



# Long-Term Strategic Financial Plan – Financial Policy Framework

Town of Collingwood

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Report

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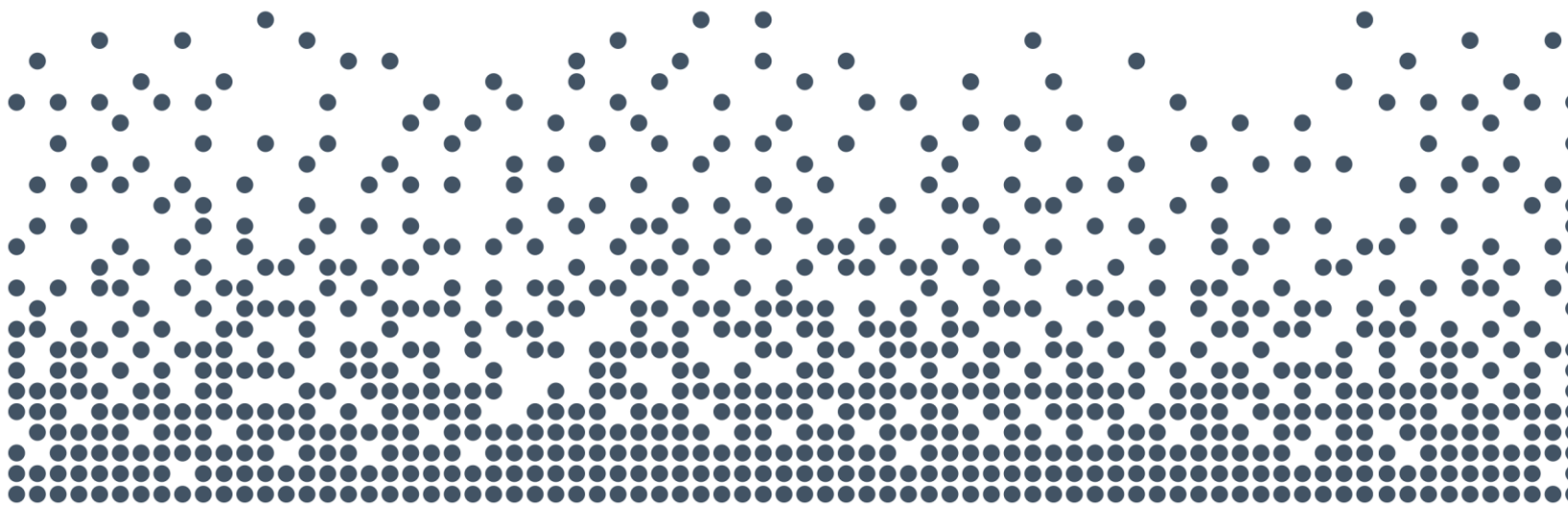
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## List of Acronyms and Abbreviations

<b>Acronym</b>	<b>Full Description of Acronym</b>
CAO	Chief Administrative Officer
CBSP	Community Based Strategic Plan
D.C.	Development Charges
D.C.A.	<i>Development Charges Act, 1997</i>
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**

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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

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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 spending 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

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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 addition to ensuring actual practices are in compliance with the approved policies.

### 4.1 Recommended Refinements to Existing Policies

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#### 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 addition 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

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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.



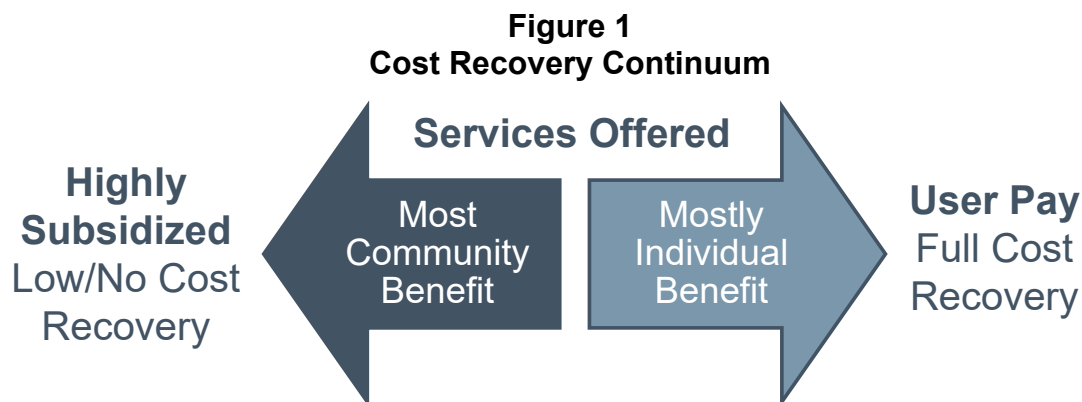
## 5.2 User Fee Setting Policy

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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.



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**

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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

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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

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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**

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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**

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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**

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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) is based on the reasonable 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**

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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 charge imposed on them, 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**

**FINANCE**

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



**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**

<p><b>Annualized Costs:</b></p>	<p><u>Annualized costs</u> refers to any costs approved in the prior year’s <u>operating</u> 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 <u>as well as</u> service contracts with part-year escalation. <u>These costs must be clearly identified in the Base Budget.</u></p>
<p><b>Base <u>Operating</u> Budget:</b></p>	<p>The Base <u>Operating</u> Budget is defined as the current cost of providing all <u>programs and services at the service levels</u> approved in the prior year budget <u>except for one-time projects</u>. The base <u>operating</u> budget is set by taking the estimates approved in the prior year’s budget, <u>and costing them</u>, adjusting for annualized costs, legislative requirements, inflation <u>(where inflation increases are based on the Consumer Price Index)</u>, 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.</p>
<p><b><u>Base Capital Budget and Forecast</u></b></p>	<p><u>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.</u></p>

<b><u>CAO</u></b>	<b><u>Chief Administrative Officer</u></b>
<b><u>Capital Expenditure</u></b>	<p><u>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.</u></p> <p><u>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.</u></p> <p><u>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.</u></p>
<b><u>Capital Impacts</u></b>	<u>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.</u>
<b>Community Engagement Strategy:</b>	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.
<b>Corporation:</b>	Refers to the Corporation of the Town of Collingwood.
<b>Cost Avoidance:</b>	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.
<b>Cost Control:</b>	<p>The process or activity of controlling costs associated with an activity or process. Cost control typically includes:</p> <ul style="list-style-type: none"> <li>• investigative procedures to detect variance of actual costs from budgeted costs,</li> <li>• diagnostic procedures to ascertain the cause(s) of variance, and</li> <li>• corrective procedures to effect realignment between actual and budgeted costs.</li> </ul>

<b>Cost Management:</b>	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.
<b>Cost Reduction:</b>	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.
<b><u>Growth Adjustment</u></b>	<u>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.</u>
<b><u>Multi-year Budget (MYB)</u></b>	<u>Multi-year budget refers to a budget that covers more than one fiscal year.</u>
<b>Municipal Tax Levy</b>	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.
<b>Operational Efficiency:</b>	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.
<b><u>Pro forma</u></b>	<u>Pro forma 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.</u>
<b><u>Program and Service-Based Budgeting:</u></b>	Program <del>and Service-Based</del> 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 <u>or services</u> . Its purpose is to align spending with program <u>or service</u> objectives.
<b><u>Project Management Surcharge</u></b>	<u>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.</u>
<b>Unmet Needs:</b>	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."<sup>1</sup>
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;

<sup>1</sup> "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 \$27,500.
  - 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 1<sup>st</sup> to June 30<sup>th</sup> 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 510% 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

- d. 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 ~~GAO 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 ~~510% 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

<b>Tangible Capital Assets Policy</b>			
<b>SECTION:</b> Administration, Treasury			
<b>DATE:</b> <del>October 1,</del> 2009 March 2, 2026	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 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.

<b>Tangible Capital Assets Policy</b>			
<b>SECTION:</b> Administration, Treasury			
<b>DATE:</b> <del>October 1,</del> 2009 March 2, 2026	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 2 of 17

**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 asset'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.

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**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:

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- 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.

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## 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.

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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.

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### 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.

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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.

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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.

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### 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.

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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.)

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- 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.

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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 yearfor 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 year2009 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 2011year 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.

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**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

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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

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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

## Tangible Capital Assets Policy

**SECTION:**

Administration, Treasury

**DATE:**

October 1,  
2009

**REV. DATE:**

**COVERAGE:**

All Departments

**PAGE #:**

17 of 17

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



**Effective Date:  
August 21, 2017**

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

**Purpose**

The purposes of this policy are:

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

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

**Application:**

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

**Definitions:**

**Year-end Operating Surplus:**

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

**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 sufficient funds to maintain their target balances.
- b) Transfer 10% of the remaining surplus to reduce the outstanding balance of internal loans.
- c) Transfer 60% of the remaining surplus to the Lifecycle Replacement Reserve Fund.
- ~~d) Transfer 10% of the remaining surplus to the 10% Non-DC Growth Reserve Fund.~~
- e)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 Treasurer, 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

<b>Financial Policy and Procedure Manual</b>			
<b>SECTION:</b> Finance			<b>POLICY #:</b> <b>S-01</b>
<b>POLICY:</b> Operating Surplus/Deficit Policy			
<b>DATE:</b> November 20March 2026	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 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:

- ~~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;~~
- ~~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;~~

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

- ~~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.

<b>Finance Policy and Procedure Manual</b>			
<b>SECTION:</b> Finance			<b>POLICY #:</b> S-02
<b>POLICY:</b> Parking Surplus/Deficit Policy			
<b>DATE:</b> January 2013March 2026	<b>REV. DATE:</b>	<b>COVERAGE:</b> Parking	<b>PAGE #:</b> 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) \_\_\_\_\_~~ 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.

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

**POLICY REVIEW:**

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

Effective Date:  
March 2, 2026~~August  
21, 2017~~



POLICY NUMBER:  
FIN -002-01

**POLICY STATEMENT:**

~~This policy ensures compliance with all statutory requirements for incurring debt for operating and capital purposes and the issuance of debentures and prescribed financial instruments for or in relation to debt.~~ This policy governs the use and administration of capital 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
<b>Amortizing Debentures:</b>	A debenture that has a blended principal and interest payment that is equal in each repayment period.

Item	Definition
<b>Banker's Acceptance:</b>	A short-term credit obligation created by a non-financial firm such as the Corporation and guaranteed by a bank as to payment.
<b>Capital Financing:</b>	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.
<b>Construction Financing:</b>	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.
<b>Corporation:</b>	Refers to the Corporation of the Town of Collingwood.
<b>Debenture:</b>	A formal written obligation to repay specific sums on certain dates. In the case of a municipality, debentures are typically unsecured.
<b>Debt and Financial Obligation Limit:</b>	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 <a href="#">Municipal Board</a> <a href="#">Land Tribunal</a> .
<b>Debt:</b>	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.
<b>Debt Servicing Costs:</b>	Refers to the cash that is required to cover the repayment of interest and principal on a <b>debt</b> for a particular period.
<b>Financial Guarantee:</b>	An agreement whereby the Corporation will take responsibility for the payment of debt in the event that the primary debtor fails to perform.
<b>Hedging:</b>	A strategy used to offset or mitigate financial risk such as currency and/or interest rate risk.
<b>Infrastructure Ontario (IO) or its successor organization:</b>	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.
<b>Installment (Serial) Debentures:</b>	Debentures of which a portion of the principal matures each year throughout the life of the debenture issue.
<b>Lease Financing Agreements:</b>	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.
<b>Long-Term Bank Loan:</b>	Long-term debt provided by a bank or a syndicate (group) of banks.
<b>Long-Term Debt:</b>	Any debt for which the repayment of any portion of the principal is due beyond one year.

Item	Definition
<b>Municipal Capital Facilities:</b>	Includes land, as defined in the Assessment Act, works, equipment, machinery and related systems and infrastructures.
<b>Project Financing:</b>	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.
<b>Refunding:</b>	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.
<b>Rolling Stock:</b>	Equipment that moves on wheels used for transportation and/or transit purposes. Examples include subway cars, trucks, buses and tractor trailers.
<b>Short-term Debt:</b>	Any debt for which the repayment of the entire principal is due within one year.
<b>Sinking Fund Debentures:</b>	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.
<b>Term Debentures:</b>	Debentures that are comprised of a combination of installment and sinking fund debentures.
<b>Town:</b>	Refers to the Corporation of the Town of Collingwood
<b>Variable Interest Rate Debentures:</b>	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~~[2653/05](#).
- 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

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

<b>Development:</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• Increasing the size, or</li> <li>• Changing the use from non-residential to residential, <del>or from residential to non-residential,</del> <u>or from one type of non-residential to another type of non-residential,</u> and includes redevelopment.</li> </ul>
<b>Development Charge(s):</b>	<p>Town of Collingwood’s development charges contained in By-law <del>2019-054-050</del> and By-law <del>2017-080-2025-</del>.</p>
<b>Early Payment Agreement:</b>	<p>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.</p>
<b>Institutional Development:</b>	<p>For the purposes of this policy, staff will use the following criterion to determine if a deferral arrangement is eligible.          Institutional Development means <u>the</u> development of a building or structure intended for use,</p> <ol style="list-style-type: none"> <li>a. As a long-term care home within the meaning of subsection 2 (1) of the <u>Fixing Long-Term Care Homes Act, 2007-2021</u>;</li> <li>b. As a retirement home within the meaning of subsection 2 (1) of the <u>Retirement Homes Act, 2010</u>;</li> <li>c. By any of the following post-secondary institutions for the objects of the institution:             <ol style="list-style-type: none"> <li>i. A university or college in Ontario that receives direct, regular and ongoing operating funding from the Government of Ontario,</li> <li>ii. A college or university federated or affiliated with a university described in sub clause (i), or</li> <li>iii. An Indigenous Institute prescribed for the purposes of section 6 of the <u>Indigenous Institutes Act, 2017</u>;</li> </ol> </li> <li>d. As a memorial home, clubhouse or athletic grounds by an Ontario branch of the Royal Canadian Legion; or</li> <li>e. As a hospice to provide <del>end-of-life</del><u>end-of-life</u> care.</li> </ol>
<b>Interest Rate:</b>	<p><del>The interest rate means the published bank prime rate plus 3%.</del></p>
<b>Non-Profit Housing Development:</b>	<p><del>For the purposes of this policy, staff will use the following criterion to determine if a deferral arrangement is eligible.</del>          Non-profit housing <u>development</u> means a building or structure intended for use as a residential premises <u>and developed</u> by,</p> <ol style="list-style-type: none"> <li>a. A corporation <u>to which the Not-for-Profit Corporations Act, 2010 applies</u><del>without share capital which the Corporations Act applies</del>, that is in good standing under that Act and whose primary objective is to provide housing;</li> <li>b. A corporation without share capital to which the <u>Canada Not-for-profit Corporations Act</u> applies, that is in good standing under <del>that</del><u>the</u> Act and whose primary objective is to provide housing; or</li> <li>c. A non-profit housing co-operative that is in good standing under the <u>Co-operative Corporations Act, 2022</u>.</li> </ol>

<b>Maximum Interest Rate</b>	<u>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%.</u>
<b>Occupancy:</b>	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.
<b>Rental Housing:</b>	Rental housing is defined as a building with four or more dwelling units all of which are intended for use as rented residential premises.
<b>Security:</b>	Security means an agreed upon asset or assurance provided in anticipation of later payment in full of DCs.
<b>Total Accrued Amount:</b>	The Total Accrued Amount is equal to the total of the development charges and interest which has accrued.
<b>Two-Year Rate Freeze:</b>	This refers to freezing DC rates <del>from</del> when an application is made, <u>on or after January 1, 2020, from when the application is approved before June 5, 2024, to when the building permit is issued</u> <del>payment is due</del> . The Province has established a two-year time limit for these rate freezes.
<b>Eighteen-Month Rate Freeze</b>	<u>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.</u>

### 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;
- e-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, tThe 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 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**



**FINANCE**

**Effective Date:**  
**March X 2026**

**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**

<b>Assessed Value:</b>	The value of a property (land and buildings) for property taxation purposes.
<b>Assessment Growth:</b>	Assessment growth generally refers to the net increase in assessment attributable to new construction less adjustments resulting from assessment appeals and property classification changes.
<b>Corporation:</b>	Refers to the Corporation of the Town of Collingwood.
<b>Current Value Assessment:</b>	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



Effective date:  
~~January 2017~~March  
2026

POLICY NUMBER:  
FIN-00X-XX

### 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 Authorities 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.

Financial Policy and Procedure Manual			
SECTION: Finance			POLICY #: DO-01
POLICY: Donations Policy			
DATE: March 2026	REV. DATE:	COVERAGE: All Departments	PAGE #: 1 of 8

**POLICY STATEMENT:**

The Town of Collingwood may accept donations and issue “official income tax receipts” as prescribed by the Canada Revenue Agency<sup>1</sup>. 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;

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<sup>1</sup> *Income Tax Act*, R.S.C. 1985 (5<sup>th</sup> supp.) c. 1, paras. 110.1(1)(a), 149(1)(c) and ss. 118.1(1).

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“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

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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

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- o 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 31<sup>st</sup> 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.

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- 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.

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### **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](mailto:pde-egp@ec.gc.ca)**

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**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.

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**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

Service/Item	2025 Fee	Unit of Measure						Total Order of magnitude revenue impact.				10,999						
			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 Neutered/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	\$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	Neutered/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 /tattooed 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)	\$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 neutered 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	Kennel Fees: Kennel license plus, fee for each dog: 1 or 2 dogs \$11.30 3 to 10 dogs \$5.80 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											\$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.	\$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	No fee increases are recommended.	
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.	\$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				Overall Collingwood is near top-of-market for animal control fees.							
<b>Business Licensing Compliance</b>																	
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 municipalities following a similar structure	Barrie and Innisfil both opt to charge a municipal accomodation tax (4%-6%)	\$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 exemption zone (2-year licence)	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 licence)									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 licence) Type D: Bed and Breakfast (2-year licence)									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-inspection Subsequent Reinspections	\$389.30	First Inspection and subsequent re-inspections					Collingwood's fire inspection fee is much lower than those imposed by Blue Mountain and Innisfil	Unlike Collingwood, the STA fire inspection fees are imposed separate of the application fee. Meaning these fees are imposed for the first 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 inspection 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					N/A	Collingwood	0%	Budgeted revenue split evenly with above Business Licensing - Licenses revenues from STA licences 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 Licence							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.
<b>Property/Person Compliance</b>																			
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 reinspection 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																	
<b>Private Property Compliance - Permanent Signs on Private Property</b>																			
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/Pylo n 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.	
<b>Private Property Compliance - Permanent Signs on Private Property</b>															
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								
<b>Private Property Compliance - Other Signs</b>															
Development Sign	\$3.57 per square foot (minimum \$100)	each	\$200.00	\$438.80 \$194.70	Application Renewal Fee		\$510.00	Free standing ground signs		Collingwood seems to be at the bottom of the market for sign fees. The simplicity of other municipalities fee schedule comes with higher fees.					
Mobile Sign: Maximum 15 day display period	\$59.00	each display period	\$200.00												
Mobile Sign: Maximum 30 day display period	\$122.00	each display period	\$200.00				199.75				199.75	New Tecumseth	64%		
Portable Sign	\$102.00 per calendar year	each	\$200.00				\$510.00	Free standing ground signs			199.75	New Tecumseth	96%		
Portable Sign - sign permit fee after July 1st	\$90.50	each	\$200.00												
Portable Sign - Not-for-profit community event	No charge	each	\$200.00												
Sidewalk Sign ("A" Frame) on private property removed daily	No charge	each	\$200.00				\$510.00	Free standing ground signs			\$119.00	New Tecumseth			
Sidewalk Sign ("A" Frame) on public property removed daily	\$122.00	each	\$200.00				\$510.00	Free standing ground signs			\$152.15	New Tecumseth	25%		
Sidewalk Sign ("A" Frame) on public property annual renewal	\$25.50 per calendar year	each	\$200.00				\$510.00	Free standing ground signs							
<b>Private Property Compliance - Administration Fees in Addition to Sign Permit Fees</b>															
Sign Variance Application Fee	\$604.50	each	\$200.00 \$200.00	\$975.40	\$500.00	from 2010 schedule		\$664.50		Collingwood is in the middle of the market for Sign Variance Fees	\$975.40	Innisfil	61%		
Sign Variance Application Fee (Sign within the Collingwood Heritage Conservation Dis	\$901.00	each								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 higher % 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.					
Removal and confiscation of signs - A-Frames	\$153.00	per occurrence								N/A					
Removal and confiscation of signs - poster, wire framed "bag" and similar temporary si	\$102.00	per occurrence								N/A					
Removal and confiscation of signs - all other signs	100% of total cost + 30% admin fee (\$2000 max admin fee)	per occurrence													
<b>Private Property Compliance - Miscellaneous</b>															
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	\$226.70	New Tecumseth			
Fence Variance Application Fee	\$150.00	each		\$846.90						innisfil imposes a much higher fence variance application fee.	\$846.90	Innisfil	465%		
Right of Entry	\$229.50	each	\$290.00 \$170.00	<b>Entrance Permit</b> - Construction Entrance Permit - Maintenance	\$120.00 \$160.00	<b>Entrance Permit</b> First inspeciton Secon or Subsequent				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					
Scanning and Conversion of paper documents to electronic format	MOVED	per page								N/A					
Black and white photo copies	MOVED	each								N/A					
Colour Photocopies	MOVED	each								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.
<b>C2 - Fire</b>														
<b>Fire Prevention &amp; Public Education - Reports</b>														
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 mortgage or ownership change		Collingwood appears to be in the middle of the market. Differences in fee structures makes comparison difficult.	Barrie imposes an hourly inspection fee. Blue Mountains only begins to impose charges after first inspection.	N/A	N/A		
<b>Fire Prevention &amp; Public Education - Letters of Compliance</b>														
Department Letters of Compliance	\$125.00	per letter				\$70.00 Accreditation/ Compliance Letters (2016 Schedule)								
<b>Fire Prevention &amp; Public Education - Request for Inspection of Properties</b>														
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		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 inspections. 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	Innisfil	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%	
<b>Apartment Buildings 0-10 units</b>														
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									
<b>Apartment Buildings over 10 units</b>														
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									
<b>Fire Prevention &amp; Public Education - Inspection required by L.L.B.O.</b>														
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.
<b>Fire Prevention &amp; Public Education - Permits/License/Plan Approvals</b>														
Burning Permits Site approval	No Charge	n/a						Fire Services - Permits	\$30,000.00					
Burning Permits (max. one year)	\$38.00	each		\$23.50 per calendar year, standard per calendar year, large pile burn inspection			\$36.75 per burn, Standard per year, Trailer Parks			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 260.8	N/A New Tecumseth	N/A 586%	Increase to revenue may better be achieved by changing structure 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
Burning Permits Farmers	No Charge	n/a												
Controlled Burn Permit	\$303.00	each												
Public Fireworks Permit	\$123.00	each	\$100.00 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					
<b>Fire Prevention &amp; Public Education - Fire Prevention Services</b>														
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 inspections 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.  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	\$133.00 For 3rd or subsequent review of Fire Safety Plan	\$0.20 per \$1,000 of construction value	per \$1,000 of construction value	Fee Structures are too different to provide a robust fee comparison. Better comparisons can be made by tracking 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												
Public Education Programs	No charge	n/a					No charge	\$70.00 per hour, Senior Fire Official giving presentation Not-for-Profit Organizations						
Annual Fire Extinguisher Certification/Training								\$10.00 per person						
*(FPO/FPI) Flat Fee (vulnerable occupancies/schools excluded)	\$153.00	Fire Prevention Fee			\$100.00	Device rental	\$139.50 Corporate/group rate			Collingwood's fire extinguisher training fees are top-of-market		Collingwood		
*Plus per person attending (vulnerable occupancies/schools excluded)	\$21.00	per person			\$12.00	per person		\$10.00 per person				Collingwood		
Hourly Rate per officer	\$96.00	per hour per officer		\$115.50							\$115.50	Innisfil	20%	
<b>Fire Prevention &amp; Public Education - Marijuana Grow Operation Enforcement (fee per property)</b>														
Inspection	\$123.00	per occurrence								Other municipalities do not list specific inspection fees for marijuana grow operations				
Court/Tribunal Attendance Fee	\$123.00	per occurrence								Other municipalities do not list specific inspection fees for marijuana grow operations				

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.				
<b>Fire Suppression &amp; Emergency Response</b>																		
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) <u>Failure to Advise of Fire Alarm</u> <u>Testing or Improperly Maintain Fire Alarm System</u> per apparatus, 1st Response in Calendar Year per apparatus, 2nd or Subsequent Response <u>Fire Alarm Malfunction, Improper Use, or No Reasonable Cause</u> per apparatus, 1st Response in Calendar	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 structured similarly across all municipalities. Blue Mountain and New Tecumseth utilize an increasing block fee where fine increases as number of occurrences 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			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 firefighters	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 Tecumseth	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 per hour, Full-time Firefighter \$90.00	\$162.50 Staff Billing Rates; \$115.50 per hour, Senior Fire Officer (Chief, Deputy) per hour, Officer (Captain, Training Officer, Fire Prevention Officer.) per hour, Career Firefighter/Fire Prevention Inspector per hour, Volunteer Firefighter \$99.60 \$57.70								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, equipment lost/damaged and for contracted services	Current MTO Rate per apparatus	Current MTO hourly rate per hour							
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		
<b>Fire Suppression &amp; Emergency Response - Extraordinary Expenses</b>														
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							
<b>Fire Suppression &amp; Emergency Response - Training Services</b>														
Fire Training Trailer	\$400.00	per day use				\$50.00 Fire Extinguisher \$100.00 Training Unit \$12.00 Half-day device rental Full-day device rental per person fee	\$133.00 Training other Fire Departments and Agencies							

Service/Item	2025 Fee	Unit of Measure	Blue Mountains	Innisfil	Orillia	Barrie	New Tecumseth	2025 Budget	Observations - Price	Observations - Structure	Max Fee	Total Order of magnitude revenue impact.		Notes:	Order of magnitude revenue impact.							
												Municipality (Max.)	% increase to top-of-market			675,220						
Section D - Community Health & Well-being																						
D1 - Parks & Harbour																						
Parks, Trail & Amenities - Fields - May 1 to October 1 unless permitted																						
Park full -no public access/day (Millennium Only)	\$1,018.00	per day			\$2,177.69 \$2,498.67	Park Rental (per day); Community Service Organization (Exclusive Use) Commercial (Exclusive Use)		\$255.65 \$638.60 \$100.40	Park Rental - Event Half-day (1-4 hours) - No event support staff Full day - Includes one visit from support staff per hour, Additional support staff visits	Parks, Pavilions, and Amenity Rentals	\$27,650.00	Collingwood's park rental fees are very low relative to Orillia	Orillia charges separate fees based on whether the applicant is a not-for-profit or commercial	\$2,498.67	Orillia - Commercial Exclusive	145%	Budgetted revenues are split evenly between three fee areas: park rentals, pavillion rentals, and park equipment rentals  Average increase to top-of-market for park rentals is 258%.	\$23,814.04				
Park partial - event area/day	\$244.00	per day			\$1,000.00 \$1,150.00	Park Rental (per day); Community Service Organization (Non-exclusive) Commercial (Non-exclusive)					\$1,150.00		Orillia - Commercial Non-exclusive	371%	Note: Top-of-market fees are imposed for commercial rentals.							
Park partial	\$24.50	per hour									N/A		N/A	N/A								
Baseball diamond- rental/hour	\$24.50	per hour	\$15.00	per game, Moreau Park (Baseball)	\$22.40 \$26.90 \$18.30 \$22.00	per hour, IRC Field (Resident) per hour, IRC Field (Non-Resident) per hour, Other Fields (Resident) per hour, Other Fields (Non-Resident)	\$64.84 \$36.05	per 2.5 hours, Private Unit/Lit per 2.5 hours, Community Service Organization Lit	\$41.00 \$18.40 \$36.00 \$16.85 \$14.30 \$8.60	Barrie Community Sport Complex (per hour); Adult Prime Adult Non-Prime Major Ball Diamonds In-Town (per hour); Adult Prime Adult Non-Prime Minor Ball Diamonds In-Town (per hour); Adult Prime Adult Non-Prime	\$18.98 \$111.55	per hour, adult per day, adult - Tournament	Rentals - Ball Diamonds	\$32,000.00	Collingwood has the highest hourly rate for Adult field rentals except for the prime time and non-resident fees imposed by Barrie and Innisfil, respectively.  Collingwoods minor sports group ball diamond rentals are generally inline with other municipalities except for prime time and non-resident fees imposed by Barrie and Innisfil	Innisfil imposes separate fees for residents vs. non-residents. Barrie imposes different fees for primetime vs. non-primetime. Both of these municipalities also impose different fees for different fields.  Barrie and New Tecumseth also allow for tournamnet rentals of ball diamonds.  See summary comments below.	\$41.00	Barrie- Primetime	67%	No revenue impacts as the price differences stem from changing fee structure to include a surcharge to primetime.  Collingwood could consider implementing primetime and non-resident fees. This fee structure may not increase overall revenue, but may help to manage bookings in high demand periods.	\$0.00	Revist

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 per hour, IRC Field \$20.40 (Resident) \$14.20 per hour, IRC Field (Non-Resident) Other Fields (Resident) per hour, Other Fields (Non-Resident)		\$32.65 \$14.70 \$28.60 \$13.30 \$11.25 \$6.85	\$14.38 per hour, minor per day, minor - Tournament \$81.65				\$32.65	Barrie -Primetime	125%		
Baseball diamond- drag & line/each	\$19.50	each	\$40.00	per line and drag, Moreau Park (Baseball)			\$285.00 \$225.00 \$250.00 \$200.00	Ball Diamond Permit Tournament Fees: Barrie Community Sports complex - Adult Barrie Community Sports Complex - Youth Major Ball Diamonds - Adult Major Ball Diamonds - Youth				\$40.00	Blue Mountain	105%		
Baseball diamond- lights/hour	\$8.75	per hour			\$31.20 per field, Light Fee (starts at 8:30PM) (Resident) \$37.40 per field, Light Fee (starts at 8:30PM) (Non-Resident)	SEE ABOVE	Li/Unlit rented at same rate	\$88.00 Lighting Fee - Adult \$70.00 Lighting Fee - Youth (Under 18) \$123.00 Lighting Fee - Youth (Under 18) \$98.00 Lighting - Vintage Throne Stadium - Adult Lighting - Vintage Throne Stadium - Youth (Under 18)	\$23.00							

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 Category 1 Athletic Fields (per 2.5 hours); \$47.15 Private - Kitchener Park Field (E,F)WOSC \$36.68 Natural Turf (Unlit) Community Service Organization - Kitchener Park Field (E,F)WOSC \$171.85 Natural Turf (Unlit) Community Service Organizations - Kitchener Park Fields (A,B,C) (Unlit) \$108.02 Artificial Turf Fields (Includes Lining Fees). \$139.30 \$88.00	\$20.95 Major Soccer Fields (per hour); \$17.60 Adult Prime Adult Non-Prime	\$18.98 per hour, adult \$111.55 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 Major Soccer Fields (per hour); \$14.00 Youth Prime Youth Non-Prime	\$14.38 per hour, minor \$81.65 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 per field, \$37.40 Light Fee (starts at 8:30PM) (Resident) per field, Light Fee (starts at 8:30PM) (Non-Resident)	\$1.82 Category 1 Fields. \$1.00 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 Minor Soccer Fields (per hour); \$8.60 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 Minor Soccer Fields (per hour); \$6.85 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 Category 2 Athletic Fields (per 2.5 hours); \$43.62 Private - WOSC Mini Fields 1 & 2 (Unlit) Community Service Organization - WOSC Mini Fields 1 & 2 (Unlit)		\$4.70 Mini Soccer Fields (per hour); \$2.70 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 Mini Soccer Fields (per hour); \$2.10 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									N/A	N/A	N/A		
Tennis Court/Multi Use Court/Skatepark	REMOVED	per day													
Tennis Court/Multi Use Court/Skatepark	\$7.00	per hour	\$20.00 per court, per hour, Commercial/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.	\$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					
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 (tournaments ) 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.
<b>Parks, Trail &amp; Amenities - Amphitheatre</b>															
Amphitheatre	\$33.00	per hour													
Amphitheatre Half Day (minimum 4 hours)	\$107.00	4 hours													
Amphitheatre Full Day (minimum 8 hours)	\$250.00	per day					\$66.25	Amphitheatre /Gazebo		Fees should cover at least incremental costs to facilitate booking and contribute to ongoing operating and maintenance costs					
<b>Parks, Trail &amp; Amenities - Sunset Point Park</b>															
Pavilion	\$30.00	per hour	\$120.00 Bayview Park Pavilion (per event) \$230.00 Bayview Park Grounds and Pavilion (per event) \$90.00 Lions Park Pavilion (per event) \$60.00 Lions Park Pavilion (per event) \$1,370.00 Lions Park Grounds and Pavilion (per event) \$230.00 Lions Park Grounds and Pavilion (per event) \$569.00 Town Hall Park Grounds (per event) \$60.00 Heathcote Park Grounds (per event) \$60.00 Labyrinth Pavilion (per event) \$60.00 Delphi Point Pavilion (per event) \$60.00 Delphi Point Seasonal Commercial (per season) \$60.00 Lora Bay Grounds - Greenspace Pavilion (per event)	\$136.70 Innisfil Beach Park: \$164.00 per day, \$180.00 Pavilion Rental (60 person max.) \$216.00 Pavilion Rental (60 person max.) \$130.00 (Resident) \$156.00 per day, \$310.00 (Resident) \$372.00 Pavilion Rental (60 person max.) \$775.00 (Non-Resident) \$930.00 (Resident) \$164.00 2-day weekend rental, Pop Up Shops (Resident) \$136.70 Park Grounds (per event) \$164.00 Heathcote Park Grounds (per event) \$82.00 Labyrinth Pavilion (per event) \$98.40 Delphi Point Pavilion (per event) \$82.00 Delphi Point Seasonal Commercial (per season) \$82.00 Lora Bay Grounds - Greenspace Pavilion (per event)	\$68.72 Picnic Pavilion (per day); \$58.22 Picnic Pavilion (per day); \$103.47 Picnic Pavilion (per day); \$83.95 Picnic Pavilion (per day);	\$32.00 per hour, Prime - Pavilion Rental per hour, Non-Prime - Pavilion Rental	\$108.70 Tottenham Conservation Area Pavilion Rentals: \$64.15 Full day, Large Pavilion Half-day, Large Pavilion Full day, small Pavilion Half-day, small Pavilion	\$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 pavilion rentals on daily or greater rental periods	N/A	Collingwood	0%	Budgetted revenues are split evenly between three fee areas: park rentals, pavilion rentals, and park equipment rentals.  No increase suggested for pavilion rentals.	0%
Volleyball Courts	\$10.00	per hour		\$20.80 per hour, 1 Court General (Resident) \$25.00 per hour, 1 Court General (Non-Resident) \$78.00 per hour, 4 Court Organization (Resident) \$93.60 per hour, 4 Court Organization (Non-Resident)		\$25.50 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 volleyball 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.
<b>Marina &amp; In-Water Services - Season April 1 to October 31</b> <i>Lengths below include bow sprint or pulpit, swim platform and auxiliary dinghies</i>															
Docking Fees - Commercial - Per day	\$3.25	per foot	\$2.50						Docking Fee (daily/weekly/monthly/season)	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 structure	\$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												
Docking Fees - Commercial - Per month	\$398.00	per vessel	\$26.00												
Docking Fees - Commercial - Per season	\$1,900.00	per vessel	\$75.00				\$90.00 Resident (Commercial/Recreational) \$103.00 \$108.00 : \$103.00 per ft, per season \$117.00 \$129.00 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												
Docking Fees - Recreational-Per overnight - over 25'	\$3.25	per foot	\$2.50												
Docking Fees - Recreational-Per Season - up to 18'	\$1,260.00	per vessel	\$75.00												
Docking Fees - Recreational-Per Season - over 18'	\$70.00	per foot	\$75.00				\$90.00 Resident (Commercial/Recreational) \$103.00 \$108.00 : \$103.00 per ft, per season \$117.00 \$129.00 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 per launch, \$17.70 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 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. Especially compared to Barrie.	\$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	
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																
<b>D2 - Community Culture, Arts &amp; Recreation Spaces</b>																
<b>Museum Grounds Rental (No Staff Member On-site)</b>																
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														
<b>Museum Interior Rental (Staff Member on-site, 3 hour minimum)</b>																
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														
<b>Simcoe Street Theatre Rental</b>																
Theatre - Commercial Standard Rate (Sundays - Thursdays) 2 hour minimum	\$51.00	per hour				\$214.00 Auditorium: per hour, 4 hour min. set-up/performance \$374.50 per hour, 4 hour min. set-up/performance \$1,706.65 per hour, 4 hour min. Performance \$117.70 per day, 4 hour Setup + 4 hour Performance \$165.85 min. Performance \$577.93 per day, 4 hour Setup + 4 hour Performance		Simcoe Street Theatre Rental	\$25,048.00	Orillia's theatre facility 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 revenues	\$117.70	Orillia	131%	Orillia imposes separate fees for not-for-profit organizations vs. resident/commercial renters  For theatre facility rental, Orillia imposes a minimum rental time of 4 hours compares to Collingwood's 2 hour minimum.  Collingwood charges separate fees based on primetime vs. non-primetime. Orillia does not employ this structure.	Facility 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 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 \$183.75 \$735.42 \$131.25 \$262.50 \$1,102.50 \$52.50 \$78.75 \$216.30 \$84.00 \$115.50 \$413.44 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 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 \$50.00 \$200.00 \$125.00 \$70.00 \$50.00 \$200.00 \$125.00 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											
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.						
<b>Centennial Aquatic Centre Pool Rental</b>																
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	\$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									N/A	N/A	N/A			
<b>Central Park Outdoor Rink Rental</b>																
Lights	\$8.75	per hour						Rentals - Outdoor Ice Surface	\$15,000.00	Blue Mountain andf Net Tecumseth's picle ball court rental fees are considerably higher than Collingwood's	\$20.00	Blue Mountain	281%	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				\$9.50 per hour				N/A	N/A	N/A			
Winter General Rental	\$117.00	per hour									N/A	N/A	N/A			
<b>Curling Club Rental</b>																
Floor/room Rental (during the event)	\$95.50	per hour						Curling Club Rentals	\$55,000.00	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														
<b>Eddie Bush Memorial Arena &amp; Central Park Arena Rental</b>																
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	\$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	\$221.00	Barrie	61%	rentals make up the bulk of budgeted revenues	
Tournaments(15+ hours)	\$173.00	per hour																		
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						N/A \$276.00	N/A Barrie	N/A 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.		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	Orillia	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.	
<b>D3 - Community Gathering Spaces (Library)</b>																
<b>Library Rental</b>																
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														
<b>D4 - Community Recreation Activities</b>																
<b>Centennial Aquatic Centre Pool - Entrance Fees</b>																
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										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)		Orillia	29%	Average increase to top-of-market for each individual fee is 39%.	\$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)		Barrie	22%	Revenue impacts is based on a 25% increase in revenue.  Revenue could be further increased if collingwood opts to adopt a fee for toddler admission.		
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)		Barrie	78%			
Public Swim/Lane Swim- single ticket									\$47,200.00	Collingwood's single swim admission 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%.	
												\$4.60	Barrie	22%	Revenue impacts is based on a 25% increase in revenue.	
												\$17.35	Barrie	78%	Revenue could be further increased if collingwood opts to adopt a fee for toddler admission.	

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 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 visit, 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 admission 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 admission fees. Comparisons should be made between Collingwood's pool and other municipalities to ensure services being provided are comparable						
<b>Centennial Aquatic Centre Pool - Classes &amp; Lessons</b>																
Aqua Fitness Adult (18Y - 54Y)	\$4.65	per participant per class			\$45.29 Resident Non-Resid.			Pool - Classes & Lessons	\$114,400.00	collingwood is generally on the low end of the market for swim lessons fees. Although number of lessons included 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 - Swim Lessons (All Ages) (per registration): Group \$128.00				\$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 Resident Non-Resid. \$123.16	\$88.00 Waterbabies Kinderswim					\$94.74	Orillia	18%			
Swim Lessons Preschool	\$80.00	per participant per lesson set			\$94.74 Resident Non-Resid. \$123.16	\$93.00					\$94.74	Orillia	18%			
Swim Lessons - Swimmer 1 to 6	\$85.00	per participant per lesson set			\$94.74 Resident Non-Resid. \$123.16 \$138.30 Resident Non-Resid. \$179.79	\$88.00 Swimmer 1-2 \$93.00 Swimmer 3-6 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 Resident Non-Resid. \$242.76	\$444.00 12 lessons (1/2 hour)	\$151.00 - Swim Lessons (All Ages) (per registration): Semi-Private/Private \$228.00				\$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			
<b>Centennial Aquatic Centre Pool - Certifications</b>																
Swim Lessons Standard First Aid/CPR "C"	\$170.00	per participant per lesson set			\$102.75 Resident Non-res \$133.50	\$108.00		Centennial Aquatic Centre 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 group 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 Resident Non-res \$393.50 Resident 55+ \$222.75 Non-res 55+ \$295.12	\$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 Resident \$210.90 Non-res	\$128.00					N/A	Collingwood			
Swim Lessons Bronze Medallion/Emergency First Aid	\$210.00	per participant per lesson set		2	\$138.00 Resident \$183.80 Non-res	\$128.00					N/A	Collingwood			
<b>Eddie Bush Memorial Arena &amp; Central Park Arena</b>															
Public Skating	\$4.00	per participant per visit	\$3.00 per participant, \$165.00 (16 years old +) per hour, Public skating Sponsorship	\$10.62 per admission, \$2.65 family (2 adults, 3 kids) No charge \$15.04 per admission, children (15 & under) per admission, student (16+) per admission, adult per admission, senior per admission, parent & tot per admission ticket ice (Coach required)	\$3.25 per admission, \$8.00 Single per admission, Family 12 Session Pass	\$2.30 Public Skating; \$21.55 per skate, \$3.60 Child (12 and under) \$33.15 10-visit pass \$4.85 Child (12 and under) \$2.70 per skate, \$25.00 youth (13 - 17 years) \$102.20 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 Public Skate Drop-In Rates (per visit); \$4.00 Adult (18+) \$1.55 Older Adults (60+) \$13.70 Child/Youth (5-17) \$2.30 Preschool children (0-4) \$61.00 Family (max. 5 Participants - 3 Kids, 2 Adults) Holiday Skate \$49.50 Public Skate 6-Month Pass; \$49.50 Adult (18+) \$173.00 Older Adults (60+) Child/Youth (0-17) Family (max. 5 Participants - 3 Kids, 2 Adults)	Public Skate \$2,500.00	Collingwood'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 Stick & Puck <12 years \$3.60 13-17 years	\$6.45 Drop-in Rate \$4.90 Holiday \$75.00 Shinny Drop-in Rate 6-Month Pass				\$6.45	New Tecumseth	8%		
Senior Shinny	\$8.00	per participant per class				\$8.90 Shinny \$2.70 Stick & Puck	\$6.45 Drop-in Rate \$4.90 Holiday \$75.00 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 Shinny \$4.85 Stick & Puck	\$7.50 Drop-in Rate \$4.90 Holiday \$93.00 Shinny Drop-in Rate 6-Month Pass				\$11.90	Barrie	32%		
Chair Yoga	\$5.00	per participant per class													
Summary			Blue Mountain offers ability 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 shinny 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.	Collingwood could explore offering multi-session ticket passes and also imposing different fees for different ages for public skates. Blue Mountain offers ability to sponsor public skates.					



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.
<b>E2 - Community &amp; Public Events</b>																
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 municipality with the most similar fee structure/categorization	Other municipalities do not charge a separate application fee. Fee Structures vary widely across each municipality. Innisfil imposes separate fees for commercial vs. not-for-profit events and for residents vs non-residents. They also impose different fees dependent on type of event.	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%	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 attendance. Orillia charges hourly or daily rates to hold special event on the arena floor.	
Special Event Permit Community Not-For-Profit - event 300 -999 people	\$100.00	per permit			\$200.00 \$240.00 \$300.00 \$360.00 \$600.00 \$720.00 \$75.00 \$90.00	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	2025 Budget	Observations - Price	Observations - Structure	Max Fee	Total Order of magnitude revenue impact.		Order of magnitude revenue impact.	
												Municipality (Max.)	% increase to top-of-market		
<b>Section F - Community Access &amp; Mobility</b>															
<b>F1 - Roads &amp; Active Transportation</b>															
<b>Operations &amp; Maintenance - Sewer &amp; Drains</b>															
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													
Vector truck disposal fee	\$204.00	per 1,000 gallons				\$436.50 per hour, plus operator cost, Hydro Vac									
<b>Operations &amp; Maintenance - Laterals - New/repairs</b>															
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			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 Repair Only - On Public Property for Single Family Residential	Owner pays 50% of time & material costs	each													
<b>Operations &amp; Maintenance - Sweeping/Water Truck</b>															
Sweeping	\$189.00	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				\$174.38 per hour									
Trackless (re: Sweeping)	\$173.50	per hour													
Overtime Charge - Minimum 3 hours Call Out	Minimum 3 hour call out	per hour													
												<b>370,350</b>			

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.
<b>Operations &amp; Maintenance - Vehicle Rental/Installations Charge for Time &amp; Material</b>														
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.		
<b>ROW Permits and Locates</b>																
Road Occupancy Permit	\$240.00	per permit	\$25.00 per m2, per day, arterial and collector \$15.00 per m2, per day, local road \$0.50 per m2, per month, unopened road \$7.00 per m2, per week, sidewalk \$1.50 per m2, per week, boulevard	\$240.00 plus engineering fee	\$100.00	\$335.84 Right of Way Permits. \$194.94 Major activity \$899.10 Minor activity Contracted Services	\$260.00 Softscape/Boulevard \$366.00 Hardscape/roadway	Road occupancy permit or Wide Load Permits OR Municipal consent - 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 included 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 Temporary Road Closure: \$246.89 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, Muniapl Consent							\$270.00	Innisfil				
<b>Other Charges</b>																
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%															
Request for Infrastructure drawings	\$50.00	each request														
										Confirm where these charges are imposed						



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.			
<b>F2 - Transit</b>																	
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 municipalities 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					<b>Uber Rates:</b> \$4.10 Any trip to/from \$4.10 Innisfil \$4.10 Recreation Complex/Townhall area \$5.20 Trip to/from \$6.20 IdeaLAB and Library (Alcona) \$6.20 Trip to/from Morgan Russel Memorial Arena & Community Centre (Lefroy) \$6.20 Trip to/from Innisfil Community Church or Innisfil Foodbank Any trip to/from closest GO bus stop along Young Street \$6.20 Trip to/from	\$34.10 \$58.90 \$130.20	<b>Multi-Ride Rates:</b> 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	<b>Group Passes:</b> 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	<b>Day Passes:</b> 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)								



Service/Item	Collingwood	Unit of Measure	Blue Mountains	Innisfil	Orillia	Barrie	New Tecumseth	2025 Budget	Observations - Price	Observations - Structure	Max Fee	Total Order of magnitude revenue impact.			2,271	
												Municipality (Max.)	% increase to top-of-market	Notes:	Order of magnitude revenue impact.	
<b>Section H - Corporate &amp; Customer Services</b>																
<b>H1 - Legal &amp; Land</b>																
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														
<b>H2 - Corporate Finance</b>																
<b>Cash &amp; Investment Management - Fees on payments</b>																
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	
<b>Taxation</b>																
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 service 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														
Proof of Taxes Paid in Current Year	\$5.75	each														
							10.85	Tax statement fee								

