built-up areas…'*

Settlements are to be the focus of population and employment growth with development in a compact urban form that promotes the efficient use of land and provision of water, sewer, transportation and other services. Settlement areas are encouraged to develop as complete communities with a diverse mix of land uses, a range of employment and housing types, high quality public open space and easy access to local stores and services.

The County of Simcoe Official Plan views intensification within settlements as a way to revitalize neighbourhoods, provide for efficient housing supply, promote a compact form, and contribute to environmental sustainability. Active transportation is to be supported to improve air quality, promote energy conservation, encourage healthy lifestyles, facilitate alternatives for the movement of goods and people, reduce vehicle trips and lengths, and improve connectivity.

Planning Services is satisfied that the proposed development would contribute towards the achievement of complete communities and compact urban form envisioned for Settlements. The proposal therefore conforms to the general intent and purpose of the County of Simcoe Official Plan. The County of Simcoe was circulated the proposed Zoning By-law Amendment and did not note any conformity concerns with the County Official Plan.

Town of Collingwood 2024 Official Plan

Schedule “1”	*Growth Management Plan* designates the subject lands within a Residential Community Area;
Schedule “2”	*Land Use Plan* designates the subject lands Existing Neighbourhood;
Schedule “3”	*Natural Heritage System* identifies the subject lands within the Adjacent Lands Overlay;
Schedule “5”	*Active Transportation* identifies the subject lands adjacent to a Multi-Use Pathway;
Schedule “6”	*Transportation Plan* identifies Elm Street as a Local Road.

Existing Neighbourhoods Policies

The Existing Neighbourhoods designation is intended to accommodate attractive neighbourhoods with a variety of residential forms as well as neighbourhood facilities such as elementary schools, parks, places of worship and convenience commercial uses supportive of a residential environment. It is the intent of the Plan to protect and enhance the existing neighbourhoods within Collingwood, while managing their ongoing evolution, including opportunities for sensitive and compatible intensification. It is also the intent of the Town to recognize existing neighbourhoods as areas that consist of primarily low-rise residential house forms that have limited potential to accommodate significant levels of intensification, but that are prime candidates for the introduction of ARUs and home-based businesses, and intensification of an appropriate form and scale.

Residential units in Low-Rise and Mid-Rise Buildings and ARUs are permitted built form/uses in the Existing Neighbourhoods designation. The Existing Neighbourhoods designation provides general development policies for intensification, which are summarized below along with staff’s assessment of how the proposed development satisfies these policies. The proposed development conforms to the intensification policies of the Existing Neighbourhoods designation.

General Development Policies for Intensification	**Proposed Development Conformity**
Intensification initiatives will focus primarily on modest residential infill, small scale redevelopment, and additional/accessory residential units, in accordance with the policies of this Plan and consistent with the associated Urban Design Manual	The proposed development is a small-scale residential infill project comprised of one building with four dwelling units, and more specifically one main unit with three ARUs.
Avoid parking, driveways and garages along street frontages, including designs that would lead to parking on the boulevard; these shall be located away from public view and preferably internal to the site, screened by buildings and active transportation infrastructure shall be provided where possible or justifiable by the use and scale of development	Due to the irregular shape of the lot and the proposed construction phasing, parking is located in the front yard. Though landscaping cannot be controlled through zoning, the concept plan indicates that a planting strip has been included in the front yard to screen the parking area from the street frontage. Planning Services opines that this is acceptable given the scale of the proposal.
Buildings shall be placed to create a continuous street wall; the setback distance shall be determined with reference to the setback distances of adjacent buildings and provide sufficient transition from private front yards to the public street	The proposed building will be setback 15 metres to accommodate the parking area and the irregular shape of the lot. Given the scale of development and the low-rise built form of the surrounding neighbourhood, this is an appropriate setback.

General Development Policies for Intensification	**Proposed Development Conformity**
The massing and scale of the development shall be compatible with the existing and planned context	The proposed 2 storey building is compatible with surrounding development and satisfies the maximum height provisions for single-detached dwellings in the Residential Second Density (R2) zone.
Main entries shall be located on the front of the building/unit and shall be highlighted in the architectural design	Though zoning cannot control architectural design, this policy has been addressed by the proposal through submission of the concept plan. Due to the irregular shape of the lot, the primary building entrance is oriented toward Harbourview Trail at the centre of the site rather than toward Elm Street. The units located closest to the front lot line feature a covered ground-floor patio and a second-floor deck, with a separate exterior entrance provided for the unit nearest Elm Street, along the building's frontage. All entrances have been further defined through the incorporation of a roof overhang to enhance their architectural prominence.
Ensure that end/corner units display the same level of architectural detail and articulation as that of the main front elevation	The conceptual rendering indicates an intent to provide the same level of architectural treatment on all sides of the building. See zoning tool limitations noted above.

General Development Policies for Intensification	**Proposed Development Conformity**
The interface between the front yard and the sidewalk shall be designed with a combination of low fencing, stone walls and/ or hedges and shrubs that enhance the character of the streetscape.	The site plan includes a 1-metre landscaping strip along the front lot line to enhance the streetscape and screen the parking area from the street frontage. See zoning tool limitations noted above.
Detailed landscape treatments shall be coordinated with the main building materials and create a year-round visually appealing presence along the street.	Similar to above, a 1-metre landscaping strip is provided along the front lot line to enhance the streetscape and screen the parking area from the street frontage, creating a visually appealing presence along the street. See zoning tool limitations noted above.

In consideration of the foregoing, it is the opinion of Planning Services that the proposed development meets the general intent and purpose of the intensification policies of the Existing Neighbourhoods designation.

The Existing Neighbourhoods designation also has compatibility policies that encourage development which is consistent with the Town's Urban Design Manual where it is feasible to regulate through suitable provisions in the Zoning By-law to ensure compatibility with existing development in the area. This can include maintenance of existing building heights, setbacks, and separations. The proposed development represents a minor infill development, creating four dwelling units in a proposed residential building on a residential lot. Infill development of this nature is permitted as-of-right on urban residential parcels of land in the Town's Zoning By-law and it is the opinion of Planning Services that the proposed development is compatible with the surrounding built form and meets the general intent and purpose of the applicable policies. The subject Zoning By-law Amendment is primarily required to facilitate the proposed development in advance of the Town's comprehensive Zoning By-law Update, which will implement the 2024 Official Plan.

Land Use/Built-Form Specific Policies

Low-Rise Buildings shall have a maximum building height of 3 storeys or 11 metres, whichever is less. Built forms that are considered to be Low-Rise Buildings include single detached, duplex and semi-detached dwellings, triplex and fourplex dwellings, and ARUs. The proposed development is 8.48 metres in height, which meets the Low-Rise Building maximum height policies.

The Low-Rise Buildings density policies are presumed to be currently under appeal. These density policies require a minimum density of 10 units per net hectare and a maximum density of 40 units per net hectare, excluding ARUs. The proposed development is considered a single-detached dwelling with three ARUs. The proposed development has a density of 12 units per net hectare, meeting the minimum density requirements.

Additional Residential Units

Up to four residential dwelling units (1 dwelling unit and 3 ARUs) are permitted on any parcel of urban residential land that accommodates a ‘house’, including a single detached, semi-detached, or townhouse dwelling. The development of up to four dwelling units on a property can take different forms, including (in part):

> ii. A maximum of 4 residential dwelling units within a house provided that no building or structure ancillary to the house contains any residential units.
>
> iii. A maximum of 2 residential dwelling units within a building or structure ancillary to the house if the house contains no more than 2 residential units and no other building or structure ancillary to the house contains any residential units.

Furthermore, ARUs shall only be created and used in accordance with the Zoning By-law, which will establish matters such as height, minimum setbacks and parking requirements.

The proposed development will ultimately include one building with four (4) dwelling units, including one (1) primary unit and three (3) ARUs. Due to the phased construction approach, Phase 1 will include the creation of one ARU in a detached building, ancillary to the existing single detached dwelling on the property. Phase 2 will involve the

demolition of the existing single detached dwelling and an addition to Phase 1, creating a building with four (4) dwelling units total. The ARU provisions of the Zoning By-law have been met, save and except for the required minimum interior side yard and maximum building height for the 'interim' detached accessory building, due to the phased construction approach.

The Adjacent Lands Overlay

The lands are located within the Adjacent Lands Overlay due to the proximity of the subject property to the Environmental Protection Designation. Adjacent Lands may have ecological functions or linkages that are important to the long-term health of the features and functions of the Natural Heritage System. Proposed development within the Adjacent Lands overlay typically triggers the requirement for an Environmental Impact Study (EIS).

Where an application for development or redevelopment within the Adjacent Lands Overlay is minor in nature, the Town may scope or waive the requirements for an EIS. Due to the minor nature of the proposed development being a resultant four-unit residential structure within an established neighbourhood on a previously disturbed lot that currently contains an existing dwelling, and in consideration that no significant natural heritage features have been identified on or immediately adjacent to the subject property, Planning Services has waived the requirement for an EIS.

Based on the above, Planning Services is satisfied that the proposed development would conform with the general intent and purpose of the Town's 2024 Official Plan.

Official Plan Appeals

The proposed Zoning By-law Amendment requires the Existing Neighbourhoods and Land Use Built-Form Specific policies of the 2024 Official Plan to be in force and effect in order to conform with the Official Plan. While it is understood that the Existing Neighbourhoods policies are no longer under appeal, one of the Land Use/Built-Form Specific Policies for Low-Rise Buildings remains under appeal. As such, the Zoning By-law Amendment would not come into force and effect until the applicable appeal is resolved, should Council approve the proposed Zoning By-law Amendment.

Town of Collingwood Zoning By-law

The Town of Collingwood Zoning By-law 2010-040, as amended, zones the subject property Resort Commercial (C3). The existing single-detached dwelling was established prior to the current Zoning By-law coming into effect and is considered legal, non-conforming.

As previously noted in this Report, the Zoning By-law Amendment proposes to rezone the subject property to Residential Second Density Exception Thirty-Seven (R2-37) to facilitate a residential development containing four (4) dwelling units. The site-specific exceptions are required to address a zoning conformity matter due to the construction phasing the proposed development. The following exceptions will apply to a maximum of one (1) detached accessory building containing a minimum of two (2) Additional Residential Units:

- Maximum height (detached ARU): 8.48 m (increase of 0.98 m)
- Minimum interior side yard (detached ARU): 1.3 m (decrease of 0.2 m)

With the exception of the proposed site-specific exceptions noted above, the proposal otherwise complies with the provisions of the R2 Zone and the general provisions of the Town's Zoning By-law.

Financial Impacts

Maintaining an adequate, appropriate and orderly supply and mix of residential, commercial, and industrial units in anticipation of future development and servicing conditions provides a long-term foundation for stable community growth and results in the generation of growth-related revenue associated with building permit fees, development charges, taxes, and other related fees.

Conclusion

Based on the land-use planning analysis and the Town's development review process, Planning Services confirms that the submitted proposal is in conformity to or consistent with the relevant land use planning instruments and has considered input from internal/external commenting agencies. Further, Planning Services is of the opinion that the proposal to establish four (4) dwelling units on the subject property in two phases to

effectively create one residential building is appropriate given the findings of the submitted supporting reports, the Town's residential intensification policies to create ARUs, and based on the surrounding neighbourhood context with the lands to the east mostly being comprised of low-density residential development. Therefore, it is recommended that the proposed Zoning By-law Amendment be enacted and passed.

3. Input from Other Sources

The subject application was circulated to Town Departments and external agencies for review and comment. All concerns related to the proposed Zoning By-law Amendment have been satisfactorily addressed.

The following supporting documents were provided with the application and confirmed and/or reviewed by the applicable experts:

- Planning Justification Report, prepared by Plan Wells Associates, dated October 2025; and
- Functional Servicing Brief, prepared by Tatham Engineering, dated October 21 2025.

The Town held a Statutory Public Meeting regarding the proposed Zoning By-law Amendment on December 15, 2025. The Public Meeting minutes are included as Resource 1. No oral submissions were provided by members of the public at the public meeting, and no written submissions were received. Members of Council inquired about the impact the 2024 Official Plan appeals may have on the proposed Zoning By-law Amendment and Planning Services confirmed that the *Planning Act* allows Council to pass a by-law that does not conform with the Official Plan, but will conform when the amended Official Plan comes into effect.

Staff Report No. P2026-13 was forwarded to Department Heads on March 17, 2026, and the content of this Report responds to the feedback received.

4. Applicable Policy or Legislation

- *Planning Act* (1990, as amended)
- Provincial Planning Statement (2024)

- Simcoe County Official Plan (2016)
- Town of Collingwood Official Plan (2024)
- Town of Collingwood Zoning By-law 2010-040

5. Considerations

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

☒ Sustainable ☒ Connected ☒ Vibrant ☐ Responsible

☐ Services adjusted if any	Not Applicable
☒ Climate Change / Sustainability:	Positive impact on climate change/sustainability (decreases GHG emissions) *The proposal represents intensification within an existing built-up area near active transportation routes, transit, and community services and would contribute toward a compact and complete community and reducing vehicle reliance and urban sprawl.*
☒ Communication / Engagement:	Public Engagement has occurred *The proposed development has been posted on the Town's website and the Notice of Complete Application and Public Meeting for the Zoning By-law Amendment was published in the Collingwood Today online newspaper and circulated to property owners within 120 meters of the subject property. A Public Meeting was held on December 15, 2025.*
☐ Accessibility / Equity, Diversity, Inclusion:	Not Applicable
☐ Registered Lobbyist(s) relating to content:	Not Applicable

☒ Rights of Indigenous Peoples (UNDRIP):

The application was circulated to First Nations and Metis known to have an interest in Collingwood development proposals.

Next steps and future action required following endorsement:

- Notice of Decision prepared and circulated/published
- 20-day appeal period
- Zoning By-law Amendment would not come into force and effect until the applicable appeals to the 2024 Official Plan are resolved

6. Appendices and Other Resources

Appendix A: Zoning By-law Amendment

Appendix B: Preliminary Concept Plan

Resource 1: Public Meeting Minutes

7. Approval

Prepared By:

Claire de Souza, MCIP, RPP, Housing Development Coordinator

Erica Rose, MCIP, RPP, Community Planner

Reviewed By:

Lindsay Ayers, MCIP, RPP, Manager, Planning

Reviewed By:

Summer Valentine, MCIP, RPP, Director, Growth and Development

CAO Comments:

☒ Endorsed by CAO Skinner on April 15, 2026 to proceed to COW.

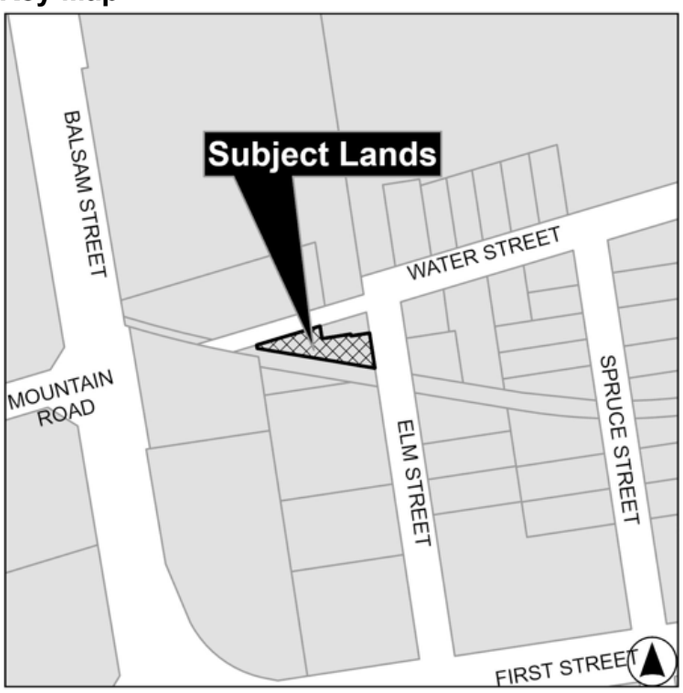
EXPLANATORY NOTE
TO THE CORPORATION OF THE TOWN OF COLLINGWOOD
BY-LAW No. 2026-0XX

By-law No. 2026-0XX is a By-law under the provisions of Section 34 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, for prohibiting the use of land for or except for such purposes as may be set out in the By-law.

The purpose and effect of the Zoning By-law Amendment is to rezone 4 Elm Street from the Resort Commercial (C3) Zone to a Residential Second Density Exception Thirty-Seven (R2-37) Zone to permit a residential building with four (4) dwelling units and establish site-specific zoning provisions including increased maximum height and a reduced minimum interior side yard for a detached accessory building.

The By-law will be in conformity with the 2024 Official Plan of the Town of Collingwood, as amended, when the applicable policies are no longer subject to appeal and come into effect. Section 24(2) of the *Planning Act* allows a council to pass a by-law that does not conform with the official plan but will conform once the amendments come into effect.

Key Map



BY-LAW No. 2026-0XX

OF THE

CORPORATION OF THE TOWN OF COLLINGWOOD

BEING A BY-LAW UNDER THE PROVISIONS OF SECTION 34 OF THE *PLANNING ACT*, R.S.O. 1990, C. P.13, AS AMENDED

WHEREAS Section 34 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law prohibiting the use of land, buildings or structures for or except for such purposes as may be set out in the by-law within the municipality or within a defined area or areas;

AND WHEREAS Section 24(2) of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law that does not conform with the Official Plan but will conform with it when an amendment to the Official Plan comes into effect, in this case a newly approved Official Plan;

AND WHEREAS Collingwood Zoning By-law No. 2010-040 is the governing By-law of the Corporation of the Town of Collingwood and such was finally passed by the Council of the Town of Collingwood on April 12, 2010;

AND WHEREAS the Council of the County of Simcoe approved a new 2024 Official Plan on September 24, 2024;

AND WHEREAS the Council of the Corporation of the Town of Collingwood has deemed it advisable to amend Collingwood Zoning By-law No. 2010-040, and thus implement the 2024 Official Plan of the Town of Collingwood;

AND WHEREAS this by-law will come into effect once the applicable 2024 Official Plan policies are no longer subject to appeal and come into effect in accordance with Section 24(2) of the *Planning Act*, R.S.O. 1990, c. P.13, as amended;

AND WHEREAS Council deems that adequate public notice of the public meeting was provided and adequate information regarding this Amendment was presented at the public meeting held December 15, 2025, and that a further meeting is not considered necessary in order to proceed with this Amendment;

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

1. ***THAT*** Schedule “A” of Collingwood Zoning By-law No. 2010-040, as amended, is hereby further amended in accordance with Schedule “1” attached hereto by rezoning said lands from the Resort Commercial (C3) Zone to a Residential Second Density Exception Thirty-Seven (R2-37) Zone.

2. ***THAT*** Section 6.5 titled Residential Exception Zones of the Collingwood Zoning By-law No. 2010-040, as amended, is hereby amended in part by adding the zone classification of RESIDENTIAL SECOND DENSITY EXCEPTION THIRTY-SEVEN – R2-37 ZONE with the provisions as follows:

   “RESIDENTIAL SECOND DENSITY EXCEPTION THIRTY-SEVEN – R2-37 ZONE

The following zoning exceptions shall apply to a maximum of one (1) detached accessory building containing a minimum of two (2) Additional Residential Units:

Maximum building height:	8.48 m
Minimum interior side yard:	1.3 m

3. ***THAT*** Collingwood Zoning By-law No. 2010-040 is hereby amended to give effect to the foregoing, but Collingwood Zoning By-law No. 2010-040 shall in all other respects remain in full force and effect.

4. ***THAT*** this By-law shall come into force and effect on the date it is enacted and passed by the Council of the Corporation of the Town of Collingwood, subject to the 2024 Official Plan for the Town of Collingwood coming into force and subject to notice hereof being circulated in accordance with the provisions of the *Planning Act* and Ontario Regulation 545/06, and if required as a result of such circulation the obtaining of the approval of the Ontario Land Tribunal.

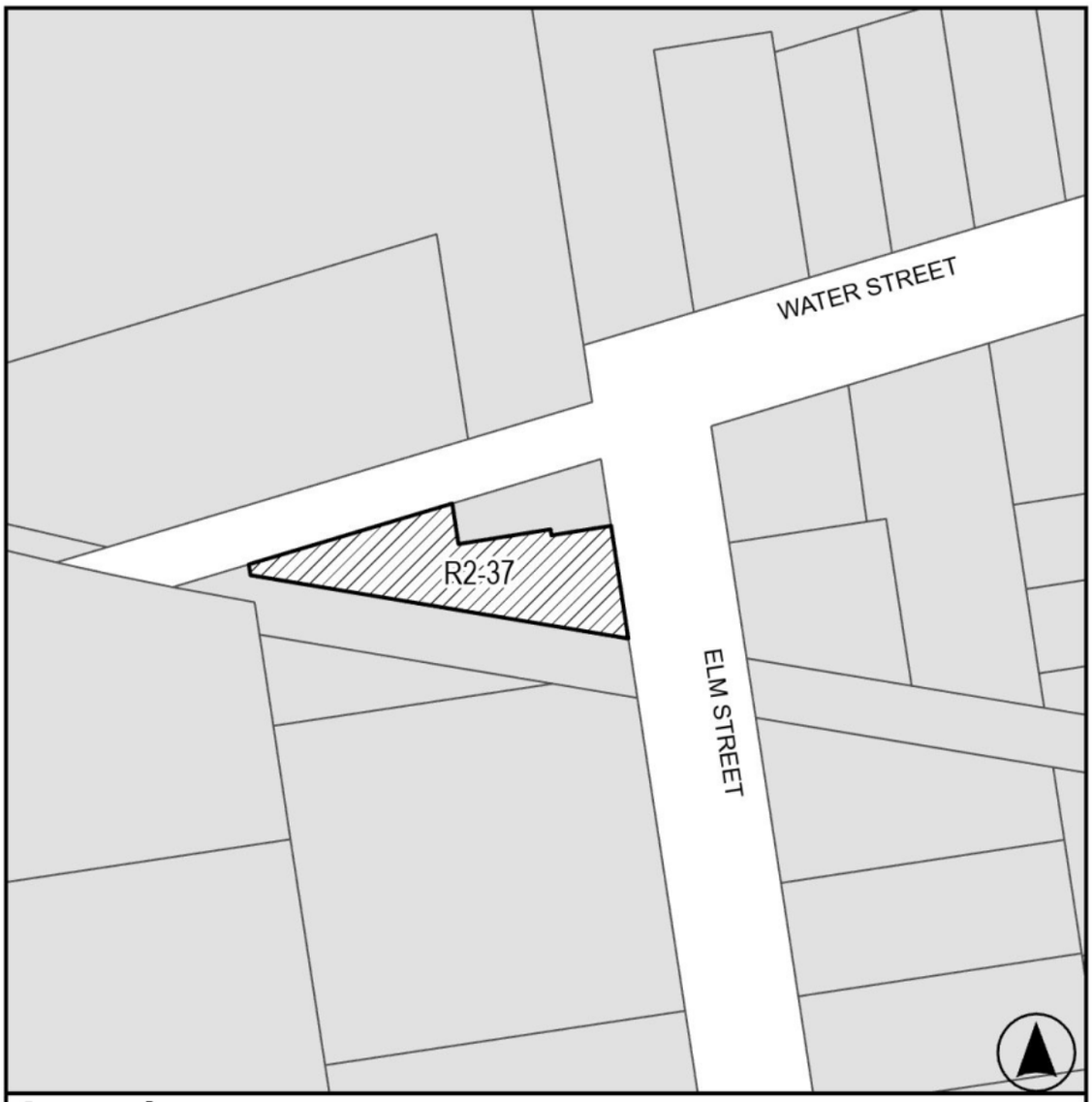
ENACTED AND PASSED THIS 4TH DAY OF MAY, 2026.

_____

MAYOR

_____

CLERK



Legend

Lands to be rezoned from Resort Commercial (C3) Zone to Residential Second Density Exception Thirty-Seven (R2-37) Zone

Mayor **Clerk**

This is Schedule 1 to By-law Number 2026-0XX approved on the 4th day of May, 2026.

TOWN OF COLLINGWOOD
Planning Services
DWG Date: March 2026
FILE NUMBER:
(PLZAMA2025428) (SW)

SITE STATISTICS

ZONING R2

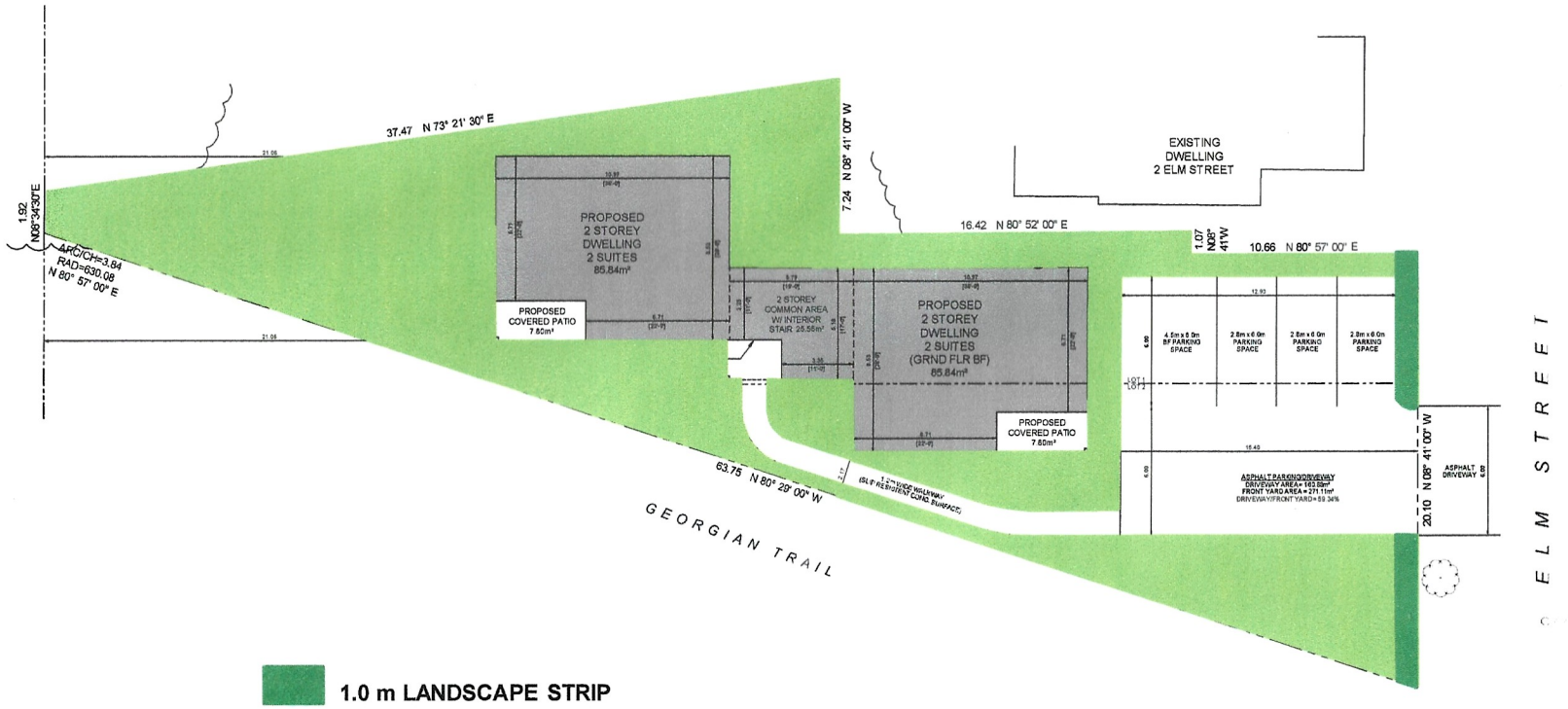
	PROVISION	PROVIDED
MIN. LOT AREA	450.00 m²	833.51 m²
MIN. LOT FRONTAGE	15.00 m	20.10 m
MIN. FRONT YARD	4.50 m	16.40 m
MIN. REAR YARD	7.50 m	21.06 m
MIN. INT. SIDE NORTH	1.20 m	1.30 m
MIN. INT. SIDE SOUTH	1.20 m	1.85 m
MAX. BLDG. HEIGHT	12.00 m	8.49 m
MAX. LOT COVERAGE	45.00 %	28.11 %
MIN. LANDSCAPING	35.00 %	51.64 %
PARKING SPACES (INCLUDES 1 BF PARKING SPACE)	4 spaces	4 spaces

4 ELM STREET
COLLINGWOOD, ONTARIO
L9Y 3J2

PART OF LOT 1 & 2
WEST SIDE OF ELM STREET
REGISTERED PLAN 73
TOWN OF COLLINGWOOD
COUNTY OF SIMCOE

SITE PLAN DRAWN USING
LEGAL SURVEY BY
KINSLEY LAND SURVEYING LTD.
MARTIN KINSLEY OLS
SEPTEMBER 25, 2025

LOT AREA = 833.51 m² = 0.083 ha



1.0 m LANDSCAPE STRIP

GRASSED AREAS

No.	Issue/Revision	Date
1	ZONING REVIEW	JUL 25 23
2	CONCEPTUAL DESIGN	DEC 19 23
3	REVISED ZONING	AUG 19 25
4	REVISED SITE PLAN	OCT 01 25
5	REVISED SITE PLAN	OCT 04 25
6	REVISED SITE PLAN	OCT 04 25
7	ZBA COMMENTS	FEB 03 26
8	BARRIER-FREE UNIT ADDED	FEB 19 26

FOR ARCHITECTURAL DESIGN:
WESTSMITH DESIGN
www.westsmithdesign.com
Douglas E. Smith, C.E.T. (BCIN 105726)
104 Ednamore Ave, Collingwood, ON L9Y 3S0
705-351-1360 doug@westsmithdesign.com
REGISTERED BCIN 106658

SIGNATURE DATE

DRAWING MUST BE SIGNED AND DATED IN ORDER TO BE ISSUED FOR BUILDING PERMIT OR CONSTRUCTION

Project name
ELM STREET SUITES
4 ELM STREET
COLLINGWOOD, ONTARIO
L9Y 3J2

Project number
2313

Drawing Title
PROPOSED SITE PLAN
PHASE 2

Drawn by	Designed by
DES	DES
Scale	Date
1:100 (metric)	JUL 18 2023

Drawing Number
A103

Staff Report P2026-14

Committee of the Whole 2026-04-20
Council 2026-05-04
Amendments ☐

Submitted To:	Committee of the Whole | Council
Submitted By:	Summer Valentine, Director of Growth and Development
Prepared By:	Claire de Souza, Housing Development Coordinator
Subject:	Collingwood Housing Incentives Pilot Program and Town-owned Lands

Recommendation

THAT Staff Report P2026-14, Collingwood Housing Incentives Pilot Program and Town-owned Lands, dated April 20, 2026, be received;

AND THAT Council direct staff to revise the Collingwood Housing Incentives Pilot Program (CHIPP) policy and take any other steps necessary to include and implement an additional incentive stream related to the **[lease, sale or donation]*** of Town-owned lands located at High Street and Poplar Sideroad.

AND THAT Council direct staff to maintain the offer for donation of the lands under the County of Simcoe's Municipal Partnership in Affordable Rental Development program until such time as a **[lease, sale or donation]*** through the CHIPP is confirmed.

AND THAT should the County of Simcoe's prioritization of the lands for development under the Municipal Partnership in Affordable Rental Development program be expedited, that staff be directed to provide an update to Council to allow re-consideration of their inclusion in the CHIPP.

**** Alternative options to be selected***

Amendments

Should Committee of the Whole (COW) pass the staff recommendation or alternative recommendation requiring policy changes, the updated CHIPP policy will be attached

by amendment prior to Council ratification. Staff may require more than the usual two-week cycle between COW and Council to make these revisions.

1. Executive Summary

In October 2023, Town Council unanimously endorsed the Affordable Housing Master Plan (AHMP), which provides a comprehensive, prioritized, and costed framework to guide the Town's affordable housing efforts. The AHMP outlines 26 recommendations focused on actions within the Town's control, including the use of municipal tools, incentives, and assets to increase the supply of housing.

In December 2025, Council approved the Municipal Capital Facility By-law (MCFB) and Collingwood Housing Incentive Pilot Program (CHIPP) through Staff Report P2025-30. As part of that approval, Council directed staff in Resolution RES-582-2025 to report back prior to the launch of the CHIPP on options and parameters for the sale or lease of Town-owned lands through the MCFB incentive framework and provide recommendations on policy amendments necessary to expand the CHIPP to consider the disposition of the municipal lands at the corner of High Street and Poplar Sideroad for affordable housing.

This Report responds to Council's direction and provides options for how the Town-owned lands at High Street and Poplar Sideroad could be leveraged to advance housing objectives within the CHIPP framework. The lands are currently constrained by access and servicing limitations and have been identified by the County of Simcoe as a longer-term opportunity for affordable housing development. In light of these constraints, staff have identified opportunities for the Town to take a more proactive role in advancing development on site by offering the lands as part of a revised incentive program.

Accordingly, this report presents options for Council's considerations:

- Creating a new CHIPP incentive stream that would offer the Town-owned lands through a long-term ground lease for the purpose of affordable housing, resulting in the Town maintaining ownership of the lands; or

- Creating a new CHIPP incentive stream that would facilitate conveyance the lands through a below market value sale or donation for the purpose of affordable housing, resulting in the successful proponent owning the lands; or
- Do not include the lease, sale or donation of the Town-owned lands in the CHIPP and maintain the offer of the lands to the County of Simcoe.

Each option is evaluated in terms of level of control, timing, and affordability outcomes. Irrespective of which option is selected, it is recommended that the offer to donate the lands to the County of Simcoe through their Municipal Partnership in Affordable Rental Development program be maintained until such time as lease or conveyance of the Town-owned lands is confirmed through CHIPP, should disposition be selected. Should the County's prioritization of development of the lands be expedited (currently in Phase 2, 10+ years and funding dependent), staff would return to Council for reconsideration on including the lands within the CHIPP.

2. Analysis

Background

A full review of the Town of Collingwood's work in affordable housing from inception of the Affordable Housing Task Force (AHTF) in March 2021 to the completion of the Affordable Housing Master Plan (AHMP) in late 2023 is detailed in the background section of Report CAO2023-13.

One of the key recommendations from the AHMP was to establish an incentive program to support the creation of affordable housing. In December 2025, Council approved the Municipal Capital Facility By-law (MCFB) and Collingwood Housing Incentive Pilot Program (CHIPP) that will allow the Town to offer financial incentives to both non-profit and for-profit developers and housing providers building affordable housing. A comprehensive background and overview of the program is provided in Staff Report P2025-30. The program includes the following key components:

- Two capital grant incentive streams, one for affordable Additional Residential Units (ARUs) providing up to $70,000 per unit and one for affordable Multi-Unit Affordable Rentals offering up to $200,000 per unit.

- Affordable rental rates are aligned with the Affordable Rental Rates as determined by the Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin.
- Eligible applicants include for-profit or non-profit developers or housing providers, with higher points awarded to non-profit entities.
- Applications will be accepted through one or more Calls for Applications and reviewed by an evaluation committee, with the final funding approvals being a decision of Council.
- Once funding agreements are approved and executed, the successful proponents will submit annual reporting to the Town to demonstrate compliance with the agreements.

The report also included an option related to the Town-owned lands at the corner of High Street and Poplar Sideroad, following an In-Camera discussion about potentially using the lands to create more cost-effective opportunities for affordable housing. Council directed staff to report back on how the lands could be incorporated into the CHIPP, noting that additional information would be required to understand the options for the disposition of the lands.

The lands at the corner of High Street and Poplar Sideroad were submitted to the County of Simcoe's Call for Proposals for Municipal Partnership in Affordable Rental Development. County of Simcoe Staff Report HCB 2024-121 provided the outcome of the call for proposal exercise and outlines the prioritization of affordable housing developments across the County. The Town-owned lands located on High Street and Poplar Sideroad, were placed in the Phase 2 Project Prioritization table. Projects identified in the Phase 2 table do not have associated timelines but would be beyond the ten years estimated for completion of Phase 1 projects and would only be brought forward should the opportunity be presented such as funding from upper orders of government or a change in context that could facilitate the projects before 2033. Based on Phase 1 and Phase 2 Project Prioritization presented by the County and further discussion with County staff, it is unlikely that the development of the High Street and Poplar Sideroad lands would commence in the next several years.

The High Street and Poplar lands were likely placed on the Phase 2 table due to constraints around access and servicing. Independent access to the Town lands from High Street cannot be achieved due to the site's proximity to the Poplar Sideroad/High Street roundabout. As such, access to the site will be established through the adjacent Summitview Phase 3 Subdivision, which requires conveyance of Block 40 to the Town to ensure safe access to the Town-owned lands. The Zoning By-law Amendment and Draft Plan of Subdivision for Summitview Phase 3 was approved by Council in July 2025, representing a critical step toward improving the development potential of the Town-owned parcels. While the developers of the Summitview Phase 3 project are eager to begin development, financial and other considerations beyond the Town's control, such as macro-economic trends and housing market fluctuations, will determine construction timelines.

Staff informed County of Simcoe about the Summitview Phase 3 subdivision approvals prior to Staff Report HCB-2025-263 being presented at the Simcoe County Housing Corporation Board meeting on October 21, 2025. Despite the potential for near term resolution of the servicing and access issues, the October report did not include any revisions to the prioritization of projects listed in the Phase 2 table. Staff understand that the prioritization of the High Street and Poplar Sideroad lands is unlikely to change in the near-term. In an effort to advance an affordable housing project on the lands more quickly, Council may consider including an option for the disposition of these lands in the CHIPP.

Analysis

Using the research and findings from Staff Report P2025-30 supplemented by legal advice that was circulated to Council by confidential email, staff have prepared the following options for Council's consideration.

Option 1: Land Lease

This option involves creating an additional CHIPP incentive stream that would offer the Town-owned lands at the corner of High Street and Poplar Sideroad through a long-

term ground lease to an eligible organization for the creation of a future affordable housing project. A ground lease would allow the Town to retain ownership over the lands, maintaining the lands as a public asset, ensuring control over the long-term use of the lands, while facilitating an affordable housing project. In this case, the lands would be leased to a third party, and the third party would develop the lands and rent the units in the building(s) to tenants at affordable rates. Both a lease agreement and Municipal Capital Facility Agreement (MCFA) would be required should this option be selected. There is flexibility within a ground lease agreement to add parameters, criteria, and stipulations beyond the provisions of the MCFB and CHIPP policy. The same obligations and liabilities of any landowner would apply to the Town, including but not limited to environmental, occupier, and tax liabilities. There may also be residential landlord obligations and liability, including being deemed a landlord (which can be mitigated through the terms of the lease agreement) and assumption of tenancies upon expiry or termination of the ground lease, in which case the security of tenure provisions of the *Residential Tenancies Act* must be adhered to.

A lease arrangement may disadvantage the recipient organization in its ability to obtain financing for a future project, but there are mitigative approaches depending on the ownership structure selected and execution of tri-party legal agreements between the lender, lease, and lessor.

The *Planning Act* generally imposes a maximum of 21-year term on land leases, however an exemption to this limitation applies to municipalities pursuant to Section 50(3)(c) or Section 50(5)(b) of the *Planning Act*. As a result, should the land lease option be selected, Council may approve a lease of any duration, noting that where a lease term exceeds 50 years, land transfer tax would apply based on the fair market value of the land. To align with the length of the MCFA, staff recommend a minimum 25-year lease be explored, with an opportunity to renew upon expiry. The ground lease can stipulate what occurs to the lands and buildings upon the end of the lease term, whether that be through expiry, termination or surrender. Should any tenancies be ongoing upon

end of the lease term, those tenancies will continue and the Town would become a landlord.

Should this option be pursued, Council is requested to provide additional direction on the lease rate and length of term. To maximize affordability, staff would recommend a low lease rate, such as a percentage of market lease value. Additionally, a longer lease term may create greater certainty when applying for funding and financing and thus be more attractive to proponents. Due to the existing constraints that will delay housing development on the property, a shorter lease term may be prohibitive.

Options 2A and 2B: Land Conveyance by Sale or Donation

These related options involve creating an additional CHIPP incentive stream for the conveyance of the Town-owned lands at the corner of High and Poplar Sideroad by either below market sale or donation to an eligible organization for the creation of a future affordable housing project. Unlike a land lease, under these scenarios the Town would not retain ownership over the lands. However, a MCFA would be executed and registered against the title of the lands to ensure key criteria and parameters around the sale of the lands are being met in order to achieve the desired affordable housing outcomes. Additional agreements could be entered into related to the use of the lands and future sale and purchase rights, such as the Town being offered first right of refusal in the case of a sale. The primary benefit to the Town of land sale or donation is reduced liability for the long-term operation and maintenance of the project and the main drawbacks are the loss of a municipal asset and a reduced level of control. The recipient organization would benefit from acquiring a valuable asset and would convert the savings on land acquisition from the donation or below-market sale into long-term affordability of units, with the lowest land cost (i.e. donation) being most preferable from their perspective.

Should this option be pursued, Council is requested to provide direction on whether the lands will be offered by donation or below market sale, and if the latter, the purchase

price for the lands, which may be set as a percentage below appraised market value. To maximize affordability, staff would recommend land donation as the best option.

Option 3: Maintain the CHIPP as Originally Approved

Option 3 is to maintain the CHIPP as originally approved, without making amendments, meaning that the pilot program would remain as focused on capital grants through two streams. Per the below, the subject lands would remain on the list of future County of Simcoe housing projects through the Municipal Partnership in Affordable Rental Development program.

County of Simcoe Offer

Irrespective of the option selected, staff recommend that the offer to donate the lands to the County of Simcoe through their Municipal Partnership in Affordable Rental Development program be maintained. In the case of Options 1, 2A or 2B, the offer would remain in place until such time as lease or conveyance of the Town-owned lands is confirmed through CHIPP. In the case of Option 3, the timing of development of the subject lands would remain under the control of the County. Should the County's prioritization of development of the lands be expedited (currently in Phase 2, 10+ years and funding dependent), staff would return to Council for reconsideration on including the lands within the CHIPP.

CHIPP Program Updates

If Options 1, 2A or 2B are selected, the following program enhancements to the CHIPP are recommended to facilitate the disposition of Town-owned lands through a third incentive stream.

Eligibility

Staff recommend limiting the eligibility for the lands to non-profit or not-for-profit or similar entities with a demonstrated and enduring mandate to deliver and steward affordable housing in order to safeguard community benefits, ensure a public asset is

used for broader community benefit, and encourage the longer-term provision of affordable housing, beyond the minimum 25-year term length stipulated in the MCFB. These organizations are purpose-driven to prioritize housing stability, affordability, and tenant well-being over the long term, and have strong governance requirements under the Ontario Not-For-Profit Corporations Act. As such, they are often better positioned to maintain affordability over time, reinvest surpluses into housing operations, and mitigate risks associated with market-driven rent escalation once the MCFA expires.

Partnerships with the private sector would be permitted and encouraged, where they enhance project viability, bring technical expertise, or leverage additional capital. However, to ensure that lands continue to serve a public-interest purpose, staff recommend that the primary applicant, leaseholder, or landowner, must be a registered non-profit, not-for-profit, or similar entity. This requirement ensures that ultimate control over the lands and affordable housing outcomes rests with an organization whose core mandate aligns with the Town's housing objectives.

For profit developers and owners, while critical partners in delivering housing, may not have the same long-term mandate or incentive to preserve affordability beyond the term of the MCFA. This can introduce risks of rent increases, loss of affordability, or increased tenant precarity once contractual affordability obligations expire. Given the value and scarcity of municipally owned land, staff recommend that the disposition of these lands – whether through lease, sale or donation – be limited to entities that are committed to long-term affordability and community benefit, rather than profit maximization. This does not diminish the fact that for-profit companies may also have strong philanthropic goals, community-minded decision making, or a vested interest in addressing the housing crisis.

Project Requirements

The following project requirements are recommended for a third stream related to the disposition of the lands in order to achieve the primary desired outcome of maximizing

the number of deliverable affordable units that meet the Town's needs as identified in the AHMP:

1. A future project may include a mixed-income building with a mix of market and affordable rental housing. However, a majority of the units (i.e. 51%) must meet the programs definition of Affordable. Projects that include a higher percentage mix of affordable units would be allocated more points in the evaluation.
2. The housing component of a future project must be rental housing only. However, a future project may include a mixed-use building, with a maximum of 25% of the total GFA dedicated to non-residential uses.
3. The design shall be compatible with and sensitive to the built form of the surrounding neighbourhoods, at minimum in accordance with the compatibility policies of the 2024 Official Plan.
4. The design must meet minimum density requirements that achieve a minimum of 100 units on the site or provide rationale if that minimum density cannot be achieved, with greater points available through evaluation for a higher number of units and noting that the maximum permitted density in the 2024 Official Plan is 3.5 FSI and 7.0 FSI for mid-rise and high-rise built forms respectively.
5. The future project must conform to the policies of the Future Neighbourhood designation of the Official Plan and should be a housing development of mid- or high- rise built form and density, with appropriate flexibility depending on the market conditions at the time of construction.
6. Small-scale neighbourhood retail or service uses should be considered in conjunction with the affordable housing units, recognizing a need for amenities in the south end of Town;
7. The project must demonstrate the ability to become shovel ready within 3-5 years after access and servicing is confirmed as available to the site or within a reasonable timeline as determined by the Town, including confirmation of other available funding sources or partnerships necessary for project viability.

CHIPP Incentive Stacking

Donating or offering land at a reduced price may not be sufficient to impact proformas for the delivery of affordable housing. While the use of no or low-cost public land may reduce the amount of subsidy that may be required, it does not necessarily eliminate the need for future per-unit incentives which may come in the form of direct cash contributions, waivers of fees and charges, taxation-related relief, loans, or forgivable grants. In consideration of the above, it would be recommended that financial incentives available through the incentive program delivered through the MCFB be stackable with land lease or donations. However, Council may wish to ensure CHIPP incentives are distributed to as many recipients as possible. In that case, stacking stream three with either of the existing CHIPP streams would not be advisable.

General Processes

The application process and other program guidelines as outlined in Staff Report P2025-30 would remain the same, however an additional application form, submission materials, and evaluation matrix would be created for the third stream. The evaluation matrix would include criteria such as, but not limited to, applicant details (i.e. for-profit or non-profit), alignment with the project requirements, level of experience of the Applicant, preliminary project details including proposed uses, units numbers, and building and site design, level of affordability, and an evaluation of the financial/viability proposal provided by the applicant. Reporting requirements may also differ from other CHIPP streams as the land lease or disposition may not result in housing construction in the near term due to existing access and servicing constraints on the property.

Other Considerations

Depending on the option selected by Council, communication to or engagement with the community may be advisable prior to taking action. This may include public information sessions, press releases, signage on the property, newsletters or social media content, and any other outreach method deemed appropriate by the Town in consultation with partners that may be involved in future construction of affordable housing on the subject lands. If Council is in a position to authorize the sale or disposal of the lands to a

successful proponent, it must be in accordance with the applicable by-laws or policies. This process may provide the appropriate opportunity to trigger the engagement activities noted above.

Financial Impacts

The disposition of valuable Town-owned lands at no or low cost is a tool to subsidize the development of new affordable housing and is one way to use Town assets to have significant impact on project affordability. However, this approach also has a financial impact on the Town by essentially negating any future revenues from the sale of the lands, will reduce the net capital assets held by the Town, and would remove the “High and Poplar” site from consideration for other community uses. In October 2023, Cushman & Wakefield National Capital Markets Group conducted a Broker Opinion of Value for the two parcels, providing a confidential assessment of the value required for any future negotiations There may be a significant loss of potential revenue for the Town, but it would be offset by the community benefits provided by the number of affordable housing units that could be unlocked on the property. Making the lands available at low or no cost, whether that be through conveyance or land lease opportunities, could represent a critical investment in the communities’ affordable housing supply, making a significant contribution to fulfilling the projected need of 1,300 affordable rental units.

Additional Financial Incentives

The federal Build Canada Homes (BCH) program is a national housing initiative launched in 2025 aimed at accelerating the construction of affordable and non-market housing by combining public land, low-cost financing and development expertise. The program prioritizes partnerships with non-profit, Indigenous, co-operative, and public housing providers, and encourages partnerships with municipalities to advance affordable rental housing projects. The availability of BCH incentive tools may improve project viability on Town-owned lands, enabling quicker delivery of housing and longer-term affordability.

Conclusion

Rising construction costs, supply chain challenges, and escalating land prices continue to threaten the viability of affordable housing projects. While many of these pressures lie beyond the Town's control, Collingwood has a unique opportunity to enable housing projects by leveraging a valuable asset – public land. Preserving public lands for projects that benefit the community is not only prudent but may prove to be essential for achieving our housing goals given the depth of shortfall. By strategically offering Town-owned lands at High Street and Poplar Sideroad through one of the CHIPP incentives, the Town can support organizations in overcoming financial barriers and enable projects that deliver long-term affordability and community benefits.

3. Input from Other Sources

In addition to referring to the Town's AHMP and Staff Report P2025-30, staff consulted with representatives from the County of Simcoe to understand the status of affordable housing developments on municipally owned lands across the County. Staff also consulted with Legal Counsel to understand risks involved with the land disposition options.

This report was reviewed by Department Heads during on April 14, 2026, and the content responds to the advice received.

4. Applicable Policy or Legislation

- *Municipal Act* (2001, as amended)
- *Planning Act* (1990, as amended)
- Town of Collingwood Official Plan (2024)
- *By-law 03-42 Procedure Governing the Sale of Land by the Town of Collingwood*

Under Pillar #1 Sustainable of the 2024 Community Based Strategic Plan goal to "Encourage more housing options that meet community needs", a key action is identified as:

Invest in and implement the Town's approved Affordable Housing Master Plan to provide more housing across the continuum with a focus on housing for middle income households"

The AHMP 2026 Workplan responds to that action by providing a costed and prioritized plan to implement the recommendations of the AHMP. Making Town lands available for affordable housing is an initiative that is included in the 2026 Workplan.

5. Considerations

2024-2028 Community Based Strategic Plan: Choose an item.

☒ Sustainable ☐ Connected ☐ Vibrant ☒ Responsible

☐ Services adjusted if any	Not Applicable
☐ Climate Change / Sustainability:	Not Applicable
☐ Communication / Engagement:	Not Applicable
☐ Accessibility / Equity, Diversity, Inclusion:	Not Applicable
☐ Registered Lobbyist(s) relating to content:	Not Applicable
☒ Rights of Indigenous Peoples (UNDRIP):	Depending on the option selected by Council, the subject lands may be available for development by Indigenous affordable housing non-profit organizations.

Next steps and future action required following endorsement:

Future actions are articulated in the options presented, depending on the option selected by Council.

6. Appendices and Other Resources

Resource: Staff Report P2025-30, Municipal Capital Facility By-law and Collingwood Housing Incentives Pilot Policy

7. Approval

Prepared By:

Claire de Souza, RPP, MCIP, Housing Development Coordinator

Reviewed By:

Summer Valentine, RPP, MCIP, Director of Growth and Development

CAO Comments:

☒ Endorsed by CAO Skinner on April 15, 2026 to proceed to COW.

Staff Report P2026-15

Committee 2026-04-20
Council 2026-04-27
Amendments ☐

Submitted To:	Committee of the Whole
Submitted By:	Summer Valentine, Director, Development and Growth
Prepared By:	Prerna Sharma, Manager Economic Development
Subject:	Tourism Collingwood Update

Recommendation

THAT Staff Report P2026-15, Tourism Collingwood Update, dated 2026-04-20, be received;

AND THAT Corporate By-law 2026-1 of Tourism Collingwood attached hereto as Appendix A be confirmed by Council, representing the Town of Collingwood as the sole Member of the Municipal Services Corporation in accordance with the Ontario Not-for-Profit Corporations Act, 2010;

AND THAT Council select from the following options:

1. Council directs the CAO to appoint senior staff as the Member Representative and Alternate; or
2. Council directs the Clerk to proceed with a nomination process to appoint political officials as the Member Representative and Alternate.

Amendments

None

1. Executive Summary

Tourism Collingwood (TC) was incorporated in August 2025 as a Municipal Services Corporation (MSC) and designated as the Town of Collingwood's Eligible Tourism Entity (ETE) to lead tourism promotion and development in alignment with the Tourism Master

Plan (TMP) and in accordance with By-law No. 2025-031 and O. Reg. 435/17: Transient Accommodation Tax. TC's Interim Board was appointed by Council on July 21, 2025, and comprises the Mayor, Town Chief Administrative Officer (CAO), two additional Town staff, and three tourism industry representatives. The role of the Interim Board is to approve the corporation's foundational documents and take other steps necessary to bring TC to a state of operational readiness. The Interim Board has met three times between November, 2025 and March, 2026 to establish the TC's governance framework and prepare for the recruitment of the Operating Board. This Report provides Council with an update on TC's activities and presents its two Interim Board-approved foundational documents: 1) Corporate By-law No. 2026-1, which sets out corporate governance and oversight provisions, and 2) the Operating and Funding Agreement, which defines the accountability framework, mandate, and use of the promotional portion of the Municipal Accommodation Tax (MAT) revenue. While the Operating and Funding Agreement can be signed by staff under delegated authority, Council is requested to direct confirmation of the Corporate By-law as TC's sole Member and in accordance with the Ontario Not-for-Profit Corporations Act, 2010 (ONCA). These actions will enable TC to continue progressing toward full operation within the Interim Board's 18-month mandate period.

2. Analysis

Background

The following outlines the sequential steps undertaken to establish TC, including the development of its foundational documents:

- Per Council direction provided on December 2, 2024, and consistent with recommendations in the Tourism Master Plan (TMP), staff worked with the Town Solicitor to advance the establishment of an MSC with a mandate to promote tourism in Collingwood as the Town's ETE.
- In accordance with Ontario Regulation 435/17 (Transient Accommodation Tax) under the *Municipal Act*, 2001, the establishment of an ETE is a legislative

requirement to enable the receipt and use of MAT revenues for tourism promotion and development purposes.

- On April 14, 2025, Council enacted By-law No. 2025-031 and approved the Business Case, directing the establishment of TC as the Town of Collingwood's ETE.
- By-law No. 2025-031 authorized the appointment of an Interim Board of Directors for TC. Council on July 21, 2025 appointed TC's Interim Board, comprising the Mayor, the Town's CAO, two additional Town staff members (i.e. Clerk and Director of Growth and Development), and up to three local tourism industry representatives selected through a public call for applicants. The By-law also enabled the preparation of foundational governance documents, including a Corporate By-Law and an Operating and Funding agreement between the Town and Tourism Collingwood (collectively referred to as the foundational documents).
- Following Council's direction, TC was formally incorporated in August 2025 under the ONCA as an MSC, with a mandate to lead tourism promotion and development activities in alignment with the TMP.
- The role of the Interim Board is to establish and approve the Corporation's governance framework, review and finalize the foundational documents, provide strategic oversight and make key decisions required to transition TC into full operation, and prepare for the transition to a permanent Operating Board within the timeframe outlined in the By-law. The Interim Board's mandate period is up to 18 months from the date of incorporation.
- Since TC's incorporation in August 2025, the Interim Board has held three meetings in November 2025, February 2026 and March 2026, focused on reviewing and refining the foundational documents, and advancing governance and operational readiness.

Foundational Documents – Purpose and Summary

Both foundational documents were reviewed and refined by the Interim Board of TC over an eight-month period, with extensive legal advice from Miller Thomson LLP in their role as Town Solicitors.

1. Tourism Collingwood Corporate By-law (By-law No. 2026-1)

The Corporate By-law establishes TC's internal governance framework, including, but not limited to, board positions, term, and appointment processes, Officers and their roles, meetings of Directors and Members (noting that as the Town is the sole Member), conflict of interest provisions, financial controls, auditing, and borrowing authority, and processes for by-law amendments. The majority of the content of the TC Corporate By-law is required under the ONCA. The By-law ensures TC operates in a transparent, accountable, and legislatively compliant manner.

2. Tourism Collingwood Operating and Funding Agreement

The Operating and Funding Agreement establishes the formal relationship between the Town as the primary funder and TC, including, but not limited to, articulation of TC's mandate, objectives and outcomes, requirements for alignment with Town strategies policies and procedures, MAT funding allocation, use of funds, eligibility, and financial controls, budgeting, reporting, auditing, and accountability requirements, and provisions related to risk management, insurance, and termination. The agreement ensures that MAT funds are used solely and effectively for tourism promotion and development and are aligned with the TMP, within accountable processes.

Options

Option 1- Recommended

Council confirms Corporate By-law No. 2026-01 as the sole Member and in accordance with the ONCA, while staff will proceed with the execution of the Operating and Funding Agreement under existing delegated authority, with both actions enabling TC to continue progressing toward full operation within the Interim Board's 18-month mandate period.

Alternative Option – Not Recommended

Council may request amendments to the foundational documents (Corporate By-law or the Operating and Funding Agreement). Any amendments would require review and approval by the Interim Board before returning to Council for final action, extending the timeline to achieve TC's operational readiness. Council is reminded that the Interim Board completed substantial work on these documents over the course of approximately 8 months with the support of a dedicated legal solicitor.

Appointment of Member Representative and Alternate

The Town of Collingwood has significant responsibility as the sole Member of TC in the areas of governance, decision-making, approval of fundamental changes, accountability, and oversight in accordance with the foundational documents. While some Member decisions or actions should be a at the direction of Council, others may proceed through a Member Representative, who would also be responsible for elevating matters to Council where appropriate and attending required meetings. At Council's discretion, those individuals may be political or senior staff appointees. It is noted that general staff support for TC routine activities would be outside the role of the Member Representative and Alternate and would be the responsibility of the Economic Development Division.

Financial Impacts

MAT revenue designated for TC is currently being accrued by the Town and being held in reserve until the organization reaches a state of operational readiness (i.e. 60% of total MAT net revenues collected in 2025 and 50% of the same in 2026). Funds, less legal fees associated with the foundational documents, will be transferred in accordance with the Operating and Funding Agreement once TC becomes fully operational and after the appointment of the Operating Board. There are no new financial impacts for the Town arising directly from this Report.

Conclusion

In conclusion, the establishment of TC and the completion of the foundational documents represent a significant milestone in implementing the Town's tourism vision

and leveraging MAT revenues to support sustainable tourism and local economic development

. 3. Input from Other Sources

This Report was reviewed by Department Heads on April 14, 2025 and the content responds to the advice received.

4. Applicable Policy or Legislation

1. **Municipal Act, 2001:** The Municipal Act provides the Town with the authority to establish an MSC under section 203.

2. **Ontario Regulation 435/17:** Ontario Regulation 435/17: TRANSIENT ACCOMMODATION TAX provides the municipality with the framework to impose a tax in respect of the purchase of transient accommodation in the municipality.

3. **Tourism Master Plan:** This report aligns with actions A1.1, A1.4, A1.5 of the TMP.

4. **Economic Development Action Plan:** This Report contributes to the following Actions, 1) “grow participant spending and satisfaction with experiences that celebrate Collingwood” 2) “increase revenue stemming from the broader tourism, hospitality, culture and retail sectors” and 3) “consider levying a MAT to help fund infrastructure and product development efforts.”

5. **2024 Community Based Strategic Plan:** The CBSP includes the goal of growth and diversification of Collingwood’s economy, with the key action of the completion and implementation of the Tourism Master Plan as well as continuing to support four season tourism, building on and leveraging Town assets and amenities.

5. Considerations

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

☐ Sustainable ☐ Connected ☒ Vibrant ☐ Responsible

☐ Services adjusted if any	Economic Development
☐ Climate Change / Sustainability:	Not Applicable

☐ Communication / Engagement: Not Applicable

☐ Accessibility / Equity, Diversity, Inclusion: Not Applicable

☐ Registered Lobbyist(s) relating to content: Not Applicable

☐ Rights of Indigenous Peoples: Not Applicable

Next steps and future action required following endorsement:

Corporate By-law and Operating and Funding Agreement to be passed and enacted

6. Appendices and Other Resources

Appendix A: 2026-03-24 By-Law 2026-1 (Tourism Collingwood)

Appendix B: 2026-03-24 Operating and Funding Agreement (Tourism Collingwood)

7. Approval

Prepared By:

Prerna Sharma, Manager, Economic Development

Reviewed By:

Summer Valentine, Director, Development and Growth

CAO Comments:

☒ Endorsed by CAO Skinner on April 15, 2026 to proceed to COW.

As of March 24, 2026

TOURISM COLLINGWOOD

BY-LAW NO. 2026-1

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TOURISM COLLINGWOOD

BY-LAW NO. 2026-1

1. INTERPRETATION

1.01 Meaning of Words

In this By-Law and all other By-Laws and resolutions of the Corporation, unless otherwise defined:

(a) "Act" means the *Not-for-Profit Corporations Act, 2010*, S.O. 2010, c.15 and any statute or regulations that may be substituted, as amended from time to time;

(b) "Annual Business" shall include: consideration of the financial statements; consideration of the audit or review engagement report, if any; an Extraordinary Resolution to have a review engagement instead of an audit or to not have an audit or a review engagement; election of Directors; and reappointment of the incumbent Auditor or person appointed to conduct a review engagement;

(c) "Annual Meeting" means an annual meeting of the Member, as provided in section 6;

(d) "Articles" means any document or instrument that incorporates the Corporation or modifies its incorporating document or instrument, including articles of incorporation, restated articles of incorporation, articles of amendment, articles of amalgamation, articles of arrangement, articles of continuance, articles of dissolution, articles of reorganization, articles of revival, letters patent, supplementary letters patent or a Special Act;

(e) "Auditor" means the Auditor of the Corporation appointed pursuant to Article 9;

(f) "Authorized Representative" means a person named to act as an authorized representative of a Member pursuant to section 5.03;

(g) "Board" means the Directors of the Corporation as elected by the Member periodically;

(h) "Board Policies" means any policy passed by the Board in accordance with section 3.14;

(i) "By-Law" means this by-law and any other by-law of the Corporation that may be in force;

(j) "Corporation" means ***Tourism Collingwood***;

(k) "Director" means a member of the Board;

(l) "Extraordinary Resolution" as defined by the Act;

(m) "Government Regulations" means the regulations made under the Act as amended, restated or in effect from time to time;

(n) "Member" means a member of the Corporation in accordance with section 5.01;

(o) "Officer" means an officer elected or appointed pursuant to Article 7 or by Board Regulation, such as Policies or Resolutions;

(p) "Ordinary Resolution" means a resolution submitted to a meeting of the Member and passed at the meeting, with or without amendment, by at least a majority of the votes cast, or consented to by a Written Resolution of the Member;

(q) "Protected Person" means each person acting or having previously acted in the capacity of a Director, Officer or any other capacity at the request of or on behalf of the Corporation, and includes the respective heirs, executors and administrators, estate, successors and assigns of a person, who:

(i) is a Director of the Corporation;

(ii) is an Officer of the Corporation;

(iii) is a member of a committee of the Corporation; or

(iv) has undertaken, or, with the direction of the Corporation is about to undertake, any liability on behalf of the Corporation or any body corporate controlled by the Corporation, whether in the person's personal capacity or as a Director, Officer, employee or volunteer of the Corporation or such body corporate;

(r) "Special Business" includes all business transacted at a Special Meeting of the Corporation and all business transacted at an Annual Meeting, other than Annual Business;

(s) "Special Meeting" means a meeting of the Member that is not an Annual Meeting;

(t) "Special Resolution" as defined by the Act;

(u) "Telephonic or Electronic Means" means any means that use the telephone, videoconferencing or any other electronic or other technological means to transmit information or data, including telephone calls, virtual meetings, voice mail, fax, email, an automated touch-tone telephone system, computer, or computer networks;

(v) "Town" means The Corporation of the Town of Collingwood, a municipal corporation governed by the *Municipal Act, 2001*; and

(w) "Written Resolution" means a resolution in writing signed by all the Directors or Member entitled to vote on that resolution at a meeting of the Board or the Member, as the case may be, and which is valid as if it had been passed at a meeting of the Board or Member.

2. BUSINESS OF THE CORPORATION

2.01 Registered Office

The registered office of the Corporation shall be in the Town of Collingwood, in the Province of Ontario, and at such place therein as the Directors may from time to time determine.

3. DIRECTORS

3.01 Initial Board

The initial, interim number of Directors shall be fixed at seven (7), consisting of:

(a) The Mayor of the Town;

(b) The Chief Administrative Officer of the Town;

(c) Two (2) representatives from the staff members of the Town; and

(d) Three (3) representatives from the local tourism industry.

Prior to the end of the first 18 months of operation, beginning as of the date of incorporation, the Member will elect Directors to replace the interim, initial Board of Directors in accordance with section 3.08 below.

3.02 Board

The Board shall consist of the number of Directors specified in the Articles. If the Articles provide for a minimum and maximum number of Directors, the Board shall be comprised of the fixed number of Directors as determined from time to time by the Directors by majority vote. In accordance with the Town of Collingwood By-law 2025-031, at no time shall the number of Directors be less than seven (7).

3.03 Minimum Qualifications Under the Act

Each Director shall:

(a) be an individual who is at least eighteen (18) years of age;

(b) not have the status of bankrupt;

(c) not be a person who has been found under the *Substitute Decisions Act, 1992* or under the *Mental Health Act,* or any similar statute of another jurisdiction, to be incapable of managing property;

(d) not be a person who has been declared incapable by any court in Canada or elsewhere; and

(e) consent in writing to hold office as a Director within ten (10) days after his or her election or appointment, provided that where a Director consents in writing more than ten (10) days after election or appointment, it shall not invalidate his or her election or appointment as a Director should the vacancy still exist.

If a person ceases to be qualified as provided in this section 3.03, the person thereupon ceases to be a Director and the vacancy so created may be filled in the manner prescribed by section 3.08. Nothing in this By-law prevents the Corporation from establishing additional qualifications for Directors in policy.

3.04 Election and Term of Office

Subject to the provisions of the Act and the Articles, Directors shall be elected by the Member. Subject to the Act, Directors shall hold office for a term of three (3) years.

Directors may, from time to time, be elected to different or staggered term lengths, not to exceed four (4) years, in order to maintain a desired Board rotation. The rotation of Directors will be maintained with any increase in the number of Directors on the Board.

3.05 Re-Election

Each Director is eligible for election for two (2) consecutive full terms, and afterwards is not eligible for re-election until a period of eleven (11) months has elapsed from the date such person ceases to be a Director.

3.06 Nominations

Candidates for the office of Director shall comprise the slate of candidates for office proposed in accordance with the Board's Nominations Policy, as amended periodically. There shall be no nominations from the floor of the meeting at which Directors are elected.

The Board may prescribe the form of nomination paper and the form of ballot.

3.07 Resignation of Directors

A Director may resign as a Director of the Corporation by submitting a formal written resignation to the Board Chair and Secretary or Secretary-Treasurer and provide a 90 day notice.

3.08 Vacancies

Any vacancy occurring in the Directors may be filled for the remainder of the term of such Director by the Member.

3.09 Removal of Directors

The Member may by Ordinary Resolution remove a Director from office at a Special Meeting called for that purpose before the expiration of the Director's term of office and may elect a person to replace the removed Director for the remainder of the term of office.

3.10 Remuneration of Directors

The Directors of the Corporation shall serve without remuneration, and no Director shall directly or indirectly receive any profit from the position as such, provided that a Director may be reimbursed for reasonable expenses incurred in performing their duties. A Director shall not be prohibited from receiving compensation for services provided to the Corporation in another capacity, provided that the Corporation's conflict of interest policies and provisions are addressed.

3.11 Protection of Directors, Officers and Others

(a) The Corporation shall purchase and maintain appropriate liability insurance for the benefit of the Corporation and each Protected Person. The insurance shall address coverage limits in amounts per occurrence with an aggregate maximum limit as deemed appropriate by the Board and shall include:

(i) property and public liability insurance;

(ii) Directors' and Officers' insurance; and

(iii) may include such other insurance as the Board sees fit.

(b) The Corporation shall ensure that each Protected Person is included as an insured person in any policy of Directors' and Officers' insurance maintained by the Corporation.

(c) No coverage shall be provided for any liability relating to a failure to act honestly and in good faith with a view to the best interests of the Corporation.

(d) It shall be the obligation of any person seeking insurance coverage or indemnity from the Corporation to co-operate fully with the Corporation in the defence of any demand, claim or suit made against such person, and to make no admission of responsibility or liability to any third party without the prior agreement of the Corporation.

(e) Where the Corporation has purchased or maintained insurance for any Protected Person, such insurance shall not be discontinued or altered except upon approval of the Member or former Member.

3.12 Liability Exclusion

Absent the failure to act honestly and in good faith in the performance of the duties of office, and save as may be otherwise provided in any legislation or law, no Protected Person shall be personally liable for any loss or damage or expense to the Corporation arising out of the acts (including wilful, negligent or accidental conduct), receipts, neglects, omissions or defaults of such Protected Person or of any other Protected Person arising from any of the following:

(a) insufficiency or deficiency of title to any property acquired by the Corporation or for or on behalf of the Corporation;

(b) insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the Corporation shall be placed out or invested;

(c) loss or damage arising from the bankruptcy or insolvency of any person, firm or corporation including any person, firm or corporation with whom or which any monies, securities or effects shall be lodged or deposited;

(d) loss, conversion, misapplication or misappropriation of or any damage resulting from any dealings with monies, securities or other assets belonging to the Corporation;

(e) loss, damage or misfortune whatever which may occur in the execution of the duties of the Protected Person's respective office or trust or in relation thereto; and

(f) loss or damage arising from any wilful act, assault, act of negligence, breach of fiduciary or other duty or failure to render aid of any sort.

3.13 Indemnification of Directors, Officers and Others

(a) Every Protected Person shall be indemnified and saved harmless, including the right to receive the first dollar payout, and without deduction or any co-payment requirement to a maximum limit per claim made as established by the Board from and against all costs, charges and expenses which such protected person sustains or incurs during or after their status as a Protected Person:

(i) in or in relation to any demand, action, suit or proceeding which is brought, commenced or prosecuted against such person in respect of any act, deed, matter or thing whatsoever, made, done or permitted or not permitted by such person, in or in relation to the execution of the duties of such office or in respect of any such liability; or

(ii) in relation to the affairs of the Corporation generally;

save and except such costs, charges or expenses as are occasioned by the failure of such person to act honestly and in good faith in the performance of the duties of office.

(b) Such indemnity will only be effective:

(i) upon the exhaustion of all available and collectible insurance provided to the Protected Person by the Corporation inclusive of whatever valid and collectible insurance has been collected; and

(ii) provided that the Protected Person has carried out all duties assigned to such person which are subject of the claim in complete good faith so as to comply with the conditions of the insurance policy concerning entitlement to coverage.

(c) The Corporation shall also indemnify any Protected Person, firm or corporation in such circumstances designated by law, upon approval by the Board.

(d) Nothing in this section 3.13 shall limit the legal right of any person, firm or corporation entitled to indemnity to claim indemnity apart from the provisions of this section 3.13.

3.14 Board Policies

The Board may make any policies with regard to any matter not inconsistent with the Act or the By-Laws, provided such policy conforms to any agreement between the Corporation and the Member.

4. COMMITTEES AND ADVISORS

4.01 Committees

(a) There may be such Standing Committees and Ad Hoc Committees for such purposes as the Board may determine by resolution.

(b) No committee has authority to:

(i) submit to the Member any question or matter requiring approval of the Member;

(ii) fill a vacancy among the Directors or in the office of Auditor or of a person appointed to conduct a review engagement of the Corporation;

(iii) appoint additional Directors;

(iv) issue debt obligations except as authorized by the Board;

(v) approve any financial statements;

(vi) adopt, amend or repeal any By-Law; or

(vii) establish contributions to be made, or dues to be paid, by the Corporation or the Member.

(c) The chair and members of any committee shall be appointed by, and hold office at the pleasure of, the Board. Subject to the Act, members of committees need not be members of the Board.

(d) The chair of any committee shall submit to the Board such reports as the Board may, from time to time, request, but in any event, each chair shall submit an annual report to the Board as such time as the Board may, from time to time, determine.

4.02 Advisors

The Board or the Member may from time to time appoint advisors to advise the Corporation in such positions other than Officers, with such titles and with such powers and duties and for such terms of service as the Board or the Member deems advisable.

5. MEMBERSHIP

5.01 Sole Member

Subject to the Articles, there shall be one (1) class of Members in the Corporation, consisting of the Town. Should the Town be entirely dissolved, be entirely amalgamated with or joined to another

municipality, or otherwise cease to be a Member, the Directors at that time shall automatically and without further formality become the Members of the Corporation.

5.02 Member's Rights

The Member shall be entitled to receive notice of, attend, speak at and vote at all meetings of the Member of the Corporation.

The rights of the Member shall be limited to those rights conferred under the Act and under law.

5.03 Appointment of Authorized Representative

The Member shall, from time to time, in writing:

(a) appoint a person who shall be its Authorized Representative; and

(b) remove and/or replace a person as its Authorized Representative.

The Member shall provide the details and contact information of the Authorized Representative to be appointed, removed or replaced from time to time to the Chair of the Board and the Secretary/Secretary-Treasurer, either of whom shall immediately update the Corporation's records for the purposes of providing notice of all meetings at which the Authorized Representative is entitled to exercise the rights provided in section 5.04.

For clarity, the Authorized Representative shall make decisions on behalf of the Town in line with the Town Council's delegation of authority, either generally or for specific decisions as determined by the Town periodically. To the extent possible such decisions will be resolved via written resolution.

5.04 Rights of Authorized Representative

Unless the Corporation receives written notification from the Member that an Authorized Representative has been removed or shall not otherwise attend, act or vote on behalf of the Member in respect of a particular meeting or matter brought before the Member, the Authorized Representative shall be entitled to:

(a) receive notice of any meeting the Member is entitled to receive;

(b) attend, speak at, and vote at a meeting at which the Member is entitled to vote; and

(c) execute a Written Resolution on behalf of the Member.

5.05 Termination of Membership

Membership in the Corporation automatically terminates upon the occurrence of any of the following events:

(a) the insolvency or dissolution of the Member; or

(b) the liquidation or dissolution of the Corporation under the Act.

6. MEETINGS OF THE CORPORATION

6.01 Meetings of Directors

(a) Meetings of the Board of Directors may be held at the registered office of the Corporation, at any other place in Ontario, or by Telephonic or Electronic Means. An annual calendar of meeting dates of the Board of Directors shall be posted on the Corporation's website.

(b) In addition to scheduled meetings, meetings of the Board may be called by the Chair of the Board, the Vice-Chair of the Board, or any two (2) Directors and shall be held at the place specified in the notice in accordance with section 6.01(a) and (d).

(c) The Board shall hold a meeting as soon as reasonably possible following the Annual Meeting of the Corporation for the purpose of organization, the election and appointment of Officers and the transaction of any other business, and no notice shall be required for this meeting

(d) Unless otherwise specified in the By-Laws, notice of the time, place and date of any meeting of the Directors and the nature of the business to be conducted shall be given to each Director by courier, personal delivery, or Telephonic or Electronic means at least six (6) days before the meeting is to take place, excluding the date on which notice is given.

(e) No error or omission in giving such notice for a meeting of Directors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any Director may at any time waive personal notice of any such meeting and any Director may ratify and approve of any or all proceedings taken or had thereat.

(f) By invitation of the Board of Directors, if an Executive Director has been appointed to serve the Corporation, that individual may attend meetings of the Board of Directors of the Corporation, but shall not be entitled to vote.

(g) Any meeting of Directors may be adjourned by the Chair or the majority of Directors to any time. Any business that might have been transacted at the original meeting from which the adjournment took place may be transacted upon the resumption of the adjourned meeting. No notice is required for the resumption of any adjourned meeting if the time and place to resume the adjourned meeting is announced at the original meeting.

(h) Staff of the Town are entitled to attend and to speak at meetings of the Board, but shall not be entitled to vote nor count towards quorum. Such staff of the Town shall be required to keep certain matters discussed confidential, if requested to do by the Board.

(i) A quorum for the transaction of business at meetings of the Board shall be at least a majority of the Directors. If no quorum exists for the purpose of voting on a resolution only because certain Directors are not permitted to be present due to a conflict in accordance with section 8, the remaining Directors are deemed to constitute a quorum for the purpose of voting on the resolution.

(j) The method of voting at any meeting of the Board shall be determined by the chair of the meeting prior to any vote being taken. Unless this By-Law states otherwise, each Director shall have one (1) vote on each question raised at any meeting of the Board, and all questions shall be determined by a majority of the votes cast. In the case of an equality of votes, the vote shall be deemed to have been lost.

(k) A Written Resolution, signed by all the Directors entitled to vote on that resolution at a meeting of Directors, is valid as if it had been passed at a meeting of Directors. Such written resolutions may be passed in lieu of holding a meeting of Directors.

6.02 Meetings of Members

(a) To the extent possible, decisions of the Member shall be resolved via Written Resolution. A Written Resolution signed by all those entitled to vote on that resolution at a meeting of the Members being the Authorized Representative of the Member,

including an Annual Meeting, is valid as if it had been passed at a meeting of the Members. Such Written Resolutions may be passed in lieu of holding a Meeting of the Members, including the Annual Meeting. For clarity, the Authorized Representative shall make decisions on behalf of the Town in line with the Town Council's delegation of authority, either generally or for specific decisions as determined by the Town periodically, provided that the following matters are not be dealt with by Written Resolution:

(i) the resignation, removal or replacement of a Director, where a written statement has been submitted by the Director giving reasons for resigning or opposing his or her removal or replacement; and

(ii) the resignation, removal or replacement of an Auditor, where a written statement has been submitted by the Auditor giving reasons for resigning or opposing his or her removal or replacement.

(b) Subject to subsection 6.02(a), an Annual Meeting shall be held as the registered office of the Corporation, any other location in Ontario, or by Telephonic or Electronic Means, for the purpose of conducting the Annual Business and any Special Business. The first Annual Meeting shall be held within eighteen (18) months of incorporation, and subsequently not later than fifteen (15) months after holding the preceding Annual Meeting.

(c) The Board may at any time call a Special Meeting for the transaction of any business specified in the notice calling the meeting. A Special Meeting may be held separately from or together with an Annual Meeting.

(d) Subject to section 13.06, notice of the time, place and date of any Annual Meeting or Special Meeting and sufficient information for a Member to make a reasoned judgment on any Special Business to be considered, including information on any Special Resolution to be submitted to the meeting, shall be given to the Member entitled to vote at the meeting, to each Director and to the Auditor or the person appointed to conduct a review engagement of the Corporation not less than ten (10) days and not more than fifty (50) days before the day on which the meeting is to be held by:

(i) prepaid mail, courier or personal delivery; or

(ii) telephone, fax, e-mail or other electronic means.

(e) The only persons entitled to be present at a meeting of the Members shall be:

(i) The Member, as represented by the Authorized Representative;

(ii) the Directors and the Auditor or the person appointed to conduct a review engagement of the Corporation;

(iii) The Officer of the Corporation;

(iv) Staff of the Town; and

(v) such other persons who are entitled or required under any provision of the Act, the Articles or By-Laws of the Corporation to be present at the meeting.

(f) Any other person may be admitted only on the invitation of the Chair of the Board or by Ordinary Resolution of the Member.

(g) At any meeting of the Members, the Member constitutes a quorum for the transaction of business.

(h) The Member shall be entitled to the one (1) and only vote on each question arising at any Meeting of the Members.

(i) Any meeting of the Members may be adjourned to any time by the chair of the meeting. Any business that might have been transacted at the original meeting from which the adjournment took place may be transacted upon the resumption of the adjourned meeting. No notice is required for the resumption of any adjourned meeting occurs less than thirty (30) days from the date of the original meeting and if the time and place to resume the adjourned meeting is announced at the original meeting.

7. OFFICERS

7.01 Officers

(a) The Directors may elect or appoint, as applicable, the following Officers, each of whom, unless otherwise provided in the By-Laws, shall be elected or appointed at the first meeting of the Board following an Annual Meeting.

(i) a Chair of the Board and a Vice-Chair of the Board elected from among the Directors;

(ii) an Executive Director as applicable; and

(iii) a Secretary and a Treasurer, or Secretary-Treasurer at the discretion of the Board, each of whom may, but are not required to be a Director.

There may be such other Officers appointed by the Board in accordance with section 7.08.

7.02 Term of Office of Officers

Each Officer shall hold office at the pleasure of the Board, or as set out Board Policy. Any Officer who is an employee shall hold office at the pleasure of the Board, or pursuant to terms of employment.

7.03 Chair of the Board

The Chair of the Board shall supervise and control the operations of the Corporation if there shall be no Executive Director in office. The Chair of the Board shall, when present, preside at all meetings of the Corporation. The Chair of the Board shall sign all documents requiring the signature of that office, and have the other powers and duties prescribed by the Board. Vice-Chair of the Board shall also perform the other duties prescribed by the Board or incident to the office.

The duties and powers of the Chair of the Board may be exercised by the Vice-Chair of the Board when the Chair is absent or unable to act. If the Vice-Chair of the Board exercises any of those duties or powers, the Chair's absence or inability to act shall be referenced in the minutes. The Vice-Chair of the Board shall also perform the other duties prescribed by the Board or incident to the office.

7.04 Executive Director

The Executive Director, if any, shall, subject to the direction of the Board and/or the Chair of the Board, supervise and control the operations of the Corporation. The Executive Director shall have the right to receive notice of, to attend and to speak at but not to vote at all meetings of the Board, any committee of the Board, and any meeting of the Members, except those meetings where the terms of employment, compensation or performance of the Executive Director are discussed.

7.05 Secretary

The Secretary shall:

(a) act as secretary of each meeting of the Corporation and the Board;

(b) attend all meetings of the Corporation and the Board to record all facts and minutes of those proceedings in the books kept for that purpose;

(c) give all notices required to be given to the Member and to the Directors as well as any other individuals entitled to notice;

(d) be the custodian of all books, papers, records, correspondence and documents belonging to the Corporation; and

(e) perform the other duties prescribed by the Board.

7.06 Treasurer

The Treasurer shall:

(a) keep or cause to be kept full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account;

(b) deposit all moneys or other valuable effects in the name and to the credit of the Corporation in the bank or banks from time to time designated by the Board;

(c) disburse the funds of the Corporation under the direction of the Board;

(d) render to the Board, whenever required, an account of all transactions as Treasurer and of the financial position of the Corporation;

(e) co-operate with the Auditors of the Corporation during any audit of the accounts of the Corporation; and

(f) perform the other duties prescribed by the Board.

7.07 Delegation of Duties

Subject to approval by the Board, any Officer may delegate the duties of the office to another person, provided that the delegating Officer remains responsible for ensuring that such duties are carried out, except when otherwise required by law.

7.08 Board Appoint Other Officers

The Board may from time to time appoint such other Officers as it considers expedient, to hold office at the pleasure of the Board, the duties and remuneration of whom shall be such as the terms of their engagement call for or the Board prescribes.

7.09 Holding More Than One Office

Except for holding the office of Chair of the Board, a person may be nominated or selected for, elected or appointed to, and hold, more than one office.

7.10 Removal from Office

Any Officer may be removed by resolution of the Board at a meeting of which notice of intention to present such resolution has been given to all Directors.

7.11 Remuneration of Officers or Employees

Any Officer who is a Director, shall not be entitled to remuneration for acting as such, but shall be entitled to reimbursement for reasonable expenses incurred in carrying out their duties. The Board shall fix the remuneration of the Executive Director, if any. The Board shall fix the remuneration of any other Officers or employees, or may delegate such responsibility to the Executive Director.

8. CONFLICT OF INTEREST

8.01 Conflict of Interest

In accordance with the Act or any Board policies, Directors and Officers shall disclose any conflicts of interests, whether direct, indirect, imputed, actual, potential or perceived, in any matter as required by the Act and comply with all other requirements in the Act in respect of such conflict of interest.

9. AUDITOR

9.01 Annual Appointment

Subject to the Act, the Member of the Corporation at each Annual Meeting shall appoint the Auditor or a person to conduct a review engagement of the Corporation, who shall hold office until the close of the next Annual Meeting.

9.02 External Auditor

Where possible and in consultation with the Corporation, the external auditor for the Town shall be appointed by the Member as the external Auditor or person to conduct a review engagement for the Corporation, and shall have all of the rights and powers of an auditor provided under the *Municipal Act*.

9.03 Removal of Auditor

Subject to the Act, the Member may by Ordinary Resolution at a Special Meeting, remove the Auditor or a person appointed to conduct a review engagement before the expiration of the term of office in accordance with the Act and may elect a replacement to fill such vacancy. Where the Member does not fill the vacancy, the Directors may do so. The Auditor shall not have the right to give a statement opposing the removal.

9.04 Remuneration of Auditor

The remuneration of an Auditor shall be fixed by the Member by Ordinary Resolution and is at the cost of the Corporation.

10. EXECUTION OF DOCUMENTS

10.01 Execution of Documents

Documents requiring execution by the Corporation may be signed by any two (2) Officers of the Corporation. The Board may appoint any Officer or any person on behalf of the Corporation, either to sign documents generally or to sign specific documents.

11. BORROWING BY THE CORPORATION

11.01 General Borrowing Authority

The Directors may, if authorized by the Member:

(a) borrow money on the credit of the Corporation;

(b) issue, reissue, sell or pledge debt obligations of the Corporation;

(c) give a guarantee on behalf of the Corporation to secure performance of an obligation of any person; and

(d) mortgage, pledge or otherwise create a security interest in all or any property of the Corporation, owned or subsequently acquired, to secure any obligation of the Corporation.

The Directors may not delegate these powers.

12. FINANCIAL YEAR

12.01 Financial Year Determined

The financial year of the Corporation shall terminate on the last day of December in each year or on such other date as the Board may determine.

13. NOTICE

13.01 When Notice Deemed Given

When notice is given under this By-Law by the following means, that notice is deemed to have been given at the following time:

(a) if given by e-mail, notice is deemed given when sent;

(b) if given by telephone, notice is deemed given at the time of the telephone call;

(c) if given by electronic means, other than in accordance with 13.01(a) or 13.01(b), notice is deemed given when transmitted;

(d) if given in writing by prepaid mail, notice is deemed given on the fifth (5th) day after mailing; and

(e) if given in writing by courier or personal delivery, notice is deemed given when delivered.

13.02 Address for Notice

A notice or other document required or permitted by the Act, the Government Regulations, the Articles or the By-Laws to be given to a Member or Director may be given to:

(a) a Member at the Member's latest address as shown in the records of the Corporation; or

(b) a Director at his or her latest residential address as shown in the records of the Corporation or on the most recent notice or return filed pursuant to the *Corporations Information Ac*t, whichever is the more current.

13.03 Declaration of Notice

At any meeting, the declaration of the secretary or chair of the meeting that notice has been given pursuant to this By-Law shall be sufficient and conclusive evidence of the giving of such notice. No formal notice of a meeting is necessary if all those entitled to notice are present or if those absent have signified their consent to the meeting being held without notice and in their absence.

13.04 Computation of Time

In computing the date when notice must be given under any provision in the By-Laws requiring a specified number of days' notice of any meeting or other event, a period of days is deemed to commence on the day following the event that began the period and is deemed to terminate at midnight of the last day of the period, except that if the last day of the period falls on a holiday, the period terminates at midnight of the next day that is not a holiday.

13.05 Omissions and Errors

(a) Any resolution passed or proceeding taken at a meeting of the Board, a committee of the Board or the Member shall not be invalidated, unless otherwise challenged, by:

(i) an error in notice that does not affect its substance;

(ii) the accidental omission to give notice; or

(iii) the accidental non-receipt of notice by any Director, Member or Auditor.

(b) Any Director, Member or Auditor may at any time waive notice of, and thereby ratify and approve, any proceeding taken at any meeting.

13.06 Waiver

Where a notice or document is required to be sent pursuant to the By-Laws or the Act, the person entitled to receive the notice or document may consent in writing to waive either the sending of the notice or document or the time within which the notice or document must be sent.

14. BY-LAWS AND EFFECTIVE DATE

14.01 Effective Date of this By-Law

This By-Law shall come into force when enacted by the Board in accordance with the Act.

14.02 Amendments requiring Special Resolution

If the Member amends the Articles by Special Resolution, this By-Law shall be deemed to be amended as necessary to conform to the Articles.

14.03 By-Laws and Effective Date

(a) Subject to the Act and the Articles, the Board of Directors may make, amend or repeal any By-Law that regulates the activities or affairs of the Corporation. Subject to section 14.02, any such By-Law, amendment or repeal shall be effective from the date of the resolution of Directors until the next meeting of the Member where it may be confirmed, rejected or amended by Ordinary Resolution of the Member.

(b) If the By-Law amendment or repeal is confirmed or confirmed as amended by the Member, it remains effective in the form in which it was confirmed. The By-Law amendment or repeal ceases to have effect if it is not submitted to the Member at the next meeting of the Member or if it is rejected by the Member at the meeting.

ENACTED by the Directors as a By-Law of **TOURISM COLLINGWOOD** on _____.

Name: Sonya Skinner	Name:
Position: Interim Chair, Tourism Collingwood	Position:

CONFIRMED by the Member in accordance with the *Not-for-Profit Corporations Act*, *2010* on _____.

Name:	Name:
Position:	Position:

We have the authority to bind the corporation

This Operating and Funding Agreement made as of the _____day of _____, 2026.

B E T W E E N:

THE CORPORATION OF THE TOWN OF COLLINGWOOD

(hereinafter the "**Town**")

- and -

TOURISM COLLINGWOOD

(hereinafter the "**TC**")

WHEREAS the Town is a municipal corporation duly incorporated under the *Municipal Act, 2001* (the "***Municipal Act***");

AND WHEREAS TC is a municipal services corporation incorporated pursuant to section 203 of the *Municipal Act*, and in accordance with Ontario Regulation 599/06;

AND WHEREAS the Town established TC as the Town's Eligible Tourism Entity for purposes of section 400.1 of the *Municipal Act*, through By-law 2025-031;

AND WHEREAS the Town is TC's sole Member and whole owner;

AND WHEREAS the Town and TC seek to work towards promoting and developing sustainable tourism in the Town of Collingwood, including marketing Collingwood as a leading destination for tourism, overnight tourism, leisure and business travel;

AND WHEREAS the Town and TC seek to establish a framework governing certain aspects of their relationship in addition to the requirements of the *Municipal Act* and the Regulation, with an intention that TC act with operational independence subject to the provisions herein and applicable law;

AND WHEREAS Ontario Regulation 435/17 requires a municipality and Eligible Tourism Entity to enter into an agreement respecting financial accountability;

NOW THEREFORE, in consideration of the mutual covenants herein, the parties agree as follows:

1.0 DEFINITIONS

1.1 In this Agreement,

(a) "**Agreement**" means this Operating and Funding Agreement and all schedules hereto;

(b) "**By-law 2026-1**" means the corporate by-law attached hereto as Schedule "A", as amended or replaced periodically;

(c) "**Council**" means the Town's Mayor and members of Council of the Town of Collingwood;

(d) "**Council Resolution**" means a resolution of Council reached pursuant to the Town's Procedural By-law;

(e) "**Funds**" means the net MAT revenue portion that the Town provides to TC;

(f) "**Mandate**" means the undertaking of promoting and developing tourism for the Town of Collingwood by TC as documented in the Business Case (Schedule "B") approved by Council by Resolution RES-180-2025 and Town By-law 2025-031 (Schedule "C") or as may be updated periodically;

(g) "**MAT**" means the municipal accommodation tax implemented by the Town pursuant to section 400.1 of the *Municipal Act*, and in accordance with *Ontario Regulation 435/17* and Town By-law 2024-085;

(h) "**TC**" means Tourism Collingwood;

(i) "**TC Board**" means the board of directors of TC;

(j) "**Regulation**" means Ontario Regulation 599/06, under the *Municipal Act*;

(k) "**Town**" means The Corporation of the Town of Collingwood;

(l) "**Town Clerk**" means the duly appointed Clerk of the Town or their designate; and

(m) "**Town Treasurer**" means the duly appointed Director of Finance/Treasurer of the Town or their designate.

2.0 REPRESENTATIONS, WARRANTIES AND COVENANTS

2.1 TC represents and warrants that it is in compliance with all applicable Federal, Provincial and Municipal laws and regulations, by-laws, and any other orders and rules, including (without limitation) the *Municipal Act* and the Regulation ("**Applicable Law**").

2.2 TC covenants as follows:

(a) TC is and will maintain itself during the Agreement term as a distinct legal entity with the ability to fulfill its contractual obligations.

(b) TC will ensure that it has the experience and expertise necessary to carry out the Mandate for the period of this Agreement, including providing a sufficient number of competent board members, directors, officers, staff, advisors, contractors, committee members and/or volunteers (where required) to properly organize, manage, promote and conduct the Mandate.

(c) TC will provide adequate facilities, either physical or virtual, suitable to carry out the Mandate. Any physical facility must be located within Collingwood, with preference to co-locating with other Town services at the Business Development Centre or other Town facility, pending available TC budget.

(d) TC shall abide by all provisions of this Agreement.

3.0 TOURISM COLLINGWOOD (TC)

Compliance with Applicable Law and Policies

3.1 TC agrees to comply with all applicable law, including all statutes and regulations of Canada and Ontario and in particular (without limitation) the *Not-for-Profit Corporations Act, 2010*, the *Municipal Act,* and the *Municipal Freedom of Information and Protection of Privacy Act*, and all applicable Town by-laws and policies.

TC Corporate By-Law

3.2 TC shall pass By-law 2026-1 in the form attached hereto as Schedule "A" and shall operate and govern itself according to such By-Law, as amended or replaced from periodically.

3.3 By-law 2026-1 may only be amended or revoked in whole or in part with the express written consent of Council.

TC Corporate Governance Framework, Organization and Operations

3.4 Without limiting the foregoing, TC agrees to abide by and implement any applicable policies and/or governance framework adopted by the Town for decision-making, strategic planning, budget and business plans, and corporate policies. TC shall advise and provide justification to the Town if it passes policies, by-laws or other operational documents that are out of compliance with the Town's policies and/or governance framework.

3.5 TC shall promptly prepare and regularly update a manual setting out the formal organizational structure and operating procedures of TC.

3.6 A copy of TC's organizational structure, policies and operating procedures manual shall be circulated to all of TC's board members, staff, directors, officers, advisors, contractors, committee members, volunteers, and to the Town as required by the Town.

Governance

3.7 TC shall prepare and approve corporate policies and procedures covering all areas of its operation, or confirm in writing the adoption of the Town's policies and procedures in such areas. All TC policies, procedures, and strategic goals shall align with the Town's goals and objectives for tourism and good governance, including as set out in its Tourism Master Plan, endorsed by the Town, as amended or replaced from time to time. TC shall maintain a log of such documents and make them available to the TC Board, to TC staff, to the Town, and to the public upon request.

3.8 TC represents, warrants and covenants that it has, and will maintain as demonstrated in writing upon request, for the period during which this Agreement is in effect, the following at or exceeding the standards that would apply to the Town:

(a) A code of conduct and ethical responsibilities for all persons at all levels of TC's organization.

(b) Procedures to ensure the ongoing effective and transparent functioning of TC.

(c) Decision-making mechanisms for TC.

(d) Procedures to enable TC to manage Funds prudently and effectively.

(e) Procedures to enable TC to complete the Mandate successfully.

(f) Procedures to enable TC, in a timely manner, to identify risks to the fulfilment of the Mandate, and strategies to address the identified risks.

(g) Procedures to enable TC to deal with such other matters as TC considers necessary to ensure that TC carries out its obligations under this Agreement.

(h) Any other governance documents, procedures, or policies required as part of the Operating Agreement between TC and the Town.

4.0 PURSUING TC'S MANDATE

4.1 TC shall pursue the following objectives throughout its operations, with the core priority and overriding objective being the implementation of the recommendations applicable to TC from the Tourism Master Plan endorsed by the Town, as amended or replaced periodically:

(a) to develop and implement marketing and promotional strategies to attract visitors to and/or increase the economic impact of tourism-related expenditures in the Town of Collingwood;

(b) to support and promote local attractions, events, festivals, and cultural initiatives;

(c) to enhance the visitor experience by collaborating with visitor facing businesses, local communities, and stakeholders;

(d) to develop, manage, and oversee tourism-related projects, initiatives, and research that support the sustainable growth of the tourism industry;

(e) to foster partnerships and collaboration with local, regional, provincial, and national tourism organizations as appropriate; and

(f) to undertake tourism development initiatives and tourism investment attraction to further enhance and improve the sustainability of the local tourism sector

4.2 TC shall seek to optimize and achieve the following outcomes over the long term:

(a) demonstrate progress on Tourism Master Plan initiatives where TC is identified as having a lead, co-lead or supporting role;

(b) increase sustainable visitation and visitor spending in the Town;

(c) enhance the Town's local, regional, and national profile as a tourism destination;

(d) support tourism product development and sustainable tourism industry growth in the Town;

(e) support events, experiences, and/or product development that attract tourists to and/or increase tourism expenditures in the Town;

(f) improve capacity and position in relation to other comparable municipalities in Ontario and Canada from tourism perspective; and

(g) increase shoulder season tourism and offerings (collectively, the "**outcomes**").

4.3 TC shall develop a strategic operations plan within the initial two (2) year period of its existence or within one (1) year of appointment of the operating board, whichever is greater, to achieve the above noted mandate, objectives and outcomes in coordination with all relevant Town plans and strategies. The strategic operations plan is intended to be multi-year and overarching, implemented through annual business plans as outlined in Section 7 of this Agreement.

4.4 In the annual business plan required in Section 7 of this Agreement, TC will identify measures and targets for the coming year and report on indicators (i.e. results) from the past year (other than the first year), considering the need for multi-year consistency in any evolution of the measures and targets.

5.0 RECORD MAINTENANCE

5.1 TC will keep and maintain all financial and non-financial operating records relating to Town-provided funds or otherwise relating to the Mandate for a period of no less than seven (7) years.

5.2 Upon written request from the Town, TC shall provide the Town, without expense to the Town, any information which is available to TC with respect to its annual budget, corporate finance documents (including, without limitation, financial statements), or non-financial operating and governance records.

6.0 CONFLICT OF INTEREST

6.1 TC will carry out the Mandate and use all funds received without a direct, indirect, imputed, actual, potential or perceived conflicts of interest in accordance with this Agreement, corporate by-laws or other agreements between TC and the Town, including (without limitation) any and all funding agreements.

6.2 For the purposes of this Agreement, a conflict of interest includes any circumstances where TC or any person with a duty or assignment to support the Mandate and/or TC's activities has outside commitments, relationships or financial interests that would be likely to interfere or be seen to interfere with TC's interests and objectives (including, without limitation, in the use of funds), the Mandate, or any combination of these. For greater certainty, these provisions do not automatically disqualify persons with tourism businesses or interests from being elected to the Board of TC or otherwise involved with TC.

6.3 TC will disclose to the Member's representative, without delay, any situation that a reasonable person would interpret as an actual, potential or perceived conflict of interest where there is an unresolved contravention of TCs conflict of interest policies and procedures. Where issues persist, the Member may require TC to comply with any terms and conditions that the Member may prescribe as a result of the disclosure.

7.0 FUNDING AND FINANCIAL MATTERS

Funds to be Provided

7.1 For each full or partial fiscal year that the MAT is in effect, the Town will pay to TC a percentage of the net MAT revenue of not less than 50% as determined by Council and per Ontario Regulation 435/17 (the "**Funds**"), calculated using the following formula:

A - B *In which,*

"A" is the revenue from the MAT received by the municipality in respect of the fiscal year, and

"B" is the municipality's reasonable costs of collecting and administering the tax that are attributable to the fiscal year

7.2 The Funds will be collected and remitted by the Town or a third party agency contracted by the Town.

7.3 The amount of Funds available to TC, or a reasonable estimate, for each fiscal year will be confirmed by the Town Treasurer as soon as the information becomes available, but no later than January 31st.

7.4 The Funds will be transferred to TC in accordance with the applicable Regulation(s). Funds being accrued before TC becomes operational shall be held in reserve by the Town.

7.5 The Parties acknowledge that the Town incurred legal and other costs related to the start-up and incorporation of TC and the Town shall be reimbursed for all such costs from the first and if required, subsequent payment(s) of Funds designated for TC.

7.6 All Funds disbursed by the Town to TC shall be deposited into an account administered by the Town and controlled by TC, and any use and distribution of Funds from the account shall be in accordance with this Agreement.

TC Bank Account

7.7 The Town Treasurer shall open and administer a corporate bank account(s) for TC, including making deposits, authorizing electronic fund transfers and issuing cheques as required and as directed by TC.

7.8 The Town Treasurer and/or such other persons identified by the TC Board and approved by the Town periodically shall be signing officers of TC with respect to banking matters.

Use of Funds

7.9 TC will use the Funds only for the purpose of carrying out the Mandate in accordance with the terms and conditions of this Agreement.

7.10 All activities and initiatives undertaken by TC to achieve the Mandate shall be in accordance with the Town's Tourism Master Plan as updated periodically and/or this Agreement.

7.11 TC will spend the Funds only in accordance with TC business plan approved annually by Council within the following parameters:

a. TC may allocate a portion of the Funds for operating/overhead costs as articulated in Schedule D to be further refined, defined, reported and reasonably determined through the annual business plan.

b. TC must utilize a minimum of 60% of the Funds on Collingwood-specific promotion including its tourism assets, operators and events; and

c. TC must allocate a minimum of 10% and maximum of 25% of the Funds to collaborate on promotion of the surrounding region's (i.e. Southern Georgian Bay Region) tourism assets, operators and events which would have a demonstrated direct or indirect impact on Collingwood. Exceeding the 10% minimum will be contingent on matching contributions by one or more neighbouring municipalities of the South Georgian Bay, the Counties of Simcoe or Grey and/or Eligible Tourism Entities representing those municipalities and/or Provincial/Federal funding intended to support regional tourism promotion.

d. TC shall spend the Funds in accordance with Schedule D – Eligible and Ineligible Costs and in alignment with the latest version of the Town's Tourism Master Plan and with the Operating Agreement, and as further articulated in TC policy documents and/or the annual business plan.

7.12 TC must spend all Funds within the fiscal year they were generated or transfer remaining funds into reserve to cover fluctuations in revenues to a maximum cumulative balance of no more than 12 months of overhead/operating expenses.

7.13 Should TC wish to carry forward Funds for expenditure in the next fiscal year rather than transferring Funds into reserve, it must present a request to Council for approval with a reasonable explanation, through a written notice, at least 60 days before the fiscal year ends.

7.14 TC may, at its sole discretion, form an advisory group or committee to provide guidance on how Funds are to be spent.

TC Budget/Annual Business Plan

7.15 The preparation and management of an annual business plan, including the TC yearly operating budget, will be the responsibility of the TC and will be subject to Council approval.

7.16 The annual business plan shall be submitted for consideration and approval by Council in accordance with the TC Reporting to the Town provisions in Section 9 of this Agreement. , for consideration and approval by Council.

7.17 Once approved by Council, TC shall not spend Funds unless said expenditures are articulated in the annual business plan. Substantial revisions to the annual business plan of TC resulting in more than 10% variation from the amounts articulated in Section 7.11 of this Agreement may only proceed with the express consent of Council. Minor amendments to the annual business plan resulting in less than 10% variation from the amounts articulated in Section 7.11 of this Agreement and/or that do not alter the purpose, intent or effect of the plan may proceed without Council approval.

Distribution of Funds to Tourism Partners and Others

7.18 It is expected that TC will establish relationships with tourism related businesses, organizations or others to achieve the Mandate. TC may enter agreements and make grants to any person, group or body in accordance with this Agreement.

7.19 Funds transferred to TC by the Town shall not be distributed as grants to other tourism related partners or third-party entities except as outlined in this Agreement.

7.20 For any grants where Funds transferred by the Town are to be distributed, TC will implement an open and transparent application, evaluation and monitoring process,

enabling eligible tourism partners and other stakeholders to access funding assistance for projects or programs that promote and develop sustainable tourism within the Town and can be demonstrated as supporting the Mandate.

7.21 As part of its evaluation of applications for funding assistance as outlined in this Section, TC must consider and be satisfied that the associated funding recipient will have a reasonable likelihood of success in the promotion and development of tourism in the Town to achieve the Mandate.

7.22 Where funding assistance is approved in accordance with this Section, TC shall enter into an agreement with the tourism partners or others based upon key performance indicators, in order to ensure reasonable financial accountability and contribution to the Mandate.

Audits

7.23 Where possible and in consultation with TC, the external auditor for the Town shall be appointed as the external auditor or person to conduct a review engagement for TC, and shall have all of the rights and powers of an auditor provided under the *Municipal Act*. For greater clarity it is the intent to provide TC sufficient flexibility to have input into the selection of an appropriate external auditor or person to conduct a review engagement considering such matters as cost, conflict of interest, expediency, and consistency.

7.24 TC shall be subject to audit by the Town, at the cost of TC, for any purpose including to ensure that amounts paid to TC by the Town are used for the exclusive purpose of its Mandate.

7.25 Subject to compliance with all applicable law, TC may also generate revenue from other sources including the following:

(a) corporate sponsorship;

(b) donations;

(c) project-based or general marketing relationships with other organizations;

(d) government grants and loans

(e) revenue generating projects;

(f) investment income; and

(g) joint ventures or partnerships.

TC Debt

7.26 TC shall not incur indebtedness without Council approval. Any minor and temporary overdraft will be subject to approval by the Town Treasurer.

TC Purchasing and Town Support

7.27 If TC acquires goods, services, or both with the Funds, it will do so through a process that promotes the best value for money to the extent possible and transparency of process

either under the Town's procurement policies, procedures and by-laws or otherwise meeting or exceeding the standards that would apply to the Town..

7.28 Without limitation, assistance by the Town to TC may be provided at or below market value, including in-kind support, provided that such assistance shall comply with the *Municipal Act, 2001* and the Regulation and pursuant to one or more service agreements entered into between the Town and TC. For clarity, this Section may cover material assets owned by the Town but procured for use of TC.

Fiscal Year of TC

7.29 The fiscal year of TC shall terminate on the 31st day of December in each year.

Return or Withholding of Funds

7.30 If the Town, during its inspection or review of third-party audit of any documents, contracts, records, claims and accounts determines that any Funds or portions thereof transferred by the Town to TC has been used by TC for any purpose other than specified in this Agreement, TC shall immediately, upon request from the Town, remit the amounts requested back to the Town and the Town has the right to withhold any future transfer of Funds to TC until such time as the concerns of the Town have been addressed.

Financial Considerations Upon Dissolution of TC

7.31 In the event of the dissolution of TC after payment of all debts and liabilities and less legally binding commitments, its any unspent Funds including and without limitation any:

(a) monies in TC's bank account or reserve;

(b) Town-owned material assets, and/or

(c) remaining property;

shall be distributed and disposed of by the Town, as TC's sole Member and whole owner, subject to the requirements of the *Ontario Not-for-Profit Corporations Act, 2010*.

8.0 INTELLECTUAL PROPERTY (IP) ASSETS

8.1 Subject to Section 8.2, trademarks, copyrights and other IP rights related to TC may be registered, by the Town or its authorized agent, with the Canadian Intellectual Property Office (CIPO) pursuant to the *Trademarks Act, Copyright Act,* and other applicable legislation.

8.2 The Town will own any official marks related to TC and may consent to the use of these marks by TC through a licensing agreement or other similar document. TC shall sign such documents and take such steps as are reasonably required to protect and preserve the Town's interest in such official marks.

Brand Identity

8.3 TC must adhere to any of the Town's applicable visual identity and branding guidelines, unless otherwise agreed to by the Town, and requirements under the Accessibility for Ontarians with Disabilities Act. For added clarity, TC will develop its own brand identity to be aligned with applicable Town guidelines and legislative accessibility requirements.

8.4 All marketing materials and the content developed using the Funds, such as photographs or video, are to be the shared property of the Town and TC.

9.0 PUBLIC ACCOUNTABILITY AND REPORTING

TC Reporting to Town

9.1 TC shall provide two reports to the Town annually, which outline the strategy/business plan, outcomes and results of delivering the Mandate and the use of the Funds, as follows:

(a) The first report will be the annual business plan as required in Section 7 of this Agreement, to be submitted following the Town's annual budget approval process by no later than March 31st of the fiscal year, unless otherwise specified by the Town, and it will summarize the previous fiscal year's performance and provide an update on operational and budgetary plans for the current fiscal year.

(b) The second report will be submitted to the Town to coincide with the Town's annual budget preparation process by no later than October 1st of the fiscal year, unless otherwise specified by the Town, and will include any requests relating to the Town's annual budget and will provide an update to the current year's TC business plan and results.

9.2 The two reports will cover results of operations including information regarding major activities and accomplishments, with reference to the objectives and outcomes outlined in Sections 4.1 and 4.2 respectively of this Agreement as applicable.

9.3 The two reports will include financial statements prepared in a form acceptable to the Town Treasurer, upon Town request.

9.4 Beyond the two annual reports, TC shall make available all corporate finance-related documents, information, and electronic files to the Town Treasurer upon request. In accordance with Section 3.6 of this Agreement, TC's organizational structure, policies and operating procedurals manual shall also be made available to the Town upon request.

Meetings

9.5 The TC Board shall conduct regular meetings, including an Annual General Meeting, pursuant to By-law 2026-1. An annual calendar of meeting dates of the TC Board and any committees may be posted on the Town's website but posting is not required.

Third Parties

9.6 TC shall not indicate to third parties that it represents the interest, positions, resolutions or perspectives of Council or the Town, except to the extent expressly authorized in writing by the Town to do so.

9.7 This Agreement does not create a partnership or joint venture between the Town and TC.

9.8 In the event TC seeks to formally communicate with any order of government or regulatory body with respect to a matter that may impact the Town, TC shall provide the Town with advance notice of such communication and will not preclude the Town from communicating its position or participating in any related meetings with other orders of government. The Town shall receive a copy of any formal communication under this Section. For further clarity, formal communication shall generally be in the form of written

correspondence, presentations at events for TC Board-endorsed advocacy efforts and shall not generally include informal meetings, information gathering or seeking of advice.

9.9 TC shall identify proposed financial partners in its annual business plan and/or semi-annual report.

10.0 REMEDIES ON DEFAULT

10.1 The following constitute events of default under the terms of this Agreement:

(a) the party has knowingly submitted false or misleading information to the non-defaulting party; or

(b) the party is in breach of the performance of, or compliance with any term, condition or obligation on its part to be observed or performed under this Agreement.

10.2 If an event of default occurs and is not remedied within thirty (30) business days after receipt by either party of notice of default, or if a plan satisfactory to the non-defaulting party acting reasonably to remedy such event of default is not implemented within such period and fully and diligently carried out, the non-defaulting party may:

(a) cease any further transfer of Funds under this Agreement; and

(b) require TC to repay the portion of the Funds at issue forthwith to the Town and/or return any material assets owned by the Town.

11.0 TERM AND TERMINATION

11.1 This Agreement is effective from the date of execution.

11.2 This Agreement shall be reviewed by the parties in two (2) years from the date of execution, and every two (2) years on an ongoing basis, unless all parties agree to waive or extend the review requirement.

11.3 This agreement shall terminate on the occurrence of any of the following:

(a) notice of termination is given for the failure to remedy an event of default in accordance with this Agreement;

(b) an order is made or resolution or by-law passed for the winding up of TC or its cessation as a Municipal Services Corporation;

(c) the enabling statutory authority for the MAT is repealed or rescinded so as to deprive the Town of the ability to collect the MAT;

(d) the Town and TC mutually agree in writing at any time to the termination of this Agreement; or

(e) the Town gives TC one hundred and eighty (180) days' notice to the Chair of the TC Board of its intention to terminate this Agreement at the sole discretion of the Town.

11.4 Where the Town terminates the Agreement under this clause the Town shall work with TC to ensure that financial commitments made by TC pursuant to the annual business plan approved by Council are properly addressed.

11.5 The Town may terminate this Agreement by Council Resolution, upon providing notice to TC of a material breach by TC of the obligations, terms or conditions of this Agreement, and upon the failure of TC to remedy such breach after the Town allows TC 30 days (or such reasonable time in relation to the type of breach) to correct such breach.

11.6 Upon termination of this Agreement, the balance of any unspent Funds, less legal and binding commitments and including without limitation any monies in TC's bank account or reserve, shall be immediately due and payable in full to the Town. The unspent Funds, any remaining property, and any other Town assets shall also be returned to the Town and shall be distributed and disposed of to the Town, as TC's sole Member and whole owner, subject to the requirements of the *Ontario Not-for-Profit Corporations Act, 2010*.

12.0 GENERAL PROVISIONS

12.1 The applicable laws of Canada and of the Province of Ontario shall govern the validity and interpretation of this Agreement.

12.2 In implementing this Agreement, the Parties will comply with all Applicable Law.

12.3 In the event any provision of this Agreement is held invalid, illegal or unenforceable, the remaining provisions of the Agreement will not be affected and shall continue in full force and effect.

12.4 TC shall not assign this Agreement in whole or in part without the express written consent of the Town.

12.5 Any schedules to this Agreement shall have the same force and effect as if the information contained therein was in the body of the Agreement.

Amendments

12.6 This Agreement shall not be varied, altered, amended or supplemented except as agreed upon by the parties in writing or as otherwise set out in this Agreement.

12.7 No waiver of a breach by a party under this Agreement shall constitute an amendment or consent to or waiver of any other different or subsequent breach.

Notice

12.8 Any notice, invoice or other communication required or permitted to be given by this Agreement shall be in writing and shall be effectively given if (i) delivered personally; or (ii) sent by prepaid courier services; or (iii) sent by email to the Chair of the TC Board in the case of notice to TC, or to the Town Clerk in the case of notice to the Town.

12.9 For the purpose of notification, contact particulars are:

Sonya Skinner,
Interim Chair, Tourism Collingwood
97 Hurontario Street, PO Box 157
Collingwood, ON L9Y 3Z5

e: sskinner@collingwood.ca

Sara Almas
Director of Legislative Services / Clerk
THE CORPORATION OF THE TOWN OF COLLINGWOOD
97 Hurontario Street, PO Box 157
Collingwood, ON L9Y 3Z5
e: clerk@collingwood.ca

Insurance and Indemnification

12.10 TC shall obtain directors and officers liability insurance for all directors and officers, including Town Council Directors, unless the Town waives this requirement where insurance coverage is already provided for, as required by By-law 2026-1.

12.11 TC shall obtain Crime Insurance for all staff of TC, unless the Town waives this requirement where insurance coverage is already provided for.

12.12 TC shall indemnify each director or officer or former director or officer of TC against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the individual in respect of any civil, criminal, administrative, investigative or other action or proceeding in which the individual is involved because of that association with TC or with such other entity, provided that TC shall not indemnify any such individual unless:

(a) the individual acted honestly and in good faith with a view to TC's best interests or other entity for which the individual acts or acted at TC's request as a director or officer, or in a similar capacity, as the case may be; and

(b) if the matter is a criminal or administrative proceeding that is enforceable by a monetary penalty, the individual had reasonable grounds for believing that their conduct was lawful.

12.13 TC agrees that it shall, during the period of this Agreement, indemnify and save harmless the Town, its employees, servants or agents, from any and all claims, demands, actions, suits, and liability or other proceedings arising out of loss, damage, injury to any persons attributable to the Mandate, except to the extent that such loss, damage or injury arises from Town negligence.

Dispute Resolution

12.14 If there is any difference of opinion with respect to the interpretation, application, administration, alleged breach, requirements, procedures, rights or responsibilities with respect to this Agreement, the parties shall use their best efforts to resolve, mediate and settle the same through consultation and negotiation in good faith prior to commencing legal action. Where the parties consent to do so, they may elect to engage in formal arbitration.

[Signature page follows]

In witness whereof the parties have shown their agreement by affixing hereto the signatures of their duly authorized signing officers.

TOURISM COLLINGWOOD

_____

Name: Sonya Skinner

Position: Interim Chair, Tourism Collingwood

_____

Name:

Position:

We have the authority to bind the Corporation

THE CORPORATION OF THE TOWN OF COLLINGWOOD

_____

Name:

Position:

_____

Name:

Position:

We have the authority to bind the Corporation

Schedule A

As of March 24, 2026

TOURISM COLLINGWOOD

BY-LAW NO. 2026-1

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TOURISM COLLINGWOOD

BY-LAW NO. 2026-1

1. INTERPRETATION

1.01 Meaning of Words

In this By-Law and all other By-Laws and resolutions of the Corporation, unless otherwise defined:

(a) "Act" means the *Not-for-Profit Corporations Act, 2010*, S.O. 2010, c.15 and any statute or regulations that may be substituted, as amended from time to time;

(b) "Annual Business" shall include: consideration of the financial statements; consideration of the audit or review engagement report, if any; an Extraordinary Resolution to have a review engagement instead of an audit or to not have an audit or a review engagement; election of Directors; and reappointment of the incumbent Auditor or person appointed to conduct a review engagement;

(c) "Annual Meeting" means an annual meeting of the Member, as provided in section 6;

(d) "Articles" means any document or instrument that incorporates the Corporation or modifies its incorporating document or instrument, including articles of incorporation, restated articles of incorporation, articles of amendment, articles of amalgamation, articles of arrangement, articles of continuance, articles of dissolution, articles of reorganization, articles of revival, letters patent, supplementary letters patent or a Special Act;

(e) "Auditor" means the Auditor of the Corporation appointed pursuant to Article 9;

(f) "Authorized Representative" means a person named to act as an authorized representative of a Member pursuant to section 5.03;

(g) "Board" means the Directors of the Corporation as elected by the Member periodically;

(h) "Board Policies" means any policy passed by the Board in accordance with section 3.14;

(i) "By-Law" means this by-law and any other by-law of the Corporation that may be in force;

(j) "Corporation" means ***Tourism Collingwood***;

(k) "Director" means a member of the Board;

(l) "Extraordinary Resolution" as defined by the Act;

(m) "Government Regulations" means the regulations made under the Act as amended, restated or in effect from time to time;

(n) "Member" means a member of the Corporation in accordance with section 5.01;

(o) "Officer" means an officer elected or appointed pursuant to Article 7 or by Board Regulation, such as Policies or Resolutions;

(p) "Ordinary Resolution" means a resolution submitted to a meeting of the Member and passed at the meeting, with or without amendment, by at least a majority of the votes cast, or consented to by a Written Resolution of the Member;

(q) "Protected Person" means each person acting or having previously acted in the capacity of a Director, Officer or any other capacity at the request of or on behalf of the Corporation, and includes the respective heirs, executors and administrators, estate, successors and assigns of a person, who:

(i) is a Director of the Corporation;

(ii) is an Officer of the Corporation;

(iii) is a member of a committee of the Corporation; or

(iv) has undertaken, or, with the direction of the Corporation is about to undertake, any liability on behalf of the Corporation or any body corporate controlled by the Corporation, whether in the person's personal capacity or as a Director, Officer, employee or volunteer of the Corporation or such body corporate;

(r) "Special Business" includes all business transacted at a Special Meeting of the Corporation and all business transacted at an Annual Meeting, other than Annual Business;

(s) "Special Meeting" means a meeting of the Member that is not an Annual Meeting;

(t) "Special Resolution" as defined by the Act;

(u) "Telephonic or Electronic Means" means any means that use the telephone, videoconferencing or any other electronic or other technological means to transmit information or data, including telephone calls, virtual meetings, voice mail, fax, email, an automated touch-tone telephone system, computer, or computer networks;

(v) "Town" means The Corporation of the Town of Collingwood, a municipal corporation governed by the *Municipal Act, 2001*; and

(w) "Written Resolution" means a resolution in writing signed by all the Directors or Member entitled to vote on that resolution at a meeting of the Board or the Member, as the case may be, and which is valid as if it had been passed at a meeting of the Board or Member.

2. BUSINESS OF THE CORPORATION

2.01 Registered Office

The registered office of the Corporation shall be in the Town of Collingwood, in the Province of Ontario, and at such place therein as the Directors may from time to time determine.

3. DIRECTORS

3.01 Initial Board

The initial, interim number of Directors shall be fixed at seven (7), consisting of:

(a) The Mayor of the Town;

(b) The Chief Administrative Officer of the Town;

(c) Two (2) representatives from the staff members of the Town; and

(d) Three (3) representatives from the local tourism industry.

Prior to the end of the first 18 months of operation, beginning as of the date of incorporation, the Member will elect Directors to replace the interim, initial Board of Directors in accordance with section 3.08 below.

3.02 Board

The Board shall consist of the number of Directors specified in the Articles. If the Articles provide for a minimum and maximum number of Directors, the Board shall be comprised of the fixed number of Directors as determined from time to time by the Directors by majority vote. In accordance with the Town of Collingwood By-law 2025-031, at no time shall the number of Directors be less than seven (7).

3.03 Minimum Qualifications Under the Act

Each Director shall:

(a) be an individual who is at least eighteen (18) years of age;

(b) not have the status of bankrupt;

(c) not be a person who has been found under the *Substitute Decisions Act, 1992* or under the *Mental Health Act,* or any similar statute of another jurisdiction, to be incapable of managing property;

(d) not be a person who has been declared incapable by any court in Canada or elsewhere; and

(e) consent in writing to hold office as a Director within ten (10) days after his or her election or appointment, provided that where a Director consents in writing more than ten (10) days after election or appointment, it shall not invalidate his or her election or appointment as a Director should the vacancy still exist.

If a person ceases to be qualified as provided in this section 3.03, the person thereupon ceases to be a Director and the vacancy so created may be filled in the manner prescribed by section 3.08. Nothing in this By-law prevents the Corporation from establishing additional qualifications for Directors in policy.

3.04 Election and Term of Office

Subject to the provisions of the Act and the Articles, Directors shall be elected by the Member. Subject to the Act, Directors shall hold office for a term of three (3) years.

Directors may, from time to time, be elected to different or staggered term lengths, not to exceed four (4) years, in order to maintain a desired Board rotation. The rotation of Directors will be maintained with any increase in the number of Directors on the Board.

3.05 Re-Election

Each Director is eligible for election for two (2) consecutive full terms, and afterwards is not eligible for re-election until a period of eleven (11) months has elapsed from the date such person ceases to be a Director.

3.06 Nominations

Candidates for the office of Director shall comprise the slate of candidates for office proposed in accordance with the Board's Nominations Policy, as amended periodically. There shall be no nominations from the floor of the meeting at which Directors are elected.

The Board may prescribe the form of nomination paper and the form of ballot.

3.07 Resignation of Directors

A Director may resign as a Director of the Corporation by submitting a formal written resignation to the Board Chair and Secretary or Secretary-Treasurer and provide a 90 day notice.

3.08 Vacancies

Any vacancy occurring in the Directors may be filled for the remainder of the term of such Director by the Member.

3.09 Removal of Directors

The Member may by Ordinary Resolution remove a Director from office at a Special Meeting called for that purpose before the expiration of the Director's term of office and may elect a person to replace the removed Director for the remainder of the term of office.

3.10 Remuneration of Directors

The Directors of the Corporation shall serve without remuneration, and no Director shall directly or indirectly receive any profit from the position as such, provided that a Director may be reimbursed for reasonable expenses incurred in performing their duties. A Director shall not be prohibited from receiving compensation for services provided to the Corporation in another capacity, provided that the Corporation's conflict of interest policies and provisions are addressed.

3.11 Protection of Directors, Officers and Others

(a) The Corporation shall purchase and maintain appropriate liability insurance for the benefit of the Corporation and each Protected Person. The insurance shall address coverage limits in amounts per occurrence with an aggregate maximum limit as deemed appropriate by the Board and shall include:

(i) property and public liability insurance;

(ii) Directors' and Officers' insurance; and

(iii) may include such other insurance as the Board sees fit.

(b) The Corporation shall ensure that each Protected Person is included as an insured person in any policy of Directors' and Officers' insurance maintained by the Corporation.

(c) No coverage shall be provided for any liability relating to a failure to act honestly and in good faith with a view to the best interests of the Corporation.

(d) It shall be the obligation of any person seeking insurance coverage or indemnity from the Corporation to co-operate fully with the Corporation in the defence of any demand, claim or suit made against such person, and to make no admission of responsibility or liability to any third party without the prior agreement of the Corporation.

(e) Where the Corporation has purchased or maintained insurance for any Protected Person, such insurance shall not be discontinued or altered except upon approval of the Member or former Member.

3.12 Liability Exclusion

Absent the failure to act honestly and in good faith in the performance of the duties of office, and save as may be otherwise provided in any legislation or law, no Protected Person shall be personally liable for any loss or damage or expense to the Corporation arising out of the acts (including wilful, negligent or accidental conduct), receipts, neglects, omissions or defaults of such Protected Person or of any other Protected Person arising from any of the following:

(a) insufficiency or deficiency of title to any property acquired by the Corporation or for or on behalf of the Corporation;

(b) insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the Corporation shall be placed out or invested;

(c) loss or damage arising from the bankruptcy or insolvency of any person, firm or corporation including any person, firm or corporation with whom or which any monies, securities or effects shall be lodged or deposited;

(d) loss, conversion, misapplication or misappropriation of or any damage resulting from any dealings with monies, securities or other assets belonging to the Corporation;

(e) loss, damage or misfortune whatever which may occur in the execution of the duties of the Protected Person's respective office or trust or in relation thereto; and

(f) loss or damage arising from any wilful act, assault, act of negligence, breach of fiduciary or other duty or failure to render aid of any sort.

3.13 Indemnification of Directors, Officers and Others

(a) Every Protected Person shall be indemnified and saved harmless, including the right to receive the first dollar payout, and without deduction or any co-payment requirement to a maximum limit per claim made as established by the Board from and against all costs, charges and expenses which such protected person sustains or incurs during or after their status as a Protected Person:

(i) in or in relation to any demand, action, suit or proceeding which is brought, commenced or prosecuted against such person in respect of any act, deed, matter or thing whatsoever, made, done or permitted or not permitted by such person, in or in relation to the execution of the duties of such office or in respect of any such liability; or

(ii) in relation to the affairs of the Corporation generally;

save and except such costs, charges or expenses as are occasioned by the failure of such person to act honestly and in good faith in the performance of the duties of office.

(b) Such indemnity will only be effective:

(i) upon the exhaustion of all available and collectible insurance provided to the Protected Person by the Corporation inclusive of whatever valid and collectible insurance has been collected; and

(ii) provided that the Protected Person has carried out all duties assigned to such person which are subject of the claim in complete good faith so as to comply with the conditions of the insurance policy concerning entitlement to coverage.

(c) The Corporation shall also indemnify any Protected Person, firm or corporation in such circumstances designated by law, upon approval by the Board.

(d) Nothing in this section 3.13 shall limit the legal right of any person, firm or corporation entitled to indemnity to claim indemnity apart from the provisions of this section 3.13.

3.14 Board Policies

The Board may make any policies with regard to any matter not inconsistent with the Act or the By-Laws, provided such policy conforms to any agreement between the Corporation and the Member.

4. COMMITTEES AND ADVISORS

4.01 Committees

(a) There may be such Standing Committees and Ad Hoc Committees for such purposes as the Board may determine by resolution.

(b) No committee has authority to:

(i) submit to the Member any question or matter requiring approval of the Member;

(ii) fill a vacancy among the Directors or in the office of Auditor or of a person appointed to conduct a review engagement of the Corporation;

(iii) appoint additional Directors;

(iv) issue debt obligations except as authorized by the Board;

(v) approve any financial statements;

(vi) adopt, amend or repeal any By-Law; or

(vii) establish contributions to be made, or dues to be paid, by the Corporation or the Member.

(c) The chair and members of any committee shall be appointed by, and hold office at the pleasure of, the Board. Subject to the Act, members of committees need not be members of the Board.

(d) The chair of any committee shall submit to the Board such reports as the Board may, from time to time, request, but in any event, each chair shall submit an annual report to the Board as such time as the Board may, from time to time, determine.

4.02 Advisors

The Board or the Member may from time to time appoint advisors to advise the Corporation in such positions other than Officers, with such titles and with such powers and duties and for such terms of service as the Board or the Member deems advisable.

5. MEMBERSHIP

5.01 Sole Member

Subject to the Articles, there shall be one (1) class of Members in the Corporation, consisting of the Town. Should the Town be entirely dissolved, be entirely amalgamated with or joined to another

municipality, or otherwise cease to be a Member, the Directors at that time shall automatically and without further formality become the Members of the Corporation.

5.02 Member's Rights

The Member shall be entitled to receive notice of, attend, speak at and vote at all meetings of the Member of the Corporation.

The rights of the Member shall be limited to those rights conferred under the Act and under law.

5.03 Appointment of Authorized Representative

The Member shall, from time to time, in writing:

(a) appoint a person who shall be its Authorized Representative; and

(b) remove and/or replace a person as its Authorized Representative.

The Member shall provide the details and contact information of the Authorized Representative to be appointed, removed or replaced from time to time to the Chair of the Board and the Secretary/Secretary-Treasurer, either of whom shall immediately update the Corporation's records for the purposes of providing notice of all meetings at which the Authorized Representative is entitled to exercise the rights provided in section 5.04.

For clarity, the Authorized Representative shall make decisions on behalf of the Town in line with the Town Council's delegation of authority, either generally or for specific decisions as determined by the Town periodically. To the extent possible such decisions will be resolved via written resolution.

5.04 Rights of Authorized Representative

Unless the Corporation receives written notification from the Member that an Authorized Representative has been removed or shall not otherwise attend, act or vote on behalf of the Member in respect of a particular meeting or matter brought before the Member, the Authorized Representative shall be entitled to:

(a) receive notice of any meeting the Member is entitled to receive;

(b) attend, speak at, and vote at a meeting at which the Member is entitled to vote; and

(c) execute a Written Resolution on behalf of the Member.

5.05 Termination of Membership

Membership in the Corporation automatically terminates upon the occurrence of any of the following events:

(a) the insolvency or dissolution of the Member; or

(b) the liquidation or dissolution of the Corporation under the Act.

6. MEETINGS OF THE CORPORATION

6.01 Meetings of Directors

(a) Meetings of the Board of Directors may be held at the registered office of the Corporation, at any other place in Ontario, or by Telephonic or Electronic Means. An annual calendar of meeting dates of the Board of Directors shall be posted on the Corporation's website.

(b) In addition to scheduled meetings, meetings of the Board may be called by the Chair of the Board, the Vice-Chair of the Board, or any two (2) Directors and shall be held at the place specified in the notice in accordance with section 6.01(a) and (d).

(c) The Board shall hold a meeting as soon as reasonably possible following the Annual Meeting of the Corporation for the purpose of organization, the election and appointment of Officers and the transaction of any other business, and no notice shall be required for this meeting

(d) Unless otherwise specified in the By-Laws, notice of the time, place and date of any meeting of the Directors and the nature of the business to be conducted shall be given to each Director by courier, personal delivery, or Telephonic or Electronic means at least six (6) days before the meeting is to take place, excluding the date on which notice is given.

(e) No error or omission in giving such notice for a meeting of Directors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any Director may at any time waive personal notice of any such meeting and any Director may ratify and approve of any or all proceedings taken or had thereat.

(f) By invitation of the Board of Directors, if an Executive Director has been appointed to serve the Corporation, that individual may attend meetings of the Board of Directors of the Corporation, but shall not be entitled to vote.

(g) Any meeting of Directors may be adjourned by the Chair or the majority of Directors to any time. Any business that might have been transacted at the original meeting from which the adjournment took place may be transacted upon the resumption of the adjourned meeting. No notice is required for the resumption of any adjourned meeting if the time and place to resume the adjourned meeting is announced at the original meeting.

(h) Staff of the Town are entitled to attend and to speak at meetings of the Board, but shall not be entitled to vote nor count towards quorum. Such staff of the Town shall be required to keep certain matters discussed confidential, if requested to do by the Board.

(i) A quorum for the transaction of business at meetings of the Board shall be at least a majority of the Directors. If no quorum exists for the purpose of voting on a resolution only because certain Directors are not permitted to be present due to a conflict in accordance with section 8, the remaining Directors are deemed to constitute a quorum for the purpose of voting on the resolution.

(j) The method of voting at any meeting of the Board shall be determined by the chair of the meeting prior to any vote being taken. Unless this By-Law states otherwise, each Director shall have one (1) vote on each question raised at any meeting of the Board, and all questions shall be determined by a majority of the votes cast. In the case of an equality of votes, the vote shall be deemed to have been lost.

(k) A Written Resolution, signed by all the Directors entitled to vote on that resolution at a meeting of Directors, is valid as if it had been passed at a meeting of Directors. Such written resolutions may be passed in lieu of holding a meeting of Directors.

6.02 Meetings of Members

(a) To the extent possible, decisions of the Member shall be resolved via Written Resolution. A Written Resolution signed by all those entitled to vote on that resolution at a meeting of the Members being the Authorized Representative of the Member,

including an Annual Meeting, is valid as if it had been passed at a meeting of the Members. Such Written Resolutions may be passed in lieu of holding a Meeting of the Members, including the Annual Meeting. For clarity, the Authorized Representative shall make decisions on behalf of the Town in line with the Town Council's delegation of authority, either generally or for specific decisions as determined by the Town periodically, provided that the following matters are not be dealt with by Written Resolution:

(i) the resignation, removal or replacement of a Director, where a written statement has been submitted by the Director giving reasons for resigning or opposing his or her removal or replacement; and

(ii) the resignation, removal or replacement of an Auditor, where a written statement has been submitted by the Auditor giving reasons for resigning or opposing his or her removal or replacement.

(b) Subject to subsection 6.02(a), an Annual Meeting shall be held as the registered office of the Corporation, any other location in Ontario, or by Telephonic or Electronic Means, for the purpose of conducting the Annual Business and any Special Business. The first Annual Meeting shall be held within eighteen (18) months of incorporation, and subsequently not later than fifteen (15) months after holding the preceding Annual Meeting.

(c) The Board may at any time call a Special Meeting for the transaction of any business specified in the notice calling the meeting. A Special Meeting may be held separately from or together with an Annual Meeting.

(d) Subject to section 13.06, notice of the time, place and date of any Annual Meeting or Special Meeting and sufficient information for a Member to make a reasoned judgment on any Special Business to be considered, including information on any Special Resolution to be submitted to the meeting, shall be given to the Member entitled to vote at the meeting, to each Director and to the Auditor or the person appointed to conduct a review engagement of the Corporation not less than ten (10) days and not more than fifty (50) days before the day on which the meeting is to be held by:

(i) prepaid mail, courier or personal delivery; or

(ii) telephone, fax, e-mail or other electronic means.

(e) The only persons entitled to be present at a meeting of the Members shall be:

(i) The Member, as represented by the Authorized Representative;

(ii) the Directors and the Auditor or the person appointed to conduct a review engagement of the Corporation;

(iii) The Officer of the Corporation;

(iv) Staff of the Town; and

(v) such other persons who are entitled or required under any provision of the Act, the Articles or By-Laws of the Corporation to be present at the meeting.

(f) Any other person may be admitted only on the invitation of the Chair of the Board or by Ordinary Resolution of the Member.

(g) At any meeting of the Members, the Member constitutes a quorum for the transaction of business.

(h) The Member shall be entitled to the one (1) and only vote on each question arising at any Meeting of the Members.

(i) Any meeting of the Members may be adjourned to any time by the chair of the meeting. Any business that might have been transacted at the original meeting from which the adjournment took place may be transacted upon the resumption of the adjourned meeting. No notice is required for the resumption of any adjourned meeting occurs less than thirty (30) days from the date of the original meeting and if the time and place to resume the adjourned meeting is announced at the original meeting.

7. OFFICERS

7.01 Officers

(a) The Directors may elect or appoint, as applicable, the following Officers, each of whom, unless otherwise provided in the By-Laws, shall be elected or appointed at the first meeting of the Board following an Annual Meeting.

(i) a Chair of the Board and a Vice-Chair of the Board elected from among the Directors;

(ii) an Executive Director as applicable; and

(iii) a Secretary and a Treasurer, or Secretary-Treasurer at the discretion of the Board, each of whom may, but are not required to be a Director.

There may be such other Officers appointed by the Board in accordance with section 7.08.

7.02 Term of Office of Officers

Each Officer shall hold office at the pleasure of the Board, or as set out Board Policy. Any Officer who is an employee shall hold office at the pleasure of the Board, or pursuant to terms of employment.

7.03 Chair of the Board

The Chair of the Board shall supervise and control the operations of the Corporation if there shall be no Executive Director in office. The Chair of the Board shall, when present, preside at all meetings of the Corporation. The Chair of the Board shall sign all documents requiring the signature of that office, and have the other powers and duties prescribed by the Board. Vice-Chair of the Board shall also perform the other duties prescribed by the Board or incident to the office.

The duties and powers of the Chair of the Board may be exercised by the Vice-Chair of the Board when the Chair is absent or unable to act. If the Vice-Chair of the Board exercises any of those duties or powers, the Chair's absence or inability to act shall be referenced in the minutes. The Vice-Chair of the Board shall also perform the other duties prescribed by the Board or incident to the office.

7.04 Executive Director

The Executive Director, if any, shall, subject to the direction of the Board and/or the Chair of the Board, supervise and control the operations of the Corporation. The Executive Director shall have the right to receive notice of, to attend and to speak at but not to vote at all meetings of the Board, any committee of the Board, and any meeting of the Members, except those meetings where the terms of employment, compensation or performance of the Executive Director are discussed.

7.05 Secretary

The Secretary shall:

(a) act as secretary of each meeting of the Corporation and the Board;

(b) attend all meetings of the Corporation and the Board to record all facts and minutes of those proceedings in the books kept for that purpose;

(c) give all notices required to be given to the Member and to the Directors as well as any other individuals entitled to notice;

(d) be the custodian of all books, papers, records, correspondence and documents belonging to the Corporation; and

(e) perform the other duties prescribed by the Board.

7.06 Treasurer

The Treasurer shall:

(a) keep or cause to be kept full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account;

(b) deposit all moneys or other valuable effects in the name and to the credit of the Corporation in the bank or banks from time to time designated by the Board;

(c) disburse the funds of the Corporation under the direction of the Board;

(d) render to the Board, whenever required, an account of all transactions as Treasurer and of the financial position of the Corporation;

(e) co-operate with the Auditors of the Corporation during any audit of the accounts of the Corporation; and

(f) perform the other duties prescribed by the Board.

7.07 Delegation of Duties

Subject to approval by the Board, any Officer may delegate the duties of the office to another person, provided that the delegating Officer remains responsible for ensuring that such duties are carried out, except when otherwise required by law.

7.08 Board Appoint Other Officers

The Board may from time to time appoint such other Officers as it considers expedient, to hold office at the pleasure of the Board, the duties and remuneration of whom shall be such as the terms of their engagement call for or the Board prescribes.

7.09 Holding More Than One Office

Except for holding the office of Chair of the Board, a person may be nominated or selected for, elected or appointed to, and hold, more than one office.

7.10 Removal from Office

Any Officer may be removed by resolution of the Board at a meeting of which notice of intention to present such resolution has been given to all Directors.

7.11 Remuneration of Officers or Employees

Any Officer who is a Director, shall not be entitled to remuneration for acting as such, but shall be entitled to reimbursement for reasonable expenses incurred in carrying out their duties. The Board shall fix the remuneration of the Executive Director, if any. The Board shall fix the remuneration of any other Officers or employees, or may delegate such responsibility to the Executive Director.

8. CONFLICT OF INTEREST

8.01 Conflict of Interest

In accordance with the Act or any Board policies, Directors and Officers shall disclose any conflicts of interests, whether direct, indirect, imputed, actual, potential or perceived, in any matter as required by the Act and comply with all other requirements in the Act in respect of such conflict of interest.

9. AUDITOR

9.01 Annual Appointment

Subject to the Act, the Member of the Corporation at each Annual Meeting shall appoint the Auditor or a person to conduct a review engagement of the Corporation, who shall hold office until the close of the next Annual Meeting.

9.02 External Auditor

Where possible and in consultation with the Corporation, the external auditor for the Town shall be appointed by the Member as the external Auditor or person to conduct a review engagement for the Corporation, and shall have all of the rights and powers of an auditor provided under the *Municipal Act*.

9.03 Removal of Auditor

Subject to the Act, the Member may by Ordinary Resolution at a Special Meeting, remove the Auditor or a person appointed to conduct a review engagement before the expiration of the term of office in accordance with the Act and may elect a replacement to fill such vacancy. Where the Member does not fill the vacancy, the Directors may do so. The Auditor shall not have the right to give a statement opposing the removal.

9.04 Remuneration of Auditor

The remuneration of an Auditor shall be fixed by the Member by Ordinary Resolution and is at the cost of the Corporation.

10. EXECUTION OF DOCUMENTS

10.01 Execution of Documents

Documents requiring execution by the Corporation may be signed by any two (2) Officers of the Corporation. The Board may appoint any Officer or any person on behalf of the Corporation, either to sign documents generally or to sign specific documents.

11. BORROWING BY THE CORPORATION

11.01 General Borrowing Authority

The Directors may, if authorized by the Member:

(a) borrow money on the credit of the Corporation;

(b) issue, reissue, sell or pledge debt obligations of the Corporation;

(c) give a guarantee on behalf of the Corporation to secure performance of an obligation of any person; and

(d) mortgage, pledge or otherwise create a security interest in all or any property of the Corporation, owned or subsequently acquired, to secure any obligation of the Corporation.

The Directors may not delegate these powers.

12. FINANCIAL YEAR

12.01 Financial Year Determined

The financial year of the Corporation shall terminate on the last day of December in each year or on such other date as the Board may determine.

13. NOTICE

13.01 When Notice Deemed Given

When notice is given under this By-Law by the following means, that notice is deemed to have been given at the following time:

(a) if given by e-mail, notice is deemed given when sent;

(b) if given by telephone, notice is deemed given at the time of the telephone call;

(c) if given by electronic means, other than in accordance with 13.01(a) or 13.01(b), notice is deemed given when transmitted;

(d) if given in writing by prepaid mail, notice is deemed given on the fifth (5th) day after mailing; and

(e) if given in writing by courier or personal delivery, notice is deemed given when delivered.

13.02 Address for Notice

A notice or other document required or permitted by the Act, the Government Regulations, the Articles or the By-Laws to be given to a Member or Director may be given to:

(a) a Member at the Member's latest address as shown in the records of the Corporation; or

(b) a Director at his or her latest residential address as shown in the records of the Corporation or on the most recent notice or return filed pursuant to the *Corporations Information Ac*t, whichever is the more current.

13.03 Declaration of Notice

At any meeting, the declaration of the secretary or chair of the meeting that notice has been given pursuant to this By-Law shall be sufficient and conclusive evidence of the giving of such notice. No formal notice of a meeting is necessary if all those entitled to notice are present or if those absent have signified their consent to the meeting being held without notice and in their absence.

13.04 Computation of Time

In computing the date when notice must be given under any provision in the By-Laws requiring a specified number of days' notice of any meeting or other event, a period of days is deemed to commence on the day following the event that began the period and is deemed to terminate at midnight of the last day of the period, except that if the last day of the period falls on a holiday, the period terminates at midnight of the next day that is not a holiday.

13.05 Omissions and Errors

(a) Any resolution passed or proceeding taken at a meeting of the Board, a committee of the Board or the Member shall not be invalidated, unless otherwise challenged, by:

(i) an error in notice that does not affect its substance;

(ii) the accidental omission to give notice; or

(iii) the accidental non-receipt of notice by any Director, Member or Auditor.

(b) Any Director, Member or Auditor may at any time waive notice of, and thereby ratify and approve, any proceeding taken at any meeting.

13.06 Waiver

Where a notice or document is required to be sent pursuant to the By-Laws or the Act, the person entitled to receive the notice or document may consent in writing to waive either the sending of the notice or document or the time within which the notice or document must be sent.

14. BY-LAWS AND EFFECTIVE DATE

14.01 Effective Date of this By-Law

This By-Law shall come into force when enacted by the Board in accordance with the Act.

14.02 Amendments requiring Special Resolution

If the Member amends the Articles by Special Resolution, this By-Law shall be deemed to be amended as necessary to conform to the Articles.

14.03 By-Laws and Effective Date

(a) Subject to the Act and the Articles, the Board of Directors may make, amend or repeal any By-Law that regulates the activities or affairs of the Corporation. Subject to section 14.02, any such By-Law, amendment or repeal shall be effective from the date of the resolution of Directors until the next meeting of the Member where it may be confirmed, rejected or amended by Ordinary Resolution of the Member.

(b) If the By-Law amendment or repeal is confirmed or confirmed as amended by the Member, it remains effective in the form in which it was confirmed. The By-Law amendment or repeal ceases to have effect if it is not submitted to the Member at the next meeting of the Member or if it is rejected by the Member at the meeting.

ENACTED by the Directors as a By-Law of **TOURISM COLLINGWOOD** on _____.

Name: Sonya Skinner	Name:
Position: Interim Chair, Tourism Collingwood	Position:

CONFIRMED by the Member in accordance with the *Not-for-Profit Corporations Act*, *2010* on _____.

Name:	Name:
Position:	Position:

We have the authority to bind the corporation

Schedule B

Business Case

Subject:	Business Case to Establish an Eligible Tourism Entity in the Town of Collingwood
Date:	February 24, 2025, amended on April 14, 2025 by Council Resolution RES-180-2025

Section 1. Background

The Province of Ontario developed the Municipal Accommodation Tax (the “MAT”) as a funding source to support tourism in communities and allow growth in the sector so that tourism continues to contribute to economic growth and development across Ontario. Under the applicable provisions of Ontario Regulation 435/17 (Transient Accommodation Tax), The Corporation of the Town of Collingwood (the “Town”) must share a minimum of 50% of net MAT revenues with a designated Eligible Tourism Entity (the “ETE”). ETE is defined as a non-profit entity whose mandate includes the promotion of tourism in Ontario or in a municipality.

For greater certainty:

- The expression "promotion of tourism" includes the development of tourism products;
- "Transient Accommodation" will mean accommodation for a continuous period stay of 29 nights or less; this continuous period is not disrupted by the purchase of different rooms, suites, beds or lodging in the same licensed establishment such as a hotel, motel or bed and breakfast.

Report P2024-32 Tourism Master Plan and Municipal Accommodation Tax was approved by Council on December 2, 2024. It provided staff with direction to bring forward a by-law to establish a not-for-profit corporation designated as the legislatively required “eligible tourism entity” that will receive the tourism-related portion of the MAT (60%), including establishment of an interim board of directors, representative of key tourism industry stakeholders. For clarity, Council approved the MAT to apply to stays of 28 days or less to account for the month of February.

As of 2025, Collingwood does not have a dedicated ETE to meet the requirements in Ontario Regulation 435/17. There are regional organizations that Council considered for the promotional portion of the MAT but it was determined that an ETE with a mandate specific to Collingwood was preferable. Therefore, Council gave direction to establish a dedicated ETE for the purposes of achieving the promotional goals of the Tourism Master Plan. To do this, the *Municipal Act, 2001* requires the Town to establish the ETE as a tourism Municipal Service Corporation.

Ontario Regulation 599/06 (Municipal Services Corporations) requires the Town to prepare a Business Case Study for the proposed tourism Municipal Service Corporation and obtain approval of the Business Case by Council Resolution. The Business Case Study presented herein fulfills the requirements of Regulation 599/06.

Section 2. Purpose

The Town proposes the incorporation of a non-profit, non-share capital Corporation under the Ontario *Not-for-Profit Corporations Act, 2010* (the “*ONCA*”) to be named "Collingwood Tourism " (the “Corporation”), if such name is available at the time of incorporation, with the Town as sole voting member.

This document provides information on the benefits of establishing the Corporation and a governance framework for the proposed Corporation. Specifically, this document:

a. Sets out the objectives of the Corporation, its mandate, guiding principles, governance structure, funding sources, accountability and reporting; and

b. Constitutes the statutorily required Business Case for the proposed Corporation, prepared according to Section 6 of Ontario Regulation 599/06 (Municipal Services Corporations) as per section 203(4) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended.

Section 3. Mandate

In 2024, Town Council endorsed the 2024 Tourism Master Plan ("TMP") which provides recommendations that guide the Town's actions on Tourism in order to develop the industry in a sustainable manner, enhancing the experience of both visitors and residents, creating jobs and increasing local revenue. The 2024 Community Based Strategic Plan further supports the implementation of the Tourism Master Plan.

The mandate of the Corporation (serving as the ETE in Collingwood) will be the promotion of tourism, including the development of tourism products, in alignment with the Town's TMP. With the implementation of the MAT on March 1, 2025, funding will be available to support the implementation of the TMP and related tourism initiatives moving forward, both by the ETE (60% of net MAT revenues) and the Town (40% of net MAT revenues).

Section 4. Benefits of a Collingwood Tourism Development Corporation

The advantages of the Town of establishing the Corporation include:

a. Satisfying the Province's requirement for a non-profit tourism organization to serve as a destination marketing organization that makes use of a minimum of 50% of the MAT revenues;
b. Adopting a Municipal Services Corporation model which provides accountability, Corporate responsibility, and reasonable controls through the role of the sole voting member (Town); and
c. Ensuring Town Council, as sole voting member, will be responsible for selecting and electing the Board of Directors (which will include a Council representative) that establish the governance framework for business plans, expenditures, and Corporate policies.

In the absence of a dedicated ETE, the Town would have to remit 50% of the annual MAT revenues and responsibility for marketing Collingwood as a tourism destination to an external organization that does not have a mandate to exclusively promote tourism in Collingwood, over which the Town would have no direct control (e.g. Tourism Simcoe County, RTO 7, South Georgian Bay Tourism). As no ETE currently exists in the local market that focuses only on the geography of Collingwood, the Town is best positioned to advance the work through the Municipal Services Corporation model to create a dedicated ETE.

Section 5. Guiding Principles

The following principles shall guide the Corporation. They function as guideposts in decision making throughout the Corporation's lifecycle irrespective of changes in leadership, goals, strategies and activities.

a. The Corporation will engage in tourism promotion and tourism product development in Collingwood; and
b. The Corporation will undertake its work based on objective decision-making processes that are accountable and transparent, resulting in Town-wide benefits.

Section 6. Governance Structure and Incorporation

To proceed with the establishment of the Corporation, the Town must make an application to the Province to incorporate a non-share capital Corporation as per the *ONCA*. Accordingly, the Corporation will be created by applying for incorporation by way of letters patent to be drafted by the Town's Legal Counsel. The application will seek to allow for the following:

a. Name of the Corporation: Collingwood Tourism (if such name is available on the date of incorporation)
b. Address of the Head Office: Town of Collingwood, 97 Hurontario St, Collingwood, ON L9Y 2L8
c. Interim Directors of the Board of Directors

~~Staff propose~~ The following positions are to be the incorporators who will act as the first interim Directors of the Municipal Services Corporation (MSC):

As amended by Council Resolution RES-180-2025 on April 14, 2025

- The Mayor as the One (1) Member of Council ~~as appointed by the Mayor~~
- Chief Administrative Officer (CAO)
- 2 additional Town of Collingwood staff, as appointed by the CAO
- 3 representatives of the local tourism industry, appointed by ~~the Mayor~~ Council

The Interim Directors will have oversight and critical decision-making roles concerning the operation of the MSC. Pending Council direction, staff will proceed with the establishment of the new Board of Directors, their composition, Corporate By-laws, operating and asset transfer agreements, budget, and other details to bring the MSC to a complete stage of operation. Staff also propose that, once the new Board of Directors is established, the above-noted staff positions may act as Officers of the Corporation, who will not be voting members but act in an advisory capacity.

One member of staff from the Town of Collingwood and/or a third-party entity such as Tourism Simcoe County or Regional Tourism Organization 7 support the Board of Directors, as required, until a long-term staffing structure is established.

The letters, patent and the By-laws of the Corporation will set out the powers of the Corporation, its membership structure, and the process for making changes to the Corporation's By-laws.

d. Objects of the Corporation include the delivery of, and support for, tourism promotion and development in Collingwood
e. Special Provisions:
    - The Corporation is limited to providing tourism promotion and tourism development services in place of the Town providing those services.
    - Directors shall serve without remuneration, and no Director shall directly or indirectly receive any profit from their position as such, provided that a

Director may be reimbursed for reasonable expenses incurred in performing their duties. A Director shall not be prohibited from receiving compensation for services provided to the Corporation in another capacity.

- Upon the dissolution of the Corporation and after payment of all debts and liabilities, the Corporation's remaining property shall be distributed, or disposed of, to the Town, subject to the requirements of the *ONCA*.

Section 7. Funding and Budget

7.1. Financial Impact of MAT

It is anticipated that the MAT, which is proposed to be imposed at 4%, will generate approximately $1,280,000 to $2,400,000 in annual new revenue to the Town. Sixty percent of the net revenue will allocated to the ETE, with 40% being retained by the Town. This revenue may grow in the long-term if the projected new hotels become operational and may decrease should there be unfavourable external market conditions.

7.2 Town of Collingwood MAT reserve fund

With the implementation of the MAT, Council approved the establishment of a reserve fund to receive the Town’s portion of the MAT revenue.

7.3 Corporation annual and multi-year operating budget

The Corporation will be funded from a minimum of 50% of the proceeds of the MAT revenues. It is acknowledged that at this time, Council has approved an allocation of 60% to the ETE but that this may be adjusted overtime. As is the case with the Town, the Corporation will develop a discretionary reserve fund. The creation and management of an annual operating budget and multiyear operating budget will be the responsibility of the Corporation’s Board of Directors.

The budget for operating costs may include general administration and office costs of accounting services, audit services, phone, computer software, internet, and other

contractual and professional services (e.g. consulting, municipal tourism staff services, etc.). The Corporation will report audited financial statements at its annual meeting.

7.4 Loan from the Town for startup costs

The nominal cost to establish the Corporation, such as incorporation fee, purchase of accounting software, and staff/third party costs to perform financial and/or administrative duties of the Corporation, will be funded by the Town through a loan to be repaid by the Corporation.

7.5 Agreement

The Corporation will enter into an agreement with the Town respecting reasonable financial accountability matters to ensure that amounts paid to the Corporation are used for the sole purposes of promoting tourism and developing or enhancing tourism products. In addition, the agreement may provide for other matters.

Section 8. Consultation

Staff met with accommodation providers individually and in group settings on multiple occasions to discuss implementation of a MAT including objectives, timelines, applicability, governance, and strategic considerations. The June 2023 and February 2024 Mayor's Roundtables on Economic Development focused on bringing together the tourism industry to discuss a MAT and a public survey was conducted in November 2023, which received 294 responses. The survey results were mixed with a slightly higher rate of respondents being supportive of a MAT. The full survey report can be provided upon request.

Resourcing the TMP was also included as part of the discussion at the TMP Open House hosted on September 10, 2024 where 80% of respondents indicated that visitors should be required to contribute to the management, development and marketing of Collingwood as a destination.

Tourism organizations including the Tourism Industry Association of Ontario, Ontario Ministry of Tourism Culture and Gaming, Tourism Simcoe County, Regional Tourism Organization 7 and South Georgian Bay Tourism have also been consulted.

Staff researched municipalities across Ontario, including internet research and multiple virtual interviews with tourism staff that have implemented a MAT to understand how those municipalities have approached it, as well as the successes and challenges that they faced.

Section 9. Conclusion

The Business Case Study for a new municipal services corporation that is mandated to promote tourism in Collingwood, in alignment with the TMP and the Community Based Strategic Plan, is established based on Ontario Regulation 599/06 and Ontario Regulation 435/17. The Corporation will allow the Town to enhance its leadership role in further developing Collingwood as a tourism destination.

BY-LAW No. 2025-031
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD

BEING A BY-LAW DIRECTING ESTABLISHMENT OF
A MUNICIPAL SERVICES CORPORATION

WHEREAS section 203 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, authorizes municipalities to establish corporations for the provision of municipal services;

AND WHEREAS the The Corporation of the Town of Collingwood (the "**Town**") recognizes the importance of promoting tourism as a vital sector to the local economy and community well-being;

AND WHEREAS the Town seeks to establish a Municipal Services Corporation for the purpose of enhancing the promotion of tourism, supporting the development and management of tourism initiatives, and improving the tourism experience within the municipality;

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

1. **Establishment of Municipal Services Corporation**

1.1. Council adopts the Business Case Study, dated February 24, 2025, proposing establishment of a municipal services corporation with the purpose of promoting tourism in the Town of Collingwood and carrying out related tourism initiatives (the "**Corporation**").

1.2. Council authorizes and directs the Director of Growth and Development (the "Director") in consultation with the Town Solicitor, to prepare and file articles of incorporation for the Corporation.

1.3. The Corporation shall be named Tourism Collingwood, or such other name as may be determined by the Corporation's Board of Directors, subject to the approval of the Director.

1.4. Council directs the Clerk to proceed with appointment of the following directors to the interim board of the Corporation in accordance with the applicable policies and procedures of the Town:

a) the Chief Administration Officer (CAO) of the Town;

b) up to two additional Town staff members as appointed by the CAO;

c) a minimum of one member of the Council of the Town; and

d) up to three members of the local tourism industry.

1.5. Council directs the Director in consultation with the Town Solicitor to prepare the following documents relating to the Corporation:

a) one or more initial By-laws for the Corporation, including at minimum the requirements set out in Schedule "A";

b) an Operating/Funding Agreement between the Town and the Corporation, including at minimum the requirements set out in Schedule "B"; and

c) any related ancillary agreements or incorporation documents that Director and Town Solicitor deem reasonably required for the creation or operation of the Corporation, with the advice of the Town Solicitor.

1.6. Council further directs the Director in consultation with the Town Solicitor to undertake the following:

a) delegation of authority to execute the necessary incorporation documents and undertake associated incorporation processes, as an alternative to further Council review; and

b) repeal of any specific conflicting by-laws.

1.7. If any section, clause, or provision of this by-law is found to be invalid by a court of competent jurisdiction, it shall not affect the validity of the remaining sections, clauses, or provisions of this by-law.

1.8. This by-law shall come into force and effect on the date it is passed by the Council of the Town.

ENACTED AND PASSED this 14th day of April, 2025

MAYOR

CLERK

Schedule “A”

Corporate By-law Requirements

1. The governance of the Corporation shall be vested in a Board of Directors (the "Board") consisting of not fewer than seven (7) members, to be appointed initially by the Town in an interim capacity.

2. The members of the Board shall serve for terms of 3 years, to be staggered for continuity, and may be reappointed. The composition of the Board shall aim to reflect a diversity of experience and knowledge relevant to tourism, business, marketing, and community development. The interim Board shall serve for a maximum term of 18 months and a minimum term until the first meeting of the interim Board is held after incorporation.

3. The Board shall have the authority to set policies, procedures, and strategic goals for the Corporation, provided that such policies and strategies align with the Town’s overall goals and objectives for tourism.

Schedule "B"

Operating Agreement Requirements

1. **Purpose and Objectives** The purpose of the Corporation is to promote tourism within the Town of Collingwood, with the following objectives:

    a) To develop and implement marketing and promotional strategies to attract tourists to the Town of Collingwood.

    b) To support and promote local attractions, events, festivals, and cultural initiatives.

    c) To enhance the visitor experience by collaborating with tourism-related businesses, local communities, and stakeholders.

    d) To develop, manage, and oversee tourism-related projects and initiatives that support the sustainable growth of the tourism industry.

    e) To foster partnerships and collaboration with regional, provincial, and national tourism organizations as appropriate.

2. **Powers and Authorities:** The Corporation shall have the power to undertake the following, with actions outlined in sub-sections b) through f) being in accordance with any applicable contracts or agreements referred to in sub-section a):

    a) Enter into contracts, agreements, and partnerships for the purpose of advancing tourism within the Town of Collingwood.

    b) Manage funds and resources allocated by the Town, as well as any other funds raised by the Corporation through sponsorships, donations, or other revenue-generating activities.

    c) Establish and implement marketing campaigns and promotional initiatives to enhance tourism.

    d) Hire and retain staff, consultants, and contractors as necessary to carry out its activities.

    e) Apply for grants, funding, or other financial assistance to support tourism initiatives.

    f) Carry out any other activities or initiatives that are consistent with the purpose and objectives of the Corporation.

3. **Reporting and Accountability:** The Corporation shall provide an annual report to the Town that includes at minimum the following in accordance with any applicable contract or agreement:

    a) A summary of the Corporation's activities, achievements, and financial status.

    b) Recommendations for future tourism development.

    c) An audited financial statement for the previous fiscal year.

4. The Corporation shall comply with all applicable Town policies in accordance with section 203 of the *Municipal Act, 2001*, including but not limited to, transparency and procurement policies.

5. **Funding and Financial Contributions:**

    3.2. The Town will provide a minimum of 50% of the proceeds of the Town's Municipal Accommodation Tax revenues to the Corporation to support its tourism promotion efforts, subject to budgetary approval by the Town.

3.3. The Corporation shall manage any municipal funds or grants in accordance with the Town's applicable policies, procedures, contracts, and/or agreements.

3.4. The Corporation may also seek other funding sources, including sponsorships, grants, donations, and revenues from tourism-related activities, in order to further its mandate.

3.5. The Town shall work with the Board to ensure the orderly transition of tourism-related responsibilities and functions to the Corporation.

3.6. The Corporation may request such further support and resources as are reasonable and necessary for the Corporation to effectively carry out its mandate and achieve its objectives. For greater clarity, the Corporation will retain an ability to hire and retain staff, consultants, and contractors as necessary to carry out its activities in accordance with section 2 of this Schedule.

Schedule D

ELIGIBLE AND INELIGIBLE COSTS

The use of Funds for the purpose of the Mandate shall be demonstrated as eligible costs in accordance with the following and as further articulated in TC policy documents and/or annual business plans:

Eligible Costs	**Examples** (Not an exhaustive list)
Advertising	Print, television, radio, digital, etc.
Targeted Marketing	Business to Business Marketing Behavioural Targeting Geo-Fencing/Event Targeting Other in-trend marketing opportunities
Tourism development	Costs associated with tourism development and investment attraction, including experiential tourism, to increase the Town's strength as a tourist destination.
Tourism Packages	Costs associated with the creation of tourism packages promoting the Town as a tourist destination.
Operating Expenses	Other costs reasonably associated with programs, services, deliverables and operations that exist within the scope of the Mandate. Operating expenditures, that are supplemental to core functions of TC but are needed to achieve the Mandate (i.e. staffing, consultants, materials and supplies).
Grants	Grants for third party entities that are delivering programs, services, events,

	and/or tourism development activities or infrastructure that contribute to the Mandate, including Funds used to leverage additional dollars available through other grant programs (i.e. grant stacking).
Operating/Overhead	Costs associated with organizational expenditures such as rent, phone, computers, insurance, bookkeeping, auditing, office space or other items that are an expected organization expense directly related to the delivery of the Mandate.

Ineligible Costs	**Examples**
Tourism promotion, development, advertising or marketing outside of the Region	Expenditures related to any product, event or tourism asset/development that is located outside of the Southern Georgian Bay Region geographical footprint (e.g. Muskoka, Greater Toronto Area, etc.).
Staffing, Operating, or Overhead Expenses Outside of the Eligible Expenditures	Costs associated with any product, event or tourism asset/development that are not being used for the sole purpose of the Mandate, including subsidizing current Town staff salaries.
Undefined Sponsorship	Sponsorship expenditures without any measurable return on investment.
Capital Expenses	Any capital purchases that are not directly related to the Mandate such as vehicles, and any other significant purchases.

BY-LAW No. 2026-030
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, if applicable;
   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 that requires the prior approval of a Minister, a Ministry, to the Ontario Municipal Board or any other governmental body:

      - Council: April 20, 2026

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 on the day it is passed subject to the provisions of PART VI.1 of the Municipal Act, 2001.

ENACTED AND PASSED in Open Council this 20th day of April, 2026, subject to the provisions of PART VI.1 of the Municipal Act, 2001.

_____
MAYOR

_____
CLERK