

## Report for Public Meeting

Prepared by Hemson for the Town of Collingwood



# 2024 Development Charges Background Study

April 15, 2024



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# List of Acronyms

AMP Asset Management Plan

BTE Benefit to Existing

COG Cost of Growth

DCA Development Charges Act

DC Development Charges

GFA Gross Floor Area

MCR Municipal Comprehensive Review

PPB Post-Period Benefit

PPU Persons Per Unit

# Executive Summary

## A. Purpose of Development Charges Background Study

Hemson Consulting Ltd. was retained by the Town of Collingwood to complete a Development Charges (DC) Background Study. This Background Study provides the basis and background required to update the Town's development charges to accurately reflect the future servicing needs of new development.

### i. Study Consistent with Development Charges Legislation

The Town of Collingwood 2024 DC Study is presented as part of the process to lead to the approval of new DC By-law(s) in compliance with the Development Charges Act (DCA). The study is prepared in accordance with the DCA and associated regulations, including amendments that came into force through the *More Homes, More Choice Act*, the *COVID-19 Economic Recovery Act*, and the *More Homes Built Faster Act (Bill 23)*.

The Town must continue implementing development charges to help fund capital projects related to development throughout Collingwood so that development continues to be serviced in a fiscally responsible manner. The calculated changes to the development charges rates are required in order to reflect the revised costs associated with new infrastructure requirements.

### ii. Key Steps in Determining Future Development-Related Projects

The DCA in Ontario is the most prescriptive of all DC legislation in Canada with respect to recovering development-related costs. Several key steps are required to calculate DCs. These include:

- Preparing a development (growth) forecast;
- Establishing historical service levels;

- Determining the increased needs for services arising from development;
- Determining how these costs are attributed to development types (i.e. residential and non-residential); and
- Adjusting for a cash flow analysis.

### **iii. DC Eligible and Ineligible Costs**

Development charges are intended to pay for the initial round of capital costs needed to service new development over an identified planning period. This is based on the overarching principle that “growth pays for growth”. However, the DCA and associated regulation includes several statutory adjustments and deductions that prevent these costs from fully being recovered by growth. Such adjustments include but are not limited to: ineligible costs including operating and maintenance costs; ineligible services including parkland acquisition; deductions for costs that exceed historical service level caps; and statutory exemptions for specific uses (i.e. industrial expansions).

### **iv. Engineered Services Capital Programs Have Been Prepared By Tatham Engineering**

Consistent with the approach used in the Town’s 2019 DC Study, an external engineering consultant has been retained to prepare capital program cost estimates related to engineered infrastructure (e.g. Roads and Related, Water and Wastewater Services), including cost estimates, timing and allocations (e.g. benefit to existing, in-period and post-period).

### **v. The Development-Related Capital Program is Subject to Change**

It is recommended that Council adopt the development-related capital program developed for the purposes of the 2024 DC Study. However, it is recognized that the Background Study is a point-in-time analysis and there

may be changes to project timing, scope and costs through the Town’s normal annual budget process.

## B. Development Forecast

The table below provides a summary of the anticipated Town-wide residential and non-residential growth over the 2024 - 2033 and to 2041. The Town-wide development forecast is further discussed in Appendix A.

Town-wide Development Forecast	2023 Estimate	10-Year Planning Period 2024 - 2033		Long-Term Planning Period 2024 - 2041	
		Growth	Total at 2033	Growth	Total at 2041
<b>Residential</b>					
Occupied Dwellings	11,674	3,525	15,199	6,676	18,350
Population					
Census	25,874	5,842	31,716	10,726	36,600
<i>Population In New Dwellings</i>		<i>7,172</i>		<i>13,505</i>	
<b>Non-Residential</b>					
Place of Work Employment <sup>1</sup>	<i>11,751</i>	1,277	<i>13,028</i>	2,721	<i>14,472</i>
Non-Residential Building Space (sq.m.)		89,390		190,470	

<sup>1</sup> Excludes Work at Home Employment but includes No Fixed Place of Work

## C. Development-Related Capital Program

The development-related capital program for all services in the Town is based on a 10-year planning horizon of 2024-2033 for general services, and 2024-2041 for engineered services. The gross costs amount to \$672.72 million where \$309.84 million is eligible for recovery through development charges. Details regarding the capital programs for each individual General Service are provided in Appendix B and for Engineered Services area provided in Appendix C of this report.



## D. Calculated Development Charges

The table below provides a summary of the Town-wide development charges for residential and non-residential development based on the aforementioned forecasts. The rate for the Town’s Water Treatment Plant service has been calculated under a separate standalone DC Study but is included in the calculated rates shown in this report for transparency.

Service	Residential Charge By Unit Type				Non-Residential Charge (\$/sq.m)
	Single & Semi-Detached	Multiples	Apartment 2+ Bedrooms	Apartments 1 or Fewer	
Town-Wide General Services	\$22,966	\$17,086	\$13,669	\$8,541	\$9.08
Town-Wide Engineered Services	\$53,827	\$40,043	\$32,034	\$20,022	\$292.24
<b>TOTAL CHARGE</b>	<b>\$76,793</b>	<b>\$57,129</b>	<b>\$45,703</b>	<b>\$28,563</b>	<b>\$301.32</b>

The calculated development charges will be phased-in over a 5-year time period in accordance with the DCA<sup>1</sup>. The legislation requires that the following phase-in be applied to the fully calculated rates:

- Year 1 = 80% of calculated rates
- Year 2 = 85% of calculated rates
- Year 3 = 90% of calculated rates
- Year 4 = 95% of calculated rates
- Year 5 = 100% of calculated rates
- 

## E. Cost of Growth Analysis

An overview of the long-term capital and operating costs as well as the asset management-related annual provisions for capital facilities and infrastructure to be included in the DC by-law is provided in Appendix E of the DC Study. This examination is required as one of the provisions of the DCA.

<sup>1</sup> Bill 185 proposes to remove these requirements. Any changes ratified through Bill 185 will be reflected in the final background study and by-law taken to Council for passage.

## **F. Development Charges Administration & Policy Considerations**

### **i. Town-wide vs Area-Specific DCs**

As required by the DCA, consideration was given to the use of area rating. Consistent with the Town's historical practice, the infrastructure identified for the general services has been calculated on a Town-wide basis.

### **ii. Changes Introduced as part of 2024 DC Background Study**

As part of the 2024 DC Study update, the following changes have been introduced:

- Removal of Police Services;
- Addition of By-law Services;
- Separated Water and Wastewater plants from linear infrastructure into separate DC rate categories (e.g. Wastewater Services, Wastewater Treatment Plant, Water Services, Water Treatment Plant);
- Reviewed DC By-law definitions and exemptions; and
- Alignment with new legislative changes.

## **G. Key Recommendations**

- It is recommended that the Town's present practices regarding collection of DCs and by-law administration continue to the extent possible;
- As required under the DCA, the Town should codify any rules regarding application of the by-laws and any exemptions within the development charges by-laws proposed for adoption;
- It is recommended that Council adopt the development-related capital forecast included in this DC Study, subject to annual review through the Town's normal capital budget process; and

- The Town review and update its local service definitions as part of this update.

## **H. 2024 Development Charges By-law Provided Under Separate Cover**

The proposed draft DC By-law(s) will be made available, under separate cover, a minimum of two weeks in advance of the statutory public meeting.

# 1. Introduction

The *Development Charges Act, 1997* (DCA) and its associated Ontario Regulation 82/98 (O. Reg. 82/98) allow municipalities in Ontario to recover development-related capital costs from new development. The Town of Collingwood 2024 Development Charges (DC) Background Study is presented as part of a process to establish a development charges by-law that complies with this legislation.

The Town of Collingwood is experiencing development pressure and is an attractive location for development. The anticipated development in Collingwood will increase the demand on all Town services. The Town wishes to implement development charges to fund development-related capital projects so that development continues to be serviced in a fiscally responsible manner.

When a development charges by-law is proposed, the DCA and O. Reg. 82/98 require that a development charges background study be prepared in support of the proposed changes with reference to:

- A forecast of the amount, type and location of development anticipated in the Town;
- The average capital service levels provided in the Town over the 15-year period immediately preceding the preparation of the background study;
- A review of future capital projects, including an analysis of gross expenditures, funding sources, and net expenditures incurred, or to be incurred, by the Town or its local boards to provide for the expected development, including the determination of the eligible and ineligible components of the capital projects; and,

- An examination of the long-term capital and operating costs for the capital infrastructure required for each service to which the development charges by-laws would relate.

This study identifies the development-related capital costs attributable to development that is forecast to occur in the Town. The costs are apportioned to types of development (residential and non-residential) in a manner that reflects the increase in the need for each service attributable to each type of development. The study therefore calculates development charges for each type of development.

The DCA provides for a period of public review and comment regarding the calculated development charges. This process includes considering and responding to comments received by members of the public about the calculated charges. Following completion of this process, and in accordance with the DCA and Council's review of this study, it is intended that Council will pass a new development charges by-law for the Town.

The remainder of this study sets out the information and analysis upon which the calculated development charges are based.

## **A. Legislative Context**

The study is prepared in accordance with the DCA and associated regulations, including the amendments that came into force most recently on November 28, 2022 as per *Bill 23: More Homes Built Faster Act, 2022*.

Key legislative changes include:

- Five-year mandatory phase-in of the calculated DC rates (beginning with a 20% reduction in Year 1, decreasing by 5% annually until Year 5);
- Historical service level standards have been extended from a 10 to 15-year planning period;
- DC By-laws now expire every 10 years instead of 5 years;

- The amount of interest paid on DC deferrals and freeze is capped at prime plus 1%;
- Costs associated with studies and affordable housing services are now ineligible for recovery through DCs;
- Municipalities must spend or allocate 60% of available DC reserve funds per year for roads, water and wastewater services; and
- Discounts for purpose built rentals based on the number of bedrooms.

The DCA was also amended to exempt affordable and attainable housing developments from the payment of DCs; however, the regulations which will define these types of units have not yet been released and therefore, these changes are not yet in force.

## **B. Relevant Analysis**

The underlying assumptions and calculation methodologies contained in the DC Study have been informed by a range of inputs including the Town’s capital budget, existing master plans as well as updated engineering costs provided by Tatham Consulting, and discussions with staff.

## **C. Consultation and Approval Process**

The following provides a summary of the consultation and approval process undertaken to complete the DC Study. Following the release of the DC Study, consultation will continue with the public and development industry stakeholders prior to the passage of the new DC By-law(s) anticipated to occur in June 2024.

### **Timeline of Consultation and Approval Process**

<b>Description</b>	<b>Date</b>
Council Information Session #1	September 25, 2023
Council Information Session #2	March 18, 2024
Developer Information Session #1	April 8, 2024

Description	Date
Public Release of DC Background Study	April 15, 2024
Statutory Public Meeting	May 6, 2024 (targeted)
Passage of 2024 DC By-law	June 17, 2024 (targeted)

**D. Policy Changes Introduced as part of 2024 DC Background Study**

As part of the Town’s 2024 DC Study update, the following changes have been introduced:

- Removal of Police Services;
- Addition of By-law Services;
- Separated Water and Wastewater plants from linear infrastructure into separate DC rate categories (e.g. Wastewater Services, Wastewater Treatment Plant, Water Services, Water Treatment Plant);
- Reviewed DC By-law definitions and exemptions; and
- Alignment with new legislative changes.

## 2. The Methodology Aligns Development-Related Costs and Benefits

Several key steps are required when calculating any development charge. However, specific circumstances arise in each municipality which must be reflected in the calculation. In this study, therefore, we have tailored our approach to the Town of Collingwood's unique circumstances. The approach to calculating development charges provides a reasonable alignment of development-related costs with the development that necessitates them. This study uses a Town-wide approach in the cost recovery calculations. The Background Study provides an update to the historical service levels and the cost of providing future development-related capital infrastructure.

### A. Town-wide Development Charges are Proposed

Collingwood provides a range of services to the community it serves and has a sizeable inventory of facilities, land, infrastructure, vehicles and equipment. The DCA provides the Town with flexibility when defining services that will be included in the DC By-law(s), provided that the other provisions of the DCA and Regulations are met. The DCA also permits the Town to designate, in its by-laws, the areas within which the development charges shall be imposed. The charges may apply to all lands in the Town or to other designated development areas as specified in the by-law(s).

For all services, a range of capital infrastructure is available throughout the Town. All Town residents and employees have access to this infrastructure. As new development occurs, new infrastructure will need to be added so that overall service levels in the Town are maintained. A widely accepted method of sharing the development-related capital costs for these services is to apportion them over all new development anticipated in the Town.



The following services are included in the development charges calculations:

- Library Services
- Fire Protection Services
- By-Law Services
- Outdoor Recreation
- Indoor Recreation
- Administration
- Transit Services
- Services Related to a Highway: Roads and Related
- Wastewater Services
- Wastewater Treatment Plant
- Water Services

At the time of writing the 2024 DC Study, Administration (i.e. development-related studies) are not currently eligible under the requirements of the DCA. However, it is anticipated that the Province will introduce changes to the legislation in order to allow municipalities to recover some or all of these costs. As such, a capital program and DC rate calculation has been included in this report.

These services form a reasonable basis in which to plan and administer the Town-wide development charges. It is noted that the analysis of each of these services examines the individual capital facilities and equipment that constitute it. The resulting development charges for these services would be imposed against all development in the Town.

## **B. Consideration for Area Rating**

In accordance with the DCA, Council must give consideration to the use of area rating, also known as area-specific development charges, as part of the DC Background Study. As part of the Town's 2024 DC update, the

appropriateness of implementing area-specific development charges for the various Town services was examined.

The DCA permits the Town to designate, in its DC By-law, the areas where development charges shall be imposed. The charges may apply to all lands in the Town or to other designated development areas as specified in the DC By-law.

The following was considered with respect to area-specific development charges:

- Is the use of area-specific charges appropriate for some or all services?
- Are there any data limitations with calculating an area-specific development charge?

Area-specific development charges are typically considered when there is clear benefit to a particular area (including the population or population and employment), and have been implemented mostly in stand alone green field developments.

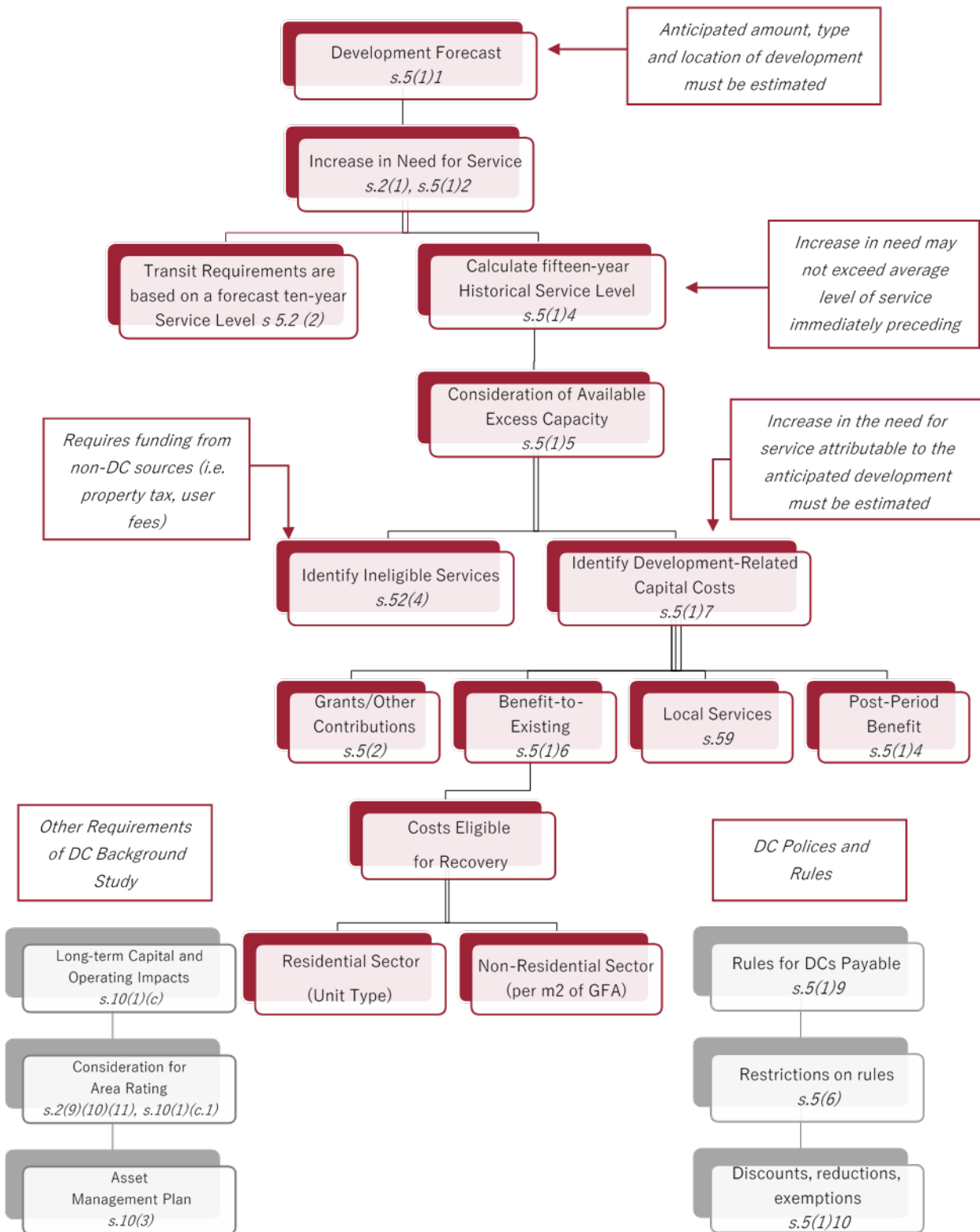
Based on discussions with staff, and the analysis of the delivery of services, it is proposed that the Town continue to calculate and collect DCs on a uniform, Town-wide basis. The following table provides a description of the servicing needs for general and engineered services.

Town Services	Servicing Needs
General Services	<p>Services such as Library, Outdoor Recreation and Indoor Recreation are open and accessible to all residents in the Town and are driven and planned for based on Town-wide population growth.</p> <p>For Fire, Transit Services, By-law and Administration, these services are provided to all residents and employees</p>
Engineered Services	<p>Roads and Related are provided through a Town-wide network and is planned based on Town-wide population and employment growth.</p> <p>Water Services and Wastewater are used to provide services to Town-wide population and employee growth.</p>

### **C. Key Steps when Determining Development Charges for Future Growth Related Projects**

Several key steps are required in calculating development charges for future development-related projects. These are summarized in Figure 1 and discussed further in the following sections.

**Figure 1: Overview of DC Background Study Process**



## **i. Development Forecast**

The first step in the methodology requires that a development forecast be prepared for the 10-year study period from 2024-2033 and the long-term period to 2041. The forecast of future residential and non-residential development used in this study was prepared by Hemson in consultation with Town of Collingwood staff. The forecast has been informed by the Town of Collingwood's Official Plan and adjusted for known and anticipated development proposals and accounts for historical households, seasonal development, and recent construction history.

For the residential portion of the forecast, the total Census change in population determines the need for additional facilities and provides the foundation for the development-related capital forecast. The non-residential portion of the forecast estimates the amount of building space to be developed in the Town over the planning periods. The forecast is based on the projected increase in employment levels and the anticipated amount of new building space required to accommodate it.

## **ii. Service Categories and Historical Service Levels**

The DCA states that the increase in the need for service attributable to anticipated development:

... must not include an increase that would result in the level of service exceeding the average level of that service provided in the Town over the 15-year period immediately preceding the preparation of the background study...(s. 5. (1) 4.)

Historical 15-year average service levels thus form the basis for the development charges calculation. A review of the Town's capital service levels for buildings, land, vehicles, equipment and others has therefore been prepared as a reference for the calculation so that the portion of future capital projects that may be included in the development charges can be

determined. The historical service levels used in this study have been calculated based on the period from 2009 to 2023.

In accordance with the provisions of the DCA, for the engineered services of water and wastewater, historical service levels are less applicable and reference is made to the Town's engineering standards as well as Provincial health or environmental legislation. Historical service levels for the Services Related to a Highway: Roads and Related service have been included.

### **iii. Development-Related Capital Forecast and Analysis of Net Capital Costs to be included in the Development Charges**

A development-related capital forecast has been prepared by Town staff as part of this study. The forecast identifies development-related projects and their gross and net costs, after allowing for capital grants, subsidies or other contributions as required by the DCA s.5.(2). The capital forecast provides another foundation upon which development charges are based. The DCA requires that the increase in the need for service attributable to the anticipated development may include an increase:

... only if the council of the municipality has indicated that it intends to ensure that such an increase in need will be met. (s. 5. (1) 3.)

In conjunction with DCA, s. 5. (1) 4. referenced above, these sections have the effect of requiring that the development charge be calculated on the lesser of the historical 15-year average service levels or the service levels embodied in future plans of the Town. The development-related capital program prepared for this study ensures that development charges are only imposed to help pay for projects that have been or are intended to be purchased or built in order to accommodate future anticipated development. It is not sufficient in the calculation of development charges merely to have had the service in the past. There must also be a demonstrated commitment to continue to emplace facilities or infrastructure in the future. In this regard, O. Reg. 82/98, s. 3 states that:

For the purposes of paragraph 3 of subsection 5 (1) of the Act, the council of a municipality has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an Official Plan, capital forecast or similar expression of the intention of the council and the plan, forecast or similar expression of the intention of the council has been approved by the council.

For some projects in the development-related capital forecast, a portion of the project may confer benefits to existing residents. As required by the DCA, s. 5. (1) 6., these portions of projects and associated net costs are to be a funding responsibility of the Town from non-development charges sources. The amount of financing for such non-growth shares is also identified as part of the preparation of the development-related capital forecast.

There is also a requirement in the DCA to reduce the applicable development charges by the amount of any “uncommitted excess capacity” that is available for a service. Such capacity is available to partially meet future servicing requirements. Adjustments are made in the analysis to meet this requirement of the DCA.

#### **iv. Attribution to Types of Development**

The next step in the determination of development charges is the allocation of the development-related net capital costs between the residential and the non-residential sectors. In the Town of Collingwood, the allocation is based on the projected changes in population and employment over the planning periods.

The residential component of the development charges is applied to different housing types based on average occupancy factors. The non-residential component is applied on the basis of gross building space in square metres.

## **v. Final Adjustment**

The final determination of the development charges results from adjustments made to development-related net capital costs for each service and sector resulting from a cash flow analysis that takes account of the timing of projects and receipt of development charges. Interest earnings or borrowing costs are therefore accounted for in the calculation as allowed under the DCA.

## **D. Operating & Capital Cost Impacts and Asset Management Plan Legislative Requirements**

Section 10 of the DCA identifies what must be included in a Development Charges Background Study, namely:

- s.10 (2) The development charge background study shall include,
  - (c) an examination, for each service to which the development charge by-law would relate, of the long term capital and operating costs for capital infrastructure required for the service; and
  - (c.2) an asset management plan prepared in accordance with subsection (3).

### **i. Asset Management Plan**

- (3) The asset management plan shall,
  - (a) deal with all assets whose capital costs are proposed to be funded under the development charge by-law;
  - (b) demonstrate that all the assets mentioned in clause (a) are financially sustainable over their full life cycle;
  - (c) contain any other information that is prescribed; and
  - (d) be prepared in a prescribed manner.



The requirement to include an Asset Management Plan (AMP) was part of the DCA amendments that came into effect on January 1, 2016. A key function of the Asset Management Plan is to demonstrate that all assets proposed to be funded under the development charges by-law are financially sustainable over their full life-cycle. The section of the DC Background Study that deals with the operating and capital cost impacts and the asset management plan can be found in Appendix E.

### 3. Development Forecast

The DCA requires the Town to estimate “the anticipated amount, type and location of development” for which development charges may be imposed. The development forecast must cover both residential and non-residential development and be specific enough with regards to quantum, type, location and timing of development to allow the Town to prepare a reasonable development-related capital program. Appendix A contains additional materials related to the development forecast and the Town’s demographics.

The forecasts are based on the Town achieving population and employment forecasts set out in the Simcoe County Official Plan, recently amended through the County’s Municipal Comprehensive Review (MCR), as well as the Town’s new Official Plan which was adopted by Town Council in December 2023.

The residential forecast incorporates 2021 Census and historical residential permit data and accounts for seasonal housing development. The forecast shows that the number of dwelling units will increase by approximately 3,530 between 2024-2033 with an accompanying population of 5,840 persons. From 2024-2041 a total of 6,680 new units are anticipated, which will result in 10,730 new residents.

In addition to the net population forecast, a forecast of “population in new units” that will result from the addition of new housing units has been made. Population growth in new units is estimated by applying the following PPU’s to the housing unit forecast:

- 2.69 for single and semi-detached units;
- 2.00 for multiples;
- 1.60 for large apartments; and
- 1.00 for small apartments.

The forecasted population growth in new dwelling units over the 10-year planning period amounts to 7,170 persons and 13,500 over the 2024-2041 planning period.

For non-residential development, approximately 89,390 square metres of new non-residential gross floor area (GFA) to be added in the Town between 2024-2033. During the period 2024-2041, GFA is projected to increase by approximately 190,470 square metres.

Table 1 provides a summary of the Town-wide residential and non-residential development forecast used in this analysis.

TABLE 1

TOWN OF COLLINGWOOD  
 SUMMARY OF RESIDENTIAL AND NON-RESIDENTIAL  
 DEVELOPMENT FORECAST

Town-wide Development Forecast	2023 Estimate	10-Year Planning Period 2024 - 2033		Long-Term Planning Period 2024 - 2041	
		Growth	Total at 2033	Growth	Total at 2041
<b>Residential</b>					
Occupied Dwellings	11,674	3,525	15,199	6,676	18,350
Population					
Census	25,874	5,842	31,716	10,726	36,600
<i>Population In New Dwellings</i>		<i>7,172</i>		<i>13,505</i>	
<b>Non-Residential</b>					
Place of Work Employment <sup>1</sup>	<i>11,751</i>	1,277	<i>13,028</i>	2,721	<i>14,472</i>
Non-Residential Building Space (sq.m.)		89,390		190,470	

<sup>1</sup> Excludes Work at Home Employment but includes No Fixed Place of Work

## 4. Historical Capital Services Levels

The DCA and O. Reg. 82/98 require that the development charges be set at a level no higher than the average service level provided in the Town over the 15-year period immediately preceding the preparation of the Background Study, on a service-by-service basis.

For non-engineered services (e.g. Library, Outdoor Recreation, Indoor Recreation etc.) the legislative requirement is met by documenting service levels for the preceding 15 years: in this case, for the period from 2009 to 2023. Typically, service levels for non-engineered services are measured as a ratio of inputs per capita or inputs per population and employment. For engineered services such as Water and Wastewater, engineering standards are used in lieu of inputs per capita. In accordance with the requirements of the DCA, Transit services are based on a forward planned 10-year service level, as such no historical service level is identified.

O. Reg. 82/98 requires that, when defining and determining historical service levels, both the quantity and quality of service be taken into consideration. In most cases, the service levels are initially established in quantitative terms. For example, service levels for buildings are presented in terms of square feet per unit. The qualitative aspect is introduced by consideration of the monetary value of a facility or service. In the case of buildings, for example, the cost would be shown in terms of dollars per square foot to replace or construct a facility of the same quality. This approach helps to ensure that the development-related capital facilities that are to be charged to new development reflect not only the quantity (number and size) but also the quality (value or cost) of services provided by the Town in the past. Both the quantitative and qualitative aspects of service levels used in the current analysis are based on information provided by Town staff. This information is generally based on historical records and the Town's and surrounding

municipalities' experience with costs to acquire or construct similar facilities, equipment and infrastructure.

Table 2 summarizes service levels for all services included in the development charges calculations. Appendices B and C provide detailed historical inventory data upon which the calculation of service levels is based for the General and Engineered services, respectively.

TABLE 2

TOWN OF COLLINGWOOD  
SUMMARY OF AVERAGE HISTORIC SERVICE LEVELS 2009 - 2023

Service	2009 - 2023 Service Level Indicator
<b>1.0 LIBRARY SERVICES</b> Buildings Land Materials Furniture And Equipment Excess Capacity Adjustment	<b>\$584.95 per capita</b> \$430.26 per capita \$13.86 per capita \$103.19 per capita \$41.91 per capita (\$4.27) per capita
<b>2.0 FIRE PROTECTION SERVICES</b> Buildings Land Furniture & Equipment Vehicles	<b>\$531.11 per pop &amp; empl</b> \$274.40 per pop & empl \$34.15 per pop & empl \$52.20 per pop & empl \$170.36 per pop & empl
<b>3.0 BY-LAW SERVICES</b> Buildings Land Furniture & Equipment Vehicles	<b>\$8.78 per pop &amp; empl</b> \$5.68 per pop & empl \$0.20 per pop & empl \$0.58 per pop & empl \$2.32 per pop & empl
<b>4.0 OUTDOOR RECREATION</b> Outdoor Rec Buildings Land Associated With Buildings Park Land Improvements Parkland Amenities Trails Bridges Marina and Docks Vehicles And Equipment Sailing School Equipment Excess Capacity Adjustment	<b>\$5,376.06 per capita</b> \$108.70 per capita \$30.47 per capita \$3,526.68 per capita \$910.21 per capita \$325.36 per capita \$344.07 per capita \$79.69 per capita \$52.04 per capita \$6.17 per capita (\$7.33) per capita
<b>5.0 INDOOR RECREATION</b> Buildings Land Furniture & Equipment	<b>\$3,128.09 per capita</b> \$2,663.48 per capita \$189.22 per capita \$275.39 per capita
<b>6.0 ROADS AND RELATED</b> Public Works Roads	<b>\$17,320.72 per pop &amp; empl</b> \$525.95 per pop & empl \$16,794.77 per pop & empl

## 5. Development-Related Capital Forecast

The DCA requires that the Council of the Town express its intent to provide future capital facilities at the level incorporated in the development charges calculation. As noted above in Section II, *Ontario Regulation 82/98, s. 3* states that:

For the purposes of paragraph 3 of subsection 5 (1) of the Act, the council of a Town has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an official plan, capital forecast or similar expression of the intention of the council and the plan, forecast or similar expression of the intention of the council has been approved by the council.

### A. Development-Related Capital Program is Provided for o n o

Based on the development forecast summarized in Section 3 and detailed in Appendix A, Town staff, in collaboration with Hemson and Tatham Engineering, have identified a development-related capital forecast that sets out projects required to service anticipated development. For General Services (including Transit), the capital forecast covers the 10-year period from 2024 to 2033. Development charges for the Engineered Services are based on a longer planning horizon to 2041.

One of the recommendations contained in the DC Study is for Council to adopt the development-related capital forecast created for the purposes of the development charges calculation. It is assumed that future capital budgets and forecasts will continue to bring forward the capital projects presented herein as they will be needed to service anticipated development in the Town. It is, however, acknowledged that changes to the forecast



presented here may occur through the Town's normal capital budget process.

## **B. The Development-Related Capital Forecast for Town Services**

A summary of the development-related capital forecast for general services is presented in Table 3. The table shows that the gross cost of the Town's General Services (including Transit) capital forecast is estimated to be \$202.58 million. Approximately \$1.20 in grants are anticipated to offset the cost of the Outdoor Recreation and Transit programs; therefore, the net municipal cost for the Town is reduced to \$201.37 million.

Of this net municipal cost, approximately 50%, or \$100.41 million, is related to capital works for **Indoor Recreation**. This capital program recovers for various recreation facilities including the Multi-Purpose Facility valued at \$97.80 million. The next largest capital program belongs to **Outdoor Recreation**. The program provides various facilities including infrastructure related to the implementation of the Waterfront Master Plan. The total Outdoor Recreation capital program amounts to \$71.05 million or 35% of the general services costs.

The capital forecast associated with **Fire Protection Services** includes a new fire station, debt recovery for a past station, and additions to the fire fleet. The total municipal cost of the Fire capital program is \$18.60 or 9% of the total net municipal cost. The capital program associated with **Library Services** amounts to \$8.86 million, or 4% of the total municipal cost, and provides for a new library, debenture payments, and additional collection materials.

The **By-law Services** capital program includes provisions for additional parking spaces, a parking garage, and a new parking lot. The total cost of the By-law capital program is \$110,000.

The portion of the Town’s program that relates to the provision of development-related studies is referred to as **Administration** and amounts to \$1.57 million. The capital program for **Transit Services** includes bus acquisitions and bus shelters, and the net municipal cost totals \$779,300.

The capital forecast incorporates those projects identified to be related to development anticipated in the next 10 years. It is not implied that all of these costs are to be recovered from new development by way of development charges (see the following Section 6). Portions of the capital forecast may be related to replacement of existing facilities, shares of projects that benefit the existing population, or development anticipated to occur beyond the 2024–2033 or 2024–2041 planning period.

Further details on the capital forecasts for each individual service category are available in Appendix B.

### **C. The Development-Related Capital Forecast for Engineered Services**

Table 3 also provides the development-related capital recoveries for the engineered services of Services Related to a Highway: Roads and Related, Water Services and Wastewater Services.

The total Engineered Services gross capital cost is \$470.14 million, with \$1.95 million in grants, developer contributions and contributions by other municipalities. The net municipal cost is \$468.20 million.

The largest portion of the net municipal cost is related to **Wastewater Treatment Plant services** with a cost of \$234.60 million or 51% of the engineered service net related costs. The second largest service is **Roads and Related Services** with a total of \$123.01 million or 27%. This includes provisions for roadworks, sidewalks, and public works investments in fleet and facilities.

**Water Services** net capital program totals \$100.78 million or 22% and includes for the recovery of linear infrastructure. Finally, **Wastewater Services** with a total cost of \$9.81 million.

Details of the engineered services capital programs can be found in Appendix C.

TABLE 3

**TOWN OF COLLINGWOOD**  
**SUMMARY OF DEVELOPMENT-RELATED CAPITAL PROGRAM**  
**FOR GENERAL AND ENGINEERED SERVICES**  
(in \$000)

<b>Service</b>	<b>Gross Cost</b>	<b>Grants/ Subsidies</b>	<b>Municipal Cost</b>
1.0 LIBRARY SERVICES	\$8,857.6	\$0.0	\$8,857.6
2.0 FIRE PROTECTION SERVICES	\$18,599.0	\$0.0	\$18,599.0
3.0 BY-LAW SERVICES	\$110.0	\$0.0	\$110.0
4.0 OUTDOOR RECREATION	\$71,489.0	\$436.3	\$71,052.8
5.0 INDOOR RECREATION	\$100,410.0	\$0.0	\$100,410.0
6.0 ADMINISTRATION	\$1,565.0	\$0.0	\$1,565.0
7.0 TRANSIT SERVICES	\$1,544.8	\$765.5	\$779.3
<b>GENERAL SERVICES (2024-2033)</b>	<b>\$202,575.4</b>	<b>\$1,201.8</b>	<b>\$201,373.7</b>

<b>Service</b>	<b>Gross Cost</b>	<b>Grants / Subsidies</b>	<b>Net Municipal</b>
1.0 ROADS AND RELATED	\$124,956.7	\$1,945.9	\$123,010.7
2.0 WASTEWATER SERVICES	\$9,810.0	\$0.0	\$9,810.0
2.0 WASTEWATER TREATMENT PLANT	\$234,600.0	\$0.0	\$234,600.0
3.0 WATER SERVICES	\$100,777.2	\$0.0	\$100,777.2
<b>ENGINEERED SERVICES (2023-2041)</b>	<b>\$470,143.9</b>	<b>\$1,945.9</b>	<b>\$468,197.9</b>

*\*Water Treatment Plant service is dealt with under separate DC Study*

<b>TOTAL GENERAL AND ENGINEERED SERVICES</b>	<b>\$ 672,719.3</b>	<b>\$ 3,147.7</b>	<b>\$ 669,571.6</b>
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## **6. Development Charges are Calculated in Accordance with the DCA**

This section summarizes the calculation of development charges for each service category and the resulting total development charge by type of development. For all services, the calculation of the “unadjusted” per capita (residential) and per square metre (non-residential) charges is reviewed. Adjustments to these amounts resulting from a cash flow analysis that accounts for interest earnings and borrowing costs are also discussed.

For residential development, an adjusted total per capita amount is applied to different unit types on the basis average occupancy factors. For non-residential development, the calculated development charges rates are based on gross floor area (GFA) of building space.

It is noted that the calculation of the development charges does not include any provision for exemptions required under the DCA, for example, the exemption for enlargements of up to 50% on existing industrial buildings. Such legislated exemptions, or other exemptions, which Council may choose to provide, will result in a loss of development charges revenue for the affected types of development. Any such revenue loss may not be offset, however, by increasing other portions of the calculated charge.

### **A. Development Charges Calculation**

A summary of the “unadjusted” residential and non-residential development charges for the Town-wide general services is presented in Table 4. Further details of the calculation for each individual general service category are available in Appendix B.

**i. Unadjusted Residential and Non-Residential DC Rates for Town-wide General Services**

The capital forecast for Town-wide General Services incorporates those projects identified to be related to development anticipated in the 10-year planning period. However, not all of the capital costs are to be recovered from new development by way of development charges. Table 4 shows that, of the \$201.37 million total municipal cost, \$13.20 million relates to replacement of existing capital facilities, or to shares of projects that provide benefit to the existing community. These portions of capital costs will require funding from other non-development charge sources, such as fundraising and property taxes.

An additional share of \$4.65 million has been identified as available DC reserves and represents the revenues collected from previous development charges. This portion has been netted out of the capital costs. Another share of the forecast, \$125.32 million, is either attributable to development beyond the recovery period (and can therefore be recovered under future development charges studies) or represents a service level increase in the Town.

The remaining \$58.21 million is carried forward to the development charges calculation. Of the development-related costs, \$57.44 million has been allocated to new residential development, and \$772,400 has been allocated to new non-residential development. This results in an unadjusted development charge of \$8,008.42 per capita and \$8.64 per square metre of non-residential development for the provision of General Services.

TABLE 4

TOWN OF COLLINGWOOD  
 SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES  
 CAPITAL PROGRAM FOR GENERAL SERVICES

10 Year Growth in Population in New Units	7,172
10 Year Growth in Square Metres	89,390

Service	Development-Related Capital Program (2024 - 2033)					Residential		Non-Residential	
	Net Municipal Cost	Replacement & Benefit to Existing	Available DC Reserves	Post-2033 Benefit	Total DC Eligible Costs for Recovery	Share	(\$000)	Share	(\$000)
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%		%	
<b>1.0 LIBRARY SERVICES</b>	\$8,857.6	\$823.0	\$0.0	\$4,617.3	\$3,417.3	100%	\$3,417.3	0%	\$0.00
Unadjusted Development Charge Per Capita							\$476.47		
Unadjusted Development Charge Per Sq.M									\$0.00
<b>2.0 FIRE PROTECTION SERVICES</b>	\$18,599.0	\$907.3	\$90.6	\$13,820.1	\$3,781.0	85%	\$3,209.6	15%	\$571.47
Unadjusted Development Charge Per Capita							\$447.51		
Unadjusted Development Charge Per Sq.M									\$6.39
<b>3.0 BY-LAW SERVICES</b>	\$110.0	\$0.0	\$0.0	\$51.0	\$59.0	85%	\$50.1	15%	\$8.92
Unadjusted Development Charge Per Capita							\$6.98		
Unadjusted Development Charge Per Sq.M									\$0.10
<b>4.0 OUTDOOR RECREATION</b>	\$71,052.8	\$10,755.2	\$0.0	\$28,890.6	\$31,407.0	100%	\$31,407.0	0%	\$0.00
Unadjusted Development Charge Per Capita							\$4,379.11		
Unadjusted Development Charge Per Sq.M									\$0.00
<b>5.0 INDOOR RECREATION</b>	\$100,410.0	\$300.0	\$3,893.9	\$77,941.8	\$18,274.2	100%	\$18,274.2	0%	\$0.00
Unadjusted Development Charge Per Capita							\$2,548.00		
Unadjusted Development Charge Per Sq.M									\$0.00
<b>6.0 ADMINISTRATION</b>	\$1,565.0	\$398.9	\$310.5	\$0.0	\$855.7	85%	\$726.3	15%	\$129.33
Unadjusted Development Charge Per Capita							\$101.27		
Unadjusted Development Charge Per Sq.M									\$1.45
<b>7.0 TRANSIT SERVICES</b>	\$779.3	\$12.4	\$352.3	\$0.0	\$414.5	85%	\$351.9	15%	\$62.66
Unadjusted Development Charge Per Capita							\$49.06		
Unadjusted Development Charge Per Sq.M									\$0.70
<b>TOTAL GENERAL SERVICES</b>	<b>\$201,373.7</b>	<b>\$13,196.8</b>	<b>\$4,647.3</b>	<b>\$125,320.8</b>	<b>\$58,208.8</b>		<b>\$57,436.4</b>		<b>\$772.4</b>
Unadjusted Development Charge Per Capita							<b>\$8,008.42</b>		
Unadjusted Development Charge Per Sq.M									<b>\$8.64</b>



## ii. **Unadjusted Residential and Non-Residential DC Rates for Town-wide Engineered Services**

Table 5 presents the calculated residential and non-residential development charges for Engineered Services. The table shows that of the total net cost of the engineered services capital program of \$470.14 million, \$50.61 million is considered to replace existing infrastructure or to benefit the existing population. Developer and other levels of government contributions total another \$1.95 million. A deduction is also made for the available reserve fund balance of \$34.84 million, while \$131.12 million will benefit development post-2041 and so may be considered for recovery under future by-laws. The remaining \$251.63 million is carried forward to the development charges calculation. Of the development-related cost, 83% or \$209.43 million, has been allocated to new residential development. The resulting unadjusted non-residential charge is \$15,507.78 per capita. The remaining 17% or \$42.20 million is attributed to the non-residential sector and results in an unadjusted development charge or \$221.53 per square metre.

Full capital program and calculation details regarding engineered services can be found in Appendix C.



TABLE 5

**TOWN OF COLLINGWOOD  
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES  
CAPITAL PROGRAM FOR ENGINEERED SERVICES**

Growth in Population in New Units (2024-2041)	13,505
Growth in Square Meters (2024-2041)	190,470

Service	Development-Related Capital Program (2024 - 2041)						Residential Share		Non-Residential Share	
	Net Municipal Cost (\$000)	Replacement & Benefit to Existing (\$000)	Direct Developer Contributions (\$000)	Available DC Reserves (\$000)	Post-Period Benefit (\$000)	Total DC Eligible Costs for Recovery (\$000)	%	(\$000)	%	(\$000)
	<b>1.0 ROADS AND RELATED</b> Unadjusted Development Charge Per Capita Unadjusted Development Charge Per Sq.M	\$124,956.7	\$22,715.5	\$1,945.9	\$13,173.1	\$7,395.1	\$79,727.1	83%	\$66,357.3 \$4,913.54	17%
<b>2.0 WASTEWATER SERVICES</b> Unadjusted Development Charge Per Capita Unadjusted Development Charge Per Sq.M	\$9,810.0	\$294.7	\$0.0	\$5,645.3	\$1,128.0	\$2,742.0	83%	\$2,282.2 \$168.99	17%	\$459.82 \$2.41
<b>3.0 WASTEWATER TREATMENT PLANT</b> Unadjusted Development Charge Per Capita Unadjusted Development Charge Per Sq.M	\$234,600.0	\$13,800.0	\$0.0	\$13,172.3	\$106,712.7	\$100,915.0	83%	\$83,992.1 \$6,219.34	17%	\$16,922.81 \$88.85
<b>4.0 WATER SERVICES</b> Unadjusted Development Charge Per Capita Unadjusted Development Charge Per Sq.M	\$100,777.2	\$13,799.3	\$0.0	\$2,847.1	\$15,885.7	\$68,245.1	83%	\$56,800.9 \$4,205.91	17%	\$11,444.29 \$60.08
<b>TOTAL ENGINEERED SERVICES</b>	<b>\$470,143.9</b>	<b>\$50,609.5</b>	<b>\$1,945.9</b>	<b>\$34,837.7</b>	<b>\$131,121.5</b>	<b>\$251,629.2</b>		<b>\$209,432.5</b>		<b>\$42,196.7</b>
Unadjusted Development Charge Per Capita Unadjusted Development Charge Per Sq.M								<b>\$15,507.78</b>		<b>\$221.53</b>

## **B. Adjusted Residential and Non-Residential Development Charges Rates**

Final adjustments to the “unadjusted” development charges rates for general and engineered services are made through a cash flow analysis. The analysis, details of which are included in Appendices B and C, considers the borrowing cost and interest earnings associated with the timing of expenditures and development charges receipts for each service category. Table 6 summarizes the results of the cash flow adjustments for the residential development charges rates and includes the Water Treatment Plant DC rates calculated under a separate DC Study. The adjusted residential rate is \$28,564.11 per capita after the cash flow analysis.

Persons per unit factors are then applied to the per capita rate to determine the residential rate by unit type. The calculated rates by residential unit type range from a high of \$76,793 for a single or semi-detached unit to a low of \$28,563 for an apartment with one or fewer bedrooms. The rate for apartments with two or more bedrooms is \$45,703 and the rate for rows and other multiples is \$57,129.

The non-residential charge is displayed in Table 7. After cash flow consideration, the charge per square metre increases to \$301.32.

## **C. Statutory Phase-in of Calculated Development Charges<sup>3</sup>**

The DCA now requires that the calculated development charge rates be phased-in over a five-year period based on the following:

- Year 1 = 80% of calculated rates
- Year 2 = 85% of calculated rates
- Year 3 = 90% of calculated rates

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<sup>3</sup> Bill 185 proposes to remove these requirements. Any changes ratified through Bill 185 will be reflected in the final background study and by-law taken to Council for passage.

- Year 4 = 95% of calculated rates
- Year 5 = 100% of calculated rates

Table 8 provides a summary of the 5-year phase in for the calculated residential and non-residential rates in the Town of Collingwood.

#### **D. Comparison to 2024 Newly Calculated Development Charges Currently In Force in Collingwood**

Tables 9 and 10 present a comparison of the newly calculated residential and non-residential development charges with currently imposed development charge rates over the 5-year phase-in period as required by the DCA. As shown in Table 9, residential development charges for single and semi-detached units will increase from the current rate of \$42,855 to \$61,434 per unit in Year 1 once the new DC By-law is enacted. The rate will be phased in over the remaining four-year period. Rows and other multiples will increase from a current rate of \$32,328 to \$45,703 in Year 1 and finally \$57,129 in Year 5. Large apartments will increase from a current rate of \$25,743 per unit to \$36,562 in Year 1 and finally \$45,703 in Year 5. Finally, small apartments will increase from a current rate of \$14,919 per unit to \$22,850 in Year 1 and finally \$28,563 in Year 5.

Table 10 shows the calculated versus current non-residential rates. The rates will increase from \$196.39 per square metre to \$241.05 in Year 1 per square metre and \$301.32 per square metre in Year 5.

TABLE 6

TOWN OF COLLINGWOOD  
TOWN-WIDE DEVELOPMENT CHARGES  
RESIDENTIAL DEVELOPMENT CHARGES

Service	Unadjusted Charge Per Capita	Adjusted Charge Per Capita	Charge By Unit Type (1)				Percentage of Charge
			Single & Semi-Detached	Multiples	Apartment 2+ Bedrooms	Apartments 1 or Fewer Bedrooms	
Library Services	\$476.47	\$522.46	\$1,405	\$1,045	\$836	\$522	1.8%
Outdoor Recreation	\$4,379.11	\$4,729.40	\$12,715	\$9,459	\$7,567	\$4,729	16.6%
Indoor Recreation	\$2,548.00	\$2,659.95	\$7,151	\$5,320	\$4,256	\$2,660	9.3%
Administration	\$101.27	\$97.24	\$261	\$194	\$156	\$97	0.3%
Transit	\$49.06	\$49.26	\$132	\$99	\$79	\$49	0.2%
Fire Protection	\$447.51	\$477.00	\$1,282	\$954	\$763	\$477	1.7%
By-Law Services	\$6.98	\$7.47	\$20	\$15	\$12	\$7	0.0%
<b>Town-Wide General Services</b>	<b>\$8,008.42</b>	<b>\$8,542.79</b>	<b>\$22,966</b>	<b>\$17,086</b>	<b>\$13,669</b>	<b>\$8,541</b>	<b>29.9%</b>
Services Related To A Highway: Roads & Related	\$4,913.54	\$5,145.58	\$13,834	\$10,291	\$8,233	\$5,146	18.0%
Wastewater Services	\$168.99	\$121.85	\$328	\$244	\$195	\$122	0.4%
Wastewater Treatment Plant	\$6,219.34	\$6,506.80	\$17,493	\$13,014	\$10,411	\$6,507	22.8%
Water Services	\$4,205.91	\$4,690.09	\$12,609	\$9,380	\$7,504	\$4,690	16.4%
Water Treatment Plant (2)	\$3,052.92	\$3,557.00	\$9,563	\$7,114	\$5,691	\$3,557	12.5%
<b>Town-Wide Engineered Services</b>	<b>\$18,560.70</b>	<b>\$20,021.32</b>	<b>\$53,827</b>	<b>\$40,043</b>	<b>\$32,034</b>	<b>\$20,022</b>	<b>70.1%</b>
<b>TOTAL RESIDENTIAL CHARGE</b>	<b>\$26,569.12</b>	<b>\$28,564.11</b>	<b>\$76,793</b>	<b>\$57,129</b>	<b>\$45,703</b>	<b>\$28,563</b>	<b>100.0%</b>
(1) Based on Persons Per Unit of:			2.69	2.00	1.60	1.00	

(2) Rate calculated under separate DC Background Study

TABLE 7

**TOWN OF COLLINGWOOD  
TOWN-WIDE DEVELOPMENT CHARGES  
NON-RESIDENTIAL DEVELOPMENT CHARGES**

<b>Service</b>	<b>Unadjusted Charge (\$/sq.m)</b>	<b>Adjusted Charge After Cashflow (\$/sq.m)</b>	<b>Percentage of Charge</b>
Library Services	\$0.00	\$0.00	0.0%
Outdoor Recreation	\$0.00	\$0.00	0.0%
Indoor Recreation	\$0.00	\$0.00	0.0%
Administration	\$1.45	\$1.39	0.5%
Transit	\$0.70	\$0.71	0.2%
Fire Protection	\$6.39	\$6.87	2.3%
By-Law Services	\$0.10	\$0.11	0.0%
<b>Town-Wide General Services</b>	<b>\$8.64</b>	<b>\$9.08</b>	<b>3.0%</b>
Services Related To A Highway: Roads & Related	\$70.19	\$75.12	24.9%
Wastewater Services	\$2.41	\$1.76	0.6%
Wastewater Treatment Plant	\$88.85	\$94.80	31.5%
Water Services	\$60.08	\$68.54	22.7%
Water Treatment Plant (1)	\$43.61	\$52.01	17.3%
<b>Town-Wide Engineered Services</b>	<b>\$265.14</b>	<b>\$292.24</b>	<b>97.0%</b>
<b>TOTAL NON-RESIDENTIAL CHARGE</b>	<b>\$273.78</b>	<b>\$301.32</b>	<b>100.0%</b>

(1) Rate calculated under separate DC Background Study

TABLE 8

TOWN OF COLLINGWOOD  
5-YEAR PHASE-IN OF CALCULATED DEVELOPMENT CHARGES

Charge Type	Year 1	Year 2	Year 3	Year 4	Year 5
Single & Semi-Detached \$/unit	\$61,434	\$65,274	\$69,114	\$72,953	\$76,793
Rows and Other Multiples \$/unit	\$45,703	\$48,560	\$51,416	\$54,273	\$57,129
Apartments 2+ Bedrooms \$/unit	\$36,562	\$38,848	\$41,133	\$43,418	\$45,703
Apartments 1 Bedroom or Less \$/unit	\$22,850	\$24,279	\$25,707	\$27,135	\$28,563
Non-Residential \$/m2	\$241.05	\$256.12	\$271.19	\$286.25	\$301.32
<i>Phase-in</i>	<i>80%</i>	<i>85%</i>	<i>90%</i>	<i>95%</i>	<i>100%</i>

TABLE 9

TOWN OF COLLINGWOOD  
 COMPARISON OF CURRENT AND CALCULATED  
 RESIDENTIAL DEVELOPMENT CHARGES

Singles & Semis \$/unit	Calculated	Change (%)
<b>Current</b>	<b>\$42,855</b>	
Year 1 - 2024 (80%)	\$61,434	43%
Year 2 - 2025 (85%)	\$65,274	6%
Year 3 - 2026 (90%)	\$69,114	6%
Year 4 - 2027 (95%)	\$72,953	6%
<b>Year 5 - 2028 (100%)</b>	<b>\$76,793</b>	<b>5%</b>

Multiples \$/unit	Calculated	Change (%)
<b>Current</b>	<b>\$32,328</b>	
Year 1 - 2024 (80%)	\$45,703	41%
Year 2 - 2025 (85%)	\$48,560	6%
Year 3 - 2026 (90%)	\$51,416	6%
Year 4 - 2027 (95%)	\$54,273	6%
<b>Year 5 - 2028 (100%)</b>	<b>\$57,129</b>	<b>5%</b>

Apartments 2+ Bedrooms \$/unit	Calculated	Change (%)
<b>Current</b>	<b>\$25,743</b>	
Year 1 - 2024 (80%)	\$36,562	42%
Year 2 - 2025 (85%)	\$38,848	6%
Year 3 - 2026 (90%)	\$41,133	6%
Year 4 - 2027 (95%)	\$43,418	6%
<b>Year 5 - 2028 (100%)</b>	<b>\$45,703</b>	<b>5%</b>

Apartments 1 Bedroom or Less \$/unit	Calculated	Change (%)
<b>Current</b>	<b>\$14,919</b>	
Year 1 - 2024 (80%)	\$22,850	53%
Year 2 - 2025 (85%)	\$24,279	6%
Year 3 - 2026 (90%)	\$25,707	6%
Year 4 - 2027 (95%)	\$27,135	6%
<b>Year 5 - 2028 (100%)</b>	<b>\$28,563</b>	<b>5%</b>



TABLE 10

TOWN OF COLLINGWOOD  
 COMPARISON OF CURRENT AND CALCULATED  
 NON-RESIDENTIAL DEVELOPMENT CHARGES

Non-Residential \$/m2	Calculated	Change (%)
<b>Current</b>	<b>\$196.39</b>	
Year 1 - 2024 (80%)	\$241.05	23%
Year 2 - 2025 (85%)	\$256.12	6%
Year 3 - 2026 (90%)	\$271.19	6%
Year 4 - 2027 (95%)	\$286.25	6%
<b>Year 5 - 2028 (100%)</b>	<b>\$301.32</b>	<b>5%</b>



## 7. Cost of Growth Analysis

This section provides a brief examination of the long-term capital and operating costs as well as the asset management related annual provisions for the capital facilities and infrastructure to be included in the 2024 DC By-law. This examination is required as one of the provisions of the DCA. Additional details on the cost of growth analysis, including asset management analysis, is included in Appendix E.

### A. Long-Term Capital and Operating Impact Analysis

This section provides a brief examination of the long-term capital and operating costs for the capital facilities and infrastructure to be included in the development charges by-law. This examination is required as one of the features of the DCA.

#### i. **Net Operating Costs for Town Tax Supported Services to Increase over the Forecast Period**

Table 11 summarizes the estimated increase in net operating costs that the Town will experience for additions associated with the planned capital program. The estimated changes in net operating costs are based on the financial information from the Town. Additional details are included in Appendix E.

As shown in Table 11, by 2033 the Town's net operating costs for services based on a 10-year planning horizon are estimated to increase by approximately \$10.83 million. The most significant portion of this increase relates to Fire amenities. For Roads and Related services with a longer-term benefitting period, the total estimated operating impacts are anticipated to reach \$3.27 million by 2041. Increases in net operating costs will be experienced as new facilities are opened.

**ii. Long-Term Capital Financing From Non-Development Charges Sources Totals \$320.25 million**

Table 12 summarizes the components of the development-related capital forecast that will require funding from non-development charges sources. For general services, \$4.65 million will be financed from reserve funds and \$13.20 million is related to replacement of existing Town facilities. In addition, \$125.32 million in interim DC financing related to post-period shares of projects may be required.

For engineered services, \$50.61 million will need to be financed from non-DC sources over the 2024 – 2041 planning period, which is entirely related to the replacement of existing infrastructure that will benefit the existing community. Approximately \$34.84 million will be financed from reserve funds. In addition, \$131.12 million in interim DC financing may be necessary for post-period shares of engineered services.

TABLE 11

TOWN OF COLLINGWOOD  
ESTIMATED NET OPERATING COST OF THE PROPOSED DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Cost Driver (\$)	Unit Measure	Quantity	Additional Operating Costs at 2033	Source & Commentary
Library Services	\$0.13	per dollar of infrastructure	\$6,550,000	\$862,000	FIR & 2024 DC Study
Fire Protection Services	\$0.26	per dollar of infrastructure	\$16,784,000	\$4,280,000	FIR & 2024 DC Study
By-Law Services	\$0.13	per dollar of infrastructure	\$110,000	\$14,000	FIR & 2024 DC Study
Outdoor Recreation	\$0.02	per dollar of infrastructure	\$70,811,000	\$1,421,000	FIR & 2024 DC Study
Indoor Recreation	\$0.04	per dollar of infrastructure	\$100,410,000	\$3,891,000	FIR & 2024 DC Study
Administration	\$0.00	per dollar of infrastructure	\$0	\$0	FIR & 2024 DC Study
Transit Services	\$0.25	per dollar of infrastructure	\$1,458,000	\$365,000	FIR & 2024 DC Study
<b>Total</b>			<b>\$196,123,000</b>	<b>\$10,833,000</b>	-

Service	Cost Driver (\$)	Unit Measure	Quantity	Additional Operating Costs at 2041	Source & Commentary
Roads & Related	\$490.00	per household	6,676	\$3,271,000	FIR & 2024 DC Study
Wastewater Services	-	Rate supported service	-	-	
Wastewater Treatment Plant	-	Rate supported service	-	-	
Water Services	-	Rate supported service	-	-	
<b>Total</b>			<b>6,676</b>	<b>\$3,271,000</b>	-

TABLE 12

**TOWN OF COLLINGWOOD  
SUMMARY OF DEVELOPMENT-RELATED CAPITAL PROGRAM  
FOR GENERALAND ENGINEERED SERVICES  
(in \$000)**

General Services	Development-Related Capital Program (2024-20233)				
	Net Municipal Cost (\$000)	Replacement & Benefit to Existing (\$000)	Available DC Reserves (\$000)	Post-2033 Benefit (\$000)	Total DC Eligible Costs for Recovery (\$000)
1.0 LIBRARY SERVICES	\$8,857.6	\$823.0	\$0.0	\$4,617.3	\$3,417.3
2.0 FIRE PROTECTION SERVICES	\$18,599.0	\$907.3	\$90.6	\$13,820.1	\$3,781.0
3.0 BY-LAW SERVICES	\$110.0	\$0.0	\$0.0	\$51.0	\$59.0
4.0 OUTDOOR RECREATION	\$71,052.8	\$10,755.2	\$0.0	\$28,890.6	\$31,407.0
5.0 INDOOR RECREATION	\$100,410.0	\$300.0	\$3,893.9	\$77,941.8	\$18,274.2
6.0 ADMINISTRATION	\$1,565.0	\$398.9	\$310.5	\$0.0	\$855.7
7.0 TRANSIT SERVICES	\$779.3	\$12.4	\$352.3	\$0.0	\$414.5
<b>TOTAL - GENERAL SERVICES (2024-2033)</b>	<b>\$201,373.7</b>	<b>\$13,196.8</b>	<b>\$4,647.3</b>	<b>\$125,320.8</b>	<b>\$58,208.8</b>

Engineered Services	Development-Related Capital Program (2024-2041)				
	Net Municipal Cost (\$000)	Replacement & Benefit to Existing (\$000)	Available DC Reserves (\$000)	Post-2041 Benefit (\$000)	Total DC Eligible Costs for Recovery (\$000)
1.0 SERVICES RELATED TO A HIGHWAY: ROADS & RELATED	\$123,010.7	\$22,715.5	\$13,173.1	\$7,395.1	\$79,727.1
2.0 WATER SERVICES	\$100,777.2	\$13,799.3	\$2,847.1	\$15,885.7	\$68,245.1
3.0 WASTEWATER SERVICES	\$9,810.0	\$294.7	\$5,645.3	\$1,128.0	\$2,742.0
4.0 WASTEWATER TREATMENT PLANT	\$234,600.0	\$13,800.0	\$13,172.3	\$106,712.7	\$100,915.0
<b>TOTAL - ENGINEERED SERVICES (2024-2041)</b>	<b>\$468,197.9</b>	<b>\$50,609.5</b>	<b>\$34,837.7</b>	<b>\$131,121.5</b>	<b>\$251,629.2</b>

<b>TOTAL GENERAL AND ENGINEERED SERVICES</b>	<b>\$669,571.6</b>	<b>\$63,806.3</b>	<b>\$39,485.0</b>	<b>\$256,442.3</b>	<b>\$309,838.0</b>
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## **B. Asset Management Plan**

The DCA now requires that municipalities complete an Asset Management Plan (AMP) before the passing of a development charges by-law. A key function of the AMP is to demonstrate that all assets proposed to be funded under the development charges by-law are financially sustainable over their full life cycle. Further details relating to the AMP are discussed in Appendix E.

### **i. Annual Capital Provisions for Tax and Rate Supported Assets**

Table 13 summarizes the annual capital provisions required to replace the development eligible and ineligible costs associated with the capital infrastructure identified in the DC Study. The estimate is based on information obtained through the Town's AMP as well as discussions with municipal staff regarding useful life assumptions and the capital cost of acquiring and/or emplacing each asset.

Table 13 illustrates that, by 2034, the Town will need to fund an additional \$1.72 million per annum in order to properly fund the full life cycle costs of the new general services assets supported under the proposed DC By-law. In contrast, for engineered services which have a longer benefiting period to build-out, the calculated annual provision in 2041 for the assets supported under the proposed DC By-law is \$5.05 million.

### **ii. Future Revenue Growth**

The calculated annual funding provision should be considered within the context of the Town's projected growth. Over the next 10 years (to 2033) the Town is projected to increase by approximately 3,525 households. Over the longer-term planning horizon to 2041, the Town will add approximately 6,680 households. In addition, the Town will also add roughly 1,280 new employees that will result in approximately 89,390 square metres of additional non-residential building space by 2033. Over the longer planning

period to 2041 the Town will add 2,720 employees that will be accommodated in 190,470 square metres of new non-residential building space.

This growth will have the effect of increasing the overall assessment base and additional user fee and charges revenues to offset the capital asset provisions required to replace the infrastructure proposed to be funded under the proposed DC By-law.

### **iii. Assets Are Deemed to be Financially Sustainable**

It is anticipated that new assets identified through the 2024 DC Study process will be incorporated into the Town's ongoing asset management plan analyses. The calculated annual provisions identified are considered to be financially sustainable as it is expected that the increased capital asset management requirements can be absorbed by the tax and user base over the long-term.

TABLE 13

**TOWN OF COLLINGWOOD  
CALCULATED ANNUAL ASSET MANAGEMENT CONTRIBUTION  
GENERAL, PROTECTION AND ENGINEERED SERVICES**

General Services	2024-2033 Capital Program		Calculated Annual AMP Provision by 2034	
	DC-Eligible	Non DC Eligible	DC-Related	Non-DC Related
Library Services	\$3,417,000	\$5,440,000	\$95,000	\$192,000
Fire Protection Services	\$3,872,000	\$14,727,000	\$129,000	\$462,000
By-Law Services	\$59,000	\$51,000	\$5,000	\$5,000
Outdoor Recreation	\$31,407,000	\$40,082,000	\$1,097,000	\$1,125,000
Indoor Recreation	\$22,168,000	\$78,242,000	\$330,000	\$1,110,000
Administration	\$1,166,000	\$399,000	\$0	\$0
Transit Services	\$767,000	\$778,000	\$62,000	\$68,000
<b>Total</b>	<b>\$62,856,000</b>	<b>\$139,719,000</b>	<b>\$1,718,000</b>	<b>\$2,962,000</b>

Engineered Services	2024-2041 Capital Program		Calculated Annual AMP Provision by 2042	
	DC-Eligible	Non DC Eligible	DC-Related	Non-DC Related
Roads & Related	\$92,900,000	\$32,057,000	\$2,369,000	\$752,000
Water Services	\$71,092,000	\$29,685,000	\$1,016,000	\$259,000
Wastewater Services	\$8,387,000	\$1,423,000	\$71,000	\$1,000
Wastewater Treatment Plant	\$114,087,000	\$120,513,000	\$1,589,000	\$1,677,000
<b>Total</b>	<b>\$286,466,000</b>	<b>\$183,678,000</b>	<b>\$5,045,000</b>	<b>\$2,689,000</b>

## 8. Development Charges Administration and Policy Considerations

This section sets out other considerations and legislative requirements relating to the DCA including administration and collection, recent legislative changes, and consideration for area rating.

### A. Development Charges Amount Payable and Date of Payment

The total amount of a DC is the amount that would be determined under the by-law on the day of an application for site plan approval or the day of an application for rezoning or, if neither of these apply, the day of building permit issuance. Full details on determining the DCs payable in any particular case are provided in s.26, s.26.1 and s.26.2 of the DCA.

The default date of payment of a DC is the date of building permit issuance. However, under s.27 of the DCA the Town may enter into an agreement with a developer to alter the timing of payment.

For three specific types of development, DCs must be paid according to the following plan:

- Six equal annual installments beginning at building occupancy (permit or actual occupancy) and for the following five anniversaries of that date for rental housing and institutional development.

For required instalments, the Town may charge interest from the date the DC would have been payable to the date the instalment is paid. Interest may accrue on each installment until the final payment has been made. Any skipped or late payments can be added to the tax roll (including interest). Full details on the prescribed payment plans are provided in s.26.1 of the



DCA. In accordance with s.26.3 the maximum interest rate a municipal can charge is prime plus 1%.

## **B. Reserve Funds**

Under the DCA, a municipality that has passed a development charge by-law must establish a separate reserve fund for each service to which the development charge relates and pay each development charge it collects into the respective reserve fund. Beginning in 2023 and each calendar year thereafter, a municipality shall spend or allocate at least 60% of the monies in a reserve fund associated with Water supply, Wastewater services and Services Related to a Highway.

While the DCA does permit municipalities to borrow from the reserve fund, the amount borrowed is to be repaid with interest at a rate not less than the prescribed minimum interest rate. Additionally, money in the reserve fund is to be spent only on development-related capital costs.

Annual financial statements are to be provided to Council and must include the following:

- Opening and closing balances and in-year transactions
- A description of service or category of service
- Details on credits paid by individual credit holders
- Amounts borrowed and purpose of borrowing
- Interest accrued on borrowing
- Amount and source of money used to repay borrowing
- Projects funded from DCs including amount and source of DC and non-DC funding

## C. Changes Arising From the More Homes Built Faster Act (Bill 23)

As of November 28, 2022, there are several changes to the DCA due to the enactment and Royal Assent of Bill 23. A list of the changes that are now in force is provided below in Table 14.

**Table 14: Bill 23 – DCA Changes in Force as of November 28, 2022**

Section	Description
Section 2(1)	Exemptions for existing rental residential buildings and a range of residential units in existing and new houses.
Section 2(4)	Housing services are ineligible for DC funding (repeal of paragraph 17 of ss.2(4) of the <i>DCA</i> ). Existing by-laws are deemed to be “amended” and no development charges can be collected for housing services from November 28, 2022 onward.
Section 4.2	Exemptions for non-profit housing development. This does not apply with respect to a DC payable before November 28, 2022.
Section 4.3	Exemption for inclusionary zoning residential units. This does not apply with respect to a DC payable before November 28, 2022.
Section 5(1)	Historical service level calculation period extended from 10 years to 15 years. Does not apply to by-laws in force prior to November 28, 2022.
Section 5(4)	Studies, including DC studies, are no longer a DC-eligible capital cost. Does not apply retroactively to by-laws that were in force prior to November 28, 2022.

Section	Description
Section 5(6) and Section 5(7)	DC by-laws passed on or after November 28, 2022 must be phased-in according to a prescribed schedule. The phase-in also applies retroactively to by-laws passed on or after <b>January 1, 2022</b> as well as to the DCs “frozen” under s.26.2 of the DCA.
Section 9(1)	Maximum life of a DC by-law extended from 5 years to 10 years. This does not apply to by-laws in-force before November 28, 2022.
Section 26.1	Deferral payments now apply to rental housing and institutional development. Interest on deferral payments is now capped at prime plus 1% in accordance with s.26.3.
Section 26.2	DCs for rental housing development are now discounted based on the number of bedrooms proposed. Interest on DC freeze now capped at prime plus 1% in accordance with section 26.3.
Section 26.3	Maximum interest rates are capped at prime plus 1%. This does not apply with respect to a DC that was payable before November 28, 2022.
Section 35	Municipalities are now required to spend or allocate at least 60% of reserve balances each year for Water Supply, Wastewater, and services related to a highway beginning in 2023.
Section 60(1)(s.4)	Additional services for which municipalities are required to spend or allocate at least 60% of reserve fund balances may be prescribed through Regulations (none are proposed as of yet).

Table 15 summarizes the DCA changes that will take effect at a date to be determined. It is noted that section 60(1)(l) of the DCA allows for future regulations to identify services for which land will be an ineligible capital cost. No regulations have been released in this regard.

**Table 15: Bill 23 – DCA Changes Not Currently In Force**

Section	Description
DCA, Section 4.1	Exemptions for affordable and attainable residential units.  <b>Note:</b> Implementation is contingent on the Minister developing a definition of “attainable residential unit” as well as bulletins to establish eligibility and (possibly) standard forms of agreement to assist with administration.
DCA, Section 44(4)	Rules for front ending agreements as they relate to affordable and attainable residential units.
DCA, Section 60(1)(d.2) and 9d.3)	Prescribes developments and criteria related to attainable residential units (section 4.1).

## D. Development Charges Administration

Many of the administrative requirements of the DCA will be similar to those presently followed by the Town in terms of collection practices. However, changes will likely be required in the use of and reporting on the new development charges. In this regard:

- It is recommended that the present practices regarding collection of development charges and by-law administration continue to the extent possible;

- As required under the DCA, the Town should codify any rules regarding application of the by-laws and any exemptions within the development charges by-laws proposed for adoption;
- It is recommended that the Town continue to report policies consistent with the requirements of the DCA;
- It is recommended that the by-laws permit the payment of a development charge in cash or through services-in-lieu agreements. The municipality is not obligated to enter into services-in-lieu agreements; and
- It is recommended that Council adopt the development-related capital forecast included in this background study for Town-wide services, subject to annual review through the Town's normal capital budget process.

# Appendix A

## Development Forecast

# Appendix A – Development Forecast

This appendix provides the details of the development forecast used to prepare the 2024 DC Background Study for the Town of Collingwood. The forecast method and key assumptions are discussed. The results of the forecasts are presented in the following tables:

## Historical Development

- A.1 Historical Population Summary
- A.2 Historical Household Summary
- A.3 Historical Employment Summary
- A.4 Historical Annual Residential Building Permits
- A.5 Historical Annual Residential Completions (CMHC)
- A.6 Historical Households by Period of Construction Showing Household Size

## Forecast Development

- A.7 Population & Occupied Dwellings Forecast Summary
- A.8 Employment Forecast Summary
- A.9 Forecast of Occupied Dwellings By Usual Residents by Unit Type
- A.10 Forecast Population Growth in New Occupied Dwellings by Unit Type
- A.11 Employment in New Space and Non-Residential Space Forecast

## A. Forecast Approach, Key Assumptions and Definitions

The development forecast was prepared by Hemson in consultation with Town planning staff. The DCA requires that the Town estimate “the anticipated amount, type and location of development” for which development charges may be imposed. The forecast must cover both residential and non-residential development and be specific enough

regarding the quantum, type, location and timing of development to allow the Town to prepare a reasonable development-related capital program.

**i. Forecast Targets**

A 10-year development forecast, from 2024-2033, has been used for General Services. For Engineered Services, including Roads and Related, Water and Wastewater services, a longer term forecast to 2041 has been used.

The forecasts are based on the Town achieving population and employment forecasts set out in the Simcoe County Official Plan, recently amended through the County's Municipal Comprehensive Review (MCR), as well as the Town's new Official Plan which was adopted by Town Council in December 2023. Of particular relevance to the development forecast used in the DC Study:

- Phase 1 of the Simcoe County's MCR resulted in the adoption of Official Plan Amendment (OPA) No. 7 which establishes population and employment forecasts for its local municipalities, including Collingwood, to 2051 (it is noted that although OPA No. 7 has been adopted by County Council it has not yet been approved by the Minister). Based on this work, the Town is forecast to reach a population of 42,690 and employment of 18,540 by 2051.
- For the purposes of the Town's 2024 DC Background Study, the development forecast over the 2024-2033 and 2024-2041 planning horizons accounts for the population and employment growth forecast as part of the County's MCR.
- Although a 2041 planning horizon is used for the purposes of the DC Background Study, the Town will continue to plan to achieve the 2051 population and employment forecasts set out in its Official Plan and it is expected that these forecasts will be used in future DC Background Study updates.



## **ii. Total Population and Employment vs. Census Population and Employment Used for the DC Background Study**

Population figures used in the forecasts represent the population recorded in the Census (“Census population”). This definition excludes the Census net under-coverage (approximately 2.6% of the total population), which represents those who were missed or double-counted by the Census and which is included in the definition of population used in the Town’s Official Plan. Population figures shown in the development forecast represent mid-year estimates.

Household figures represent occupied private dwellings, and reflect the year in which the dwellings are anticipated to be occupied.

Employment figures in the forecasts are based on Statistics Canada place of work data. “Place of work employment” data record where people work rather than their place of residence. It includes all employment with a regular or no fixed place of work. However, work-at-home employment is excluded from the figures as, for development charge purposes, this type of employment is considered not to require building floorspace for its activities. The Town’s infrastructure master plans typically include work-at-home employment in assessing servicing capacity needs.

## **B. Historical Development in the Town of Collingwood**

Historical population and employment set out below is used to determine the average service levels attained in the Town over the last 15 years (2009-2023). Since 2021 was the year of the most recent Census, population and employment figures for 2022-2023 are estimated.

### **i. Historical Residential Development**

The Simcoe Census Division is the geographic area containing Simcoe County and the Cities of Barrie and Orillia. Collingwood is one of the fastest

growing municipalities in the northern part of Simcoe County, having rapidly expanded its population and employment base over the past decade.

Table A-1 shows that between 2009 and 2023 the Town's Census population increased from 18,046 to 25,874, or 43%, with growth accelerating since 2011. The number of households in the Town grew at faster pace than the population over the same period. As of 2023, there are an estimated 11,674 occupied dwellings in the Town. Historically the Town has attracted many seasonal residents who live in Collingwood part-time, thus, the historical population and occupied dwellings shown in Table A-1 and A-2 includes seasonal population and dwelling figures. As shown in Table A-2, there is evidence that seasonal second homes are increasingly being converted into permanent residences. This trend is also evidence in other municipalities in Simcoe County including Wasaga Beach, Midland and Penetanguishene.

Additional details on historical housing growth in the Town are provided in Tables A-4, A-5 and A-6. This information is sourced from the Town of Collingwood, CMHC housing market data and Statistics Canada Census data. Single and semi-detach units are the predominate unit type in the Town. Based on the Town's historical building permit data over the 2009-2023 planning period, about 47% of the permits have related to single and semi-detached units, followed by apartments (32%) and rows (21%). Additional information on available CMHC housing completion data is provided in Table A-5.

Table A-6 provides details on historical occupancy patterns for different unit types in the Town by period of unit construction. The overall average occupancy level for single and semi-detached units is 2.48 persons per unit (PPU). Occupancy levels for recently constructed units, built between 2011 and 2021, are higher than the overall average and are used in the development charges calculations since they better reflect the number of people that are likely to reside in new development. The average PPU of single and semi-detached units built in the Town between 2011 to 2021 is

2.69. Average PPUs for recently constructed row housing and apartments are 1.79 and 1.02, respectively. For the purpose of the development charges calculations, the following PPUs are assumed:

- **Single & Semi-Detached** = 2.69 PPU, based on occupancy levels for units constructed between 2011 and 2021.
- **Rows/Multiples** = 2.00 PPU has been used due to the limited sample size of recently constructed multiple units.
- **Apartments** = 1.45 PPU has been estimated due to the limited sample size of recently constructed apartment units. The PPU is based on a unit mix of 75% apartments with 2 or more bedrooms (with a PPU of 1.60) and 25% apartments with 1 bedroom or less (with a PPU of 1.00).

## ii. **Historical Non-Residential Development**

Historical employment figures are shown in Table A-3. Overall employment grew steadily in the Town between 2009 and 2023. As with most communities in Ontario, the COVID-19 pandemic resulted in a severe shock to the local economy, the effects of which are still being felt. At the time of the 2021 Census business closures and stay-at-home orders were still in effect. As such, a large portion of the labour force was unemployed and many others were working from home on a full-time basis, and often outside the Town.

Since that time, employment has largely returned to pre-pandemic levels. Although employees have returned to their usual place of work, either full-time or under hybrid arrangements, it is evident that some shifts in work-at-home patterns will be long lasting. As such, the place of work employment in 2021 and for the remainder of the planning period has been restated to reflect a work at home assumption of 10%.

## C. Forecast Method and Results

Development charges are levied on residential development as a charge per new unit. Therefore, for the residential forecast, a projection of both the *population growth*, commonly referred to as net population in the context of development charges studies, as well as the *population in new units* is required.

1. The *population growth* determines the need for additional facilities and provides the foundation for the development-related capital program.
2. When calculating the development charge, however, the development-related net capital costs are spread over the total additional population that occupies new dwelling units. This *population in new units* represents the population from which development charges will be collected.

Development charges are levied on non-residential development as a charge per unit of gross floor area (GFA). As with the residential forecast, the non-residential forecast includes both a projection of *employment growth* as well as a projection of the *employment growth associated with new floorspace* in the Town.

### i. Residential Development Forecast

As shown in Table A-7, the Town's population is anticipated to increase from 25,870 in 2023 to 36,600 in 2041. The number of households is forecast to increase from 11,670 in 2023 to 18,350 in 2041. No forecast of seasonal dwellings has been included as it is anticipated there will be limited construction of these units over the planning horizon. Any seasonal dwellings built in future have been included within the Town's anticipated dwelling forecast.

A breakdown of the forecast of housing by unit type in the Town is shown in Tables A-9

- The market share of single and semi-detached units is forecast to decline slightly over the long-term, as new development increasingly takes the form of higher density units.
- The Town will start to experience a modest shift towards medium and higher density housing, including a greater range and mix of rows and apartment building types over time.

Population growth in the new units is estimated by applying the following PPUs to the housing unit forecast: 2.69 for single and semi-detached units; 2.00 for rows; and 1.45 for apartments. The forecast population growth in new units is set out in Table A-10. Over the 10-year planning horizon the population in new units is forecasted to be 7,170, with 13,500 persons anticipated to be accommodated in new units over the long-term planning horizon to 2041.

## **ii. Non-Residential Development Forecast**

Table A-8 and A-11 summarize the forecast net new employment growth and new non-residential floor space in the Town. An average employment density of 70 square metres per employee have been used to convert the employment forecast into building space estimates. This assumption is based on the Town's anticipated employment mix established through the Simcoe County MCR.

As shown in Table A-11, the Town is anticipated to add 89,400 square metres over the 10-year period with an accompanying growth of 1,280 employees. Over the longer planning period to 2041, approximately 2,720 employees will be added and will be accommodated within 190,470 square metres of non-residential space.

APPENDIX A - TABLE 1

TOWN OF COLLINGWOOD  
HISTORICAL POPULATION SUMMARY

Mid-Year	Census Population	Growth	Seasonal Population	Growth	Adjusted Population	Growth
<b>2006</b>	<b>17,290</b>		<b>5,994</b>		<b>23,284</b>	
2007	17,664	374	6,195	201	23,859	575
2008	18,046	382	6,402	207	24,448	589
2009	18,436	390	6,618	216	25,054	606
2010	18,834	398	6,840	222	25,674	620
<b>2011</b>	<b>19,241</b>	<b>407</b>	<b>7,068</b>	<b>228</b>	<b>26,309</b>	<b>635</b>
2012	19,726	485	6,882	-186	26,608	299
2013	20,224	498	6,699	-183	26,923	315
2014	20,734	510	6,522	-177	27,256	333
2015	21,257	523	6,351	-171	27,608	352
<b>2016</b>	<b>21,793</b>	<b>536</b>	<b>6,183</b>	<b>-168</b>	<b>27,976</b>	<b>368</b>
2017	22,366	573	6,171	-12	28,537	561
2018	22,954	588	6,159	-12	29,113	576
2019	23,557	603	6,147	-12	29,704	591
2020	24,176	619	6,135	-12	30,311	607
<b>2021</b>	<b>24,811</b>	<b>635</b>	<b>6,126</b>	<b>-9</b>	<b>30,937</b>	<b>626</b>
2022	25,337	526	6,126	0	31,463	526
2023	25,874	537	6,126	0	32,000	537
Growth 2009-2023		7,828		-276		7,552

Source: Statistics Canada, Census of Canada, Hemson Consulting 2023

Seasonal Population estimates are based on "Households Not Occupied by Usual Residents"

APPENDIX A - TABLE 2

TOWN OF COLLINGWOOD  
HISTORICAL HOUSEHOLD SUMMARY

Mid-Year	Occupied Households	Growth	PPU	Households Not Occupied by Usual Residents	Growth	PPU	Total Private Dwellings	Growth	PPU
<b>2006</b>	<b>7,318</b>		<b>2.36</b>	<b>1,998</b>		<b>3.00</b>	<b>9,316</b>		<b>2.50</b>
2007	7,512	194	2.35	2,065	67	3.00	9,577	261	2.49
2008	7,711	199	2.34	2,134	69	3.00	9,845	268	2.48
2009	7,915	204	2.33	2,206	72	3.00	10,121	276	2.48
2010	8,124	209	2.32	2,280	74	3.00	10,404	283	2.47
<b>2011</b>	<b>8,339</b>	<b>215</b>	<b>2.31</b>	<b>2,356</b>	<b>76</b>	<b>3.00</b>	<b>10,695</b>	<b>291</b>	<b>2.46</b>
2012	8,569	230	2.30	2,294	-62	3.00	10,863	168	2.45
2013	8,806	237	2.30	2,233	-61	3.00	11,039	176	2.44
2014	9,049	243	2.29	2,174	-59	3.00	11,223	184	2.43
2015	9,299	250	2.29	2,117	-57	3.00	11,416	193	2.42
<b>2016</b>	<b>9,556</b>	<b>257</b>	<b>2.28</b>	<b>2,061</b>	<b>-56</b>	<b>3.00</b>	<b>11,617</b>	<b>201</b>	<b>2.41</b>
2017	9,860	304	2.27	2,057	-4	3.00	11,917	300	2.39
2018	10,173	313	2.26	2,053	-4	3.00	12,226	309	2.38
2019	10,496	323	2.24	2,049	-4	3.00	12,545	319	2.37
2020	10,830	334	2.23	2,045	-4	3.00	12,875	330	2.35
<b>2021</b>	<b>11,174</b>	<b>344</b>	<b>2.22</b>	<b>2,042</b>	<b>-3</b>	<b>3.00</b>	<b>13,216</b>	<b>341</b>	<b>2.34</b>
2022	11,424	250	2.22	2,042	0	3.00	13,466	250	2.34
2023	11,674	250	2.22	2,042	0	3.00	13,716	250	2.33
Growth 2009-2023		3,963			-92			3,871	

Source: Statistics Canada, Census of Canada

APPENDIX A - TABLE 3

TOWN OF COLLINGWOOD  
HISTORICAL EMPLOYMENT SUMMARY

Mid-Year	Place of Work Employment	Annual Growth	Activity Rate (2)	Work at Home	Annual Growth	Total w/ Work At Home	Annual Growth
<b>2006</b>	<b>10,054</b>		<b>58.1%</b>	<b>625</b>		<b>10,679</b>	
2007	10,089	35	57.1%	654	29	10,743	64
2008	10,125	36	56.1%	685	31	10,810	67
2009	10,161	36	55.1%	717	32	10,878	68
2010	10,197	36	54.1%	750	33	10,947	69
<b>2011</b>	<b>10,233</b>	<b>36</b>	<b>53.2%</b>	<b>785</b>	<b>35</b>	<b>11,018</b>	<b>71</b>
2012	10,351	118	52.5%	841	56	11,192	174
2013	10,469	118	51.8%	901	60	11,370	178
2014	10,589	120	51.1%	966	65	11,555	185
2015	10,710	121	50.4%	1,035	69	11,745	190
<b>2016</b>	<b>10,832</b>	<b>122</b>	<b>49.7%</b>	<b>1,110</b>	<b>75</b>	<b>11,942</b>	<b>197</b>
2017	10,968	136	49.0%	1,142	32	12,110	168
2018	11,105	137	48.4%	1,175	33	12,280	170
2019	11,244	139	47.7%	1,209	34	12,453	173
2020	11,385	141	47.1%	1,244	35	12,629	176
<b>2021</b>	<b>11,527</b>	<b>142</b>	<b>46.5%</b>	<b>1,281</b>	<b>37</b>	<b>12,808</b>	<b>179</b>
2022	11,639	112	45.9%	1,293	12	12,932	124
2023	11,751	112	45.4%	1,305	12	13,056	124
Growth 2009-2023		<b>1,626</b>			<b>620</b>		2,246

Source: Statistics Canada, Census of Canada



APPENDIX A - TABLE 4

TOWN OF COLLINGWOOD  
HISTORICAL ANNUAL RESIDENTIAL BUILDING PERMITS

Year	Annual Building Permits				Building Permits - Shares By Unit Type			
	Singles/Semis	Rows	Apartments	Total	Singles/Semis	Rows	Apartments	Total
2006	116	65	121	302	38%	22%	40%	100%
2007	173	32	0	205	84%	16%	0%	100%
2008	158	148	30	336	47%	44%	9%	100%
2009	125	69	92	286	44%	24%	32%	100%
2010	154	14	4	172	90%	8%	2%	100%
2011	190	27	171	388	49%	7%	44%	100%
2012	133	21	45	199	67%	11%	23%	100%
2013	125	25	12	162	77%	15%	7%	100%
2014	106	18	191	315	34%	6%	61%	100%
2015	97	28	16	141	69%	20%	11%	100%
2016	147	189	66	402	37%	47%	16%	100%
2017	115	134	166	415	28%	32%	40%	100%
2018	90	74	65	229	39%	32%	28%	100%
2019	251	135	285	671	37%	20%	42%	100%
2020	151	99	177	427	35%	23%	41%	100%
2021	264	42	132	438	60%	10%	30%	100%
2022	70	72	1	143	49%	50%	1%	100%
2023	66	0	0	66	100%	0%	0%	100%
<b>Growth 2009 - 2023</b>	<b>2,084</b>	<b>947</b>	<b>1,423</b>	<b>4,454</b>	<b>47%</b>	<b>21%</b>	<b>32%</b>	<b>100%</b>
<i>Last 10 Years</i>	<i>136</i>	<i>79</i>	<i>110</i>	<i>325</i>				
<i>Last 5 Years</i>	<i>160</i>	<i>70</i>	<i>119</i>	<i>349</i>				

Source: Town of Collingwood, 2023

APPENDIX A - TABLE 5

TOWN OF COLLINGWOOD  
HISTORICAL ANNUAL RESIDENTIAL COMPLETIONS (CMHC)

Year	Annual Housing Completions				Housing Completions - Shares By Unit Type			
	Singles/Semis	Rows	Apartments	Total	Singles/Semis	Rows	Apartments	Total
2006	153	85	0	238	64%	36%	0%	100%
2007	115	12	0	127	91%	9%	0%	100%
2008	181	81	51	313	58%	26%	16%	100%
2009	127	113	18	258	49%	44%	7%	100%
2010	136	96	0	232	59%	41%	0%	100%
2011	171	16	38	225	76%	7%	17%	100%
2012	152	13	171	336	45%	4%	51%	100%
2013	122	33	37	192	64%	17%	19%	100%
2014	83	18	0	101	82%	18%	0%	100%
2015	100	23	0	123	81%	19%	0%	100%
2016	104	18	30	152	68%	12%	20%	100%
2017	129	113	194	436	30%	26%	44%	100%
2018	114	108	0	222	51%	49%	0%	100%
2019	172	159	147	478	36%	33%	31%	100%
2020	99	115	0	214	46%	54%	0%	100%
2021	180	120	52	352	51%	34%	15%	100%
2022	159	23	104	286	56%	8%	36%	100%
<b>Growth 2009 - 2023</b>	<b>1,848</b>	<b>968</b>	<b>791</b>	<b>3,607</b>	<b>51%</b>	<b>27%</b>	<b>22%</b>	<b>100%</b>
<i>Last 10 Years</i>	126	73	56	256				
<i>Last 5 Years</i>	145	105	61	310				

Source: Canadian Mortgage and Housing Corporation (CMHC), 2023

APPENDIX A - TABLE 6

TOWN OF COLLINGWOOD  
HISTORICAL HOUSEHOLDS BY PERIOD OF CONSTRUCTION SHOWING HOUSEHOLD SIZE

Dwelling Unit Type	Period of Construction											Period of Construction Summaries		
	Pre 1945	1946-1960	1961-1970	1971-1980	1981-1990	1991-1995	1996-2000	2001-2005	2006-2010	2011-2016	2016-2021	Pre 2006	2011-2021	Total
<b>Singles and Semis</b>														
Household Population	2,395	1,385	1,415	1,960	1,800	590	655	1,240	1,820	1,870	2,445	13,260	4,315	17,575
Households	980	605	630	815	675	240	300	540	690	690	915	5,475	1,605	7,080
Household Size	2.44	2.29	2.25	2.40	2.67	2.46	2.18	2.30	2.64	2.71	2.67	2.42	2.69	2.48
<b>Rows</b>														
Household Population	40	30	80	460	565	125	140	130	320	180	410	1,890	590	2,480
Households	30	15	40	225	315	60	70	75	195	110	220	1,025	330	1,355
Household Size	1.33	2.00	2.00	2.04	1.79	2.08	2.00	1.73	1.64	1.64	1.86	1.84	1.79	1.83
<b>Apartments (excl. Duplexes) All Bedrooms</b>														
Household Population	455	60	310	580	715	195	245	250	270	270	480	3,080	750	3,830
Households	404	89	319	529	519	154	174	189	173	229	509	2,549	738	3,287
Household Size	1.13	0.67	0.97	1.10	1.38	1.27	1.41	1.33	1.56	1.18	0.94	1.21	1.02	1.17
<b>Apartments (excl. Duplexes) 0-1 Bedrooms</b>														
Household Population	185	30	90	170	85	20	20	40	35	55	230	675	285	960
Households	145	30	95	145	80	20	20	30	20	45	190	585	235	820
Household Size	1.28	1.00	0.95	1.17	1.06	1.00	1.00	1.33	1.75	1.22	1.21	1.15	1.21	1.17
<b>Apartments (excl. Duplexes) 2+ Bedrooms</b>														
Household Population	270	30	220	410	630	175	225	210	235	215	250	2,405	465	2,870
Households	259	59	224	384	439	134	154	159	153	184	319	1,964	503	2,467
Household Size	1.04	0.51	0.98	1.07	1.44	1.31	1.46	1.32	1.53	1.17	0.78	1.22	0.93	1.16
<b>Duplexes</b>														
Household Population	185	60	55	100	60	0	0	0	0	0	0	460	0	460
Households	80	25	30	35	40	10	0	10	0	0	0	230	0	230
Household Size	2.31	2.40	1.83	2.86	1.50	n/a	n/a	n/a	n/a	n/a	n/a	2.00	n/a	2.00
<b>All Units</b>														
Household Population	2,890	1,505	1,770	2,930	3,055	890	1,020	1,580	2,375	2,265	3,105	18,015	5,370	23,385
Households	1,349	704	924	1,459	1,469	444	524	784	1,038	984	1,454	8,694	2,438	11,132
Household Size	2.14	2.14	1.92	2.01	2.08	2.00	1.95	2.02	2.29	2.30	2.14	2.07	2.20	2.10

Source: 2021 Statistics Canada

APPENDIX A - TABLE 7

TOWN OF COLLINGWOOD  
POPULATION & HOUSEHOLD FORECAST SUMMARY

Mid-Year	Census Population	Growth	Occupied Dwellings	Growth	Household Size
<b>2021</b>	<b>24,811</b>		<b>11,174</b>		<b>2.22</b>
2022	25,337	526	11,424	250	2.22
2023	25,874	537	11,674	250	2.22
2024	26,422	548	11,995	321	2.20
2025	26,982	560	12,324	329	2.19
<b>2026</b>	<b>27,554</b>	<b>572</b>	<b>12,663</b>	<b>339</b>	<b>2.18</b>
2027	28,138	584	13,011	348	2.16
2028	28,734	596	13,368	357	2.15
2029	29,343	609	13,735	367	2.14
2030	29,965	622	14,112	377	2.12
<b>2031</b>	<b>30,600</b>	<b>635</b>	<b>14,500</b>	<b>388</b>	<b>2.11</b>
2032	31,153	553	14,845	345	2.10
2033	31,716	563	15,199	354	2.09
2034	32,289	573	15,561	362	2.07
2035	32,872	583	15,932	371	2.06
<b>2036</b>	<b>33,466</b>	<b>594</b>	<b>16,312</b>	<b>380</b>	<b>2.05</b>
2037	34,071	605	16,701	389	2.04
2038	34,687	616	17,099	398	2.03
2039	35,314	627	17,506	407	2.02
2040	35,952	638	17,923	417	2.01
<b>2041</b>	<b>36,600</b>	<b>648</b>	<b>18,350</b>	<b>427</b>	<b>1.99</b>
2024-2033		5,842		3,525	
2024-2041		10,726		6,676	

Source: Hemson Consulting 2023, Simcoe Municipal Comprehensive Review

APPENDIX A - TABLE 8

TOWN OF COLLINGWOOD  
EMPLOYMENT FORECAST SUMMARY

Mid-Year	Employment by POW	Growth	Activity Rate	Work at Home	Annual Growth	Total w/ Work At Home	Annual Growth
<b>2021</b>	<b>11,527</b>		<b>46.5%</b>	<b>1,281</b>		<b>12,808</b>	
2022	11,639	112	45.9%	1,293	12	12,932	124
2023	11,751	112	45.4%	1,305	12	13,056	124
2024	11,864	113	44.9%	1,318	13	13,182	126
2025	11,979	115	44.4%	1,331	13	13,310	128
<b>2026</b>	<b>12,095</b>	<b>116</b>	<b>43.9%</b>	<b>1,344</b>	<b>13</b>	<b>13,439</b>	<b>129</b>
2027	12,212	117	43.4%	1,357	13	13,569	130
2028	12,330	118	42.9%	1,370	13	13,700	131
2029	12,449	119	42.4%	1,383	13	13,832	132
2030	12,569	120	41.9%	1,396	13	13,965	133
<b>2031</b>	<b>12,690</b>	<b>121</b>	<b>41.5%</b>	<b>1,410</b>	<b>14</b>	<b>14,100</b>	<b>135</b>
2032	12,858	168	41.3%	1,429	19	14,287	187
2033	13,028	170	41.1%	1,448	19	14,476	189
2034	13,200	172	40.9%	1,467	19	14,667	191
2035	13,375	175	40.7%	1,486	19	14,861	194
<b>2036</b>	<b>13,552</b>	<b>177</b>	<b>40.5%</b>	<b>1,506</b>	<b>20</b>	<b>15,058</b>	<b>197</b>
2037	13,731	179	40.3%	1,526	20	15,257	199
2038	13,913	182	40.1%	1,546	20	15,459	202
2039	14,097	184	39.9%	1,566	20	15,663	204
2040	14,283	186	39.7%	1,587	21	15,870	207
<b>2041</b>	<b>14,472</b>	<b>189</b>	<b>39.5%</b>	<b>1,608</b>	<b>21</b>	<b>16,080</b>	<b>210</b>
2024-2033		1,277		13,786		137,860	
2024-2041		2,721		26,078		260,775	

Source: Hemson Consulting, Simcoe MCR



APPENDIX A - TABLE 9

TOWN OF COLLINGWOOD  
FORECAST OF HOUSEHOLD GROWTH IN DWELLINGS OCCUPIED BY USUAL RESIDENTS BY UNIT TYPE

Mid-Year	Annual Growth in Total Occupied Households				Shares By Unit Type			
	Singles & Semis	Rows & Other Multiples	Apartments	Total New Households	Singles & Semis	Rows & Other Multiples	Apartments	Total
<b>2021</b>								
2022	128	85	37	250	51%	34%	15%	100%
2023	139	20	91	250	56%	8%	36%	100%
2024	119	80	122	321	37%	25%	38%	100%
2025	121	83	125	329	37%	25%	38%	100%
<b>2026</b>	<b>123</b>	<b>86</b>	<b>129</b>	<b>339</b>	<b>36%</b>	<b>25%</b>	<b>38%</b>	<b>100%</b>
2027	126	89	133	348	36%	26%	38%	100%
2028	128	92	137	357	36%	26%	38%	100%
2029	130	95	141	367	36%	26%	39%	100%
2030	133	99	146	377	35%	26%	39%	100%
<b>2031</b>	<b>135</b>	<b>102</b>	<b>150</b>	<b>388</b>	<b>35%</b>	<b>26%</b>	<b>39%</b>	<b>100%</b>
2032	119	92	134	345	35%	27%	39%	100%
2033	121	95	138	354	34%	27%	39%	100%
2034	123	98	141	362	34%	27%	39%	100%
2035	125	101	145	371	34%	27%	39%	100%
<b>2036</b>	<b>127</b>	<b>104</b>	<b>149</b>	<b>380</b>	<b>33%</b>	<b>27%</b>	<b>39%</b>	<b>100%</b>
2037	129	107	153	389	33%	28%	39%	100%
2038	131	111	157	398	33%	28%	39%	100%
2039	132	114	161	407	33%	28%	40%	100%
2040	134	118	165	417	32%	28%	40%	100%
<b>2041</b>	<b>136</b>	<b>121</b>	<b>170</b>	<b>427</b>	<b>32%</b>	<b>28%</b>	<b>40%</b>	<b>100%</b>
2024-2033	1,256	914	1,356	3,525	36%	26%	38%	100%
2024-2041	2,293	1,787	2,596	6,676	34%	27%	39%	100%

Source: Hemson Consulting Ltd. 2023

APPENDIX A - TABLE 10

TOWN OF COLLINGWOOD  
FORECAST POPULATION GROWTH IN NEW HOUSEHOLDS BY UNIT TYPE\*

Mid-Year	Singles & Semis	Rows & Other Multiples	Apartments	Total Pop. in New Households
<b>2021</b>				
2022	344	170	54	568
2023	374	40	132	546
2024	319	161	177	657
2025	325	166	182	673
<b>2026</b>	<b>332</b>	<b>172</b>	<b>188</b>	<b>692</b>
2027	338	178	193	709
2028	344	184	199	727
2029	350	191	205	746
2030	357	198	211	766
<b>2031</b>	<b>364</b>	<b>205</b>	<b>218</b>	<b>787</b>
2032	321	184	194	699
2033	326	190	200	716
2034	331	195	205	731
2035	336	202	210	748
<b>2036</b>	<b>341</b>	<b>208</b>	<b>216</b>	<b>765</b>
2037	346	215	222	783
2038	351	221	227	799
2039	356	228	233	817
2040	361	235	239	835
<b>2041</b>	<b>366</b>	<b>243</b>	<b>246</b>	<b>855</b>
2024-2033	3,376	1,829	1,967	7,172
2024-2041	6,164	3,576	3,765	13,505

\*Based on PPU's

2.69

2.00

1.45

Source: Hemson Consulting Ltd., 2023

APPENDIX A - TABLE 11

TOWN OF COLLINGWOOD  
EMPLOYMENT & NEW NON-RESIDENTIAL SPACE FORECAST

Average Square metre Per Employee

70.0 m<sup>2</sup> per employee

Mid-Year	Place of Work Employment	Annual Growth	Growth in Space (m <sup>2</sup> )
<b>2021</b>	<b>11,527</b>		
2022	11,639	112	7,826
2023	11,751	112	7,840
2024	11,864	113	7,910
2025	11,979	115	8,050
<b>2026</b>	<b>12,095</b>	<b>116</b>	<b>8,120</b>
2027	12,212	117	8,190
2028	12,330	118	8,260
2029	12,449	119	8,330
2030	12,569	120	8,400
<b>2031</b>	<b>12,690</b>	<b>121</b>	<b>8,470</b>
2032	12,858	168	11,760
2033	13,028	170	11,900
2034	13,200	172	12,040
2035	13,375	175	12,250
<b>2036</b>	<b>13,552</b>	<b>177</b>	<b>12,390</b>
2037	13,731	179	12,530
2038	13,913	182	12,740
2039	14,097	184	12,880
2040	14,283	186	13,020
<b>2041</b>	<b>14,472</b>	<b>189</b>	<b>13,230</b>
2024-2033		1,277	89,390
2024-2041		2,721	190,470

Source: Hemson Consulting, 2023



**Appendix B**  
**General Services**  
**Technical Appendix**

# Appendix B – Development Charge Calculations Technical Appendix

## Introduction and Overview

This appendix provides the detailed analysis undertaken to establish the development charge rates for each service in the Town of Collingwood.

The appendix is divided into the following sub-sections, with one section for each service:

Appendix B.1	Library Services
Appendix B.2	Fire Protection Services
Appendix B.3	By-Law Services
Appendix B.4	Outdoor Recreation
Appendix B.5	Indoor Recreation
Appendix B.6	Administration
Appendix B.7	Transit Services

Every sub-section, with the exception of Administration, contains a set of three tables. The tables provide the background data and analysis undertaken to arrive at the calculated development charge rates for that particular service. An overview of the content and purpose of each of the tables is given below.

### **Table 1 15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope**

Table 1 presents the data used to determine the 15-year historical service level. The DCA and O. Reg. 82/98 require that development charges be set at a level no higher than the average service level provided in the Town over the 15-year period immediately preceding the preparation of the

background study, on a service-by-service basis. For the purpose of this study, the historical inventory period has been defined as 2009 to 2023.

O. Reg. 82/98 requires that, when defining and determining historical service levels, both the quantity and quality of service be taken into consideration. In most cases, the service levels are initially established in quantitative terms. For example, service levels for buildings are presented in terms of square feet. The qualitative aspect is introduced by considering the monetary value of the facility or service. In the case of buildings, for example, the cost would be shown in terms of cost per square foot to replace or construct a facility of the same quality.

Table 1 also shows the calculation of the “maximum allowable” funding envelope. The maximum allowable is defined as the 15-year historical service level (expressed as \$/capita or \$/population & employment) multiplied by the forecast increase in net population, or net population and employment growth, over the planning period. The resulting figure is the value of capital infrastructure that must be constructed for that particular service so that the fifteen-year historical service level is maintained.

There is also a requirement in the DCA to consider “excess capacity” within the Town’s existing infrastructure that may be available to partially meet the future servicing requirements. If Council has expressed its intent before or at the time the capacity was created to recoup the cost of providing the capacity from new development, it is considered “committed excess capacity” under the DCA, and the associated capital cost is eligible for recovery. Should uncommitted excess capacity exist, it is determined whether or not this capacity will be available to service new development and, if so, deductions to the maximum allowable funding envelope are required.

## **Table 2    2024 – 2033 Development-Related Capital Program & Calculation of Development Charge**

The DCA requires that Council express its intent to provide future capital facilities to support future growth. Based on the development forecasts presented in Appendix A, Hemson, in collaboration with Town staff has developed a development-related capital program which sets out the projects required to service anticipated development for the 10-year period from 2024 to 2033.

To determine the share of the program that is eligible for recovery through development charges, the project costs are reduced by any anticipated grants and “replacement” shares.

A replacement share occurs when a new facility will, at least in part, replace a facility that is demolished, redeployed or will otherwise not be available to serve its former function. The replacement share of the capital program is not deemed to be development-related and is therefore removed from the development charge calculation. The capital cost for replacement shares will require funding from non-development charge sources, typically property taxes or user fees.

The capital program less any replacement or benefit to existing shares, yields the development related costs. Although deemed development-related, not all of the net development-related capital program may be recoverable from development charges in the period from 2024 to 2033. For some of the services, a portion of the capital program will service growth that will not occur until after 2033. This portion of the capital program is either deemed “pre-built” service capacity to be considered as committed excess capacity and recovered under future development, or is a service level increase.

The remaining portion of the net capital program represents the development-related cost that may be included in the development charge. In all cases, as required, this amount is equal to or less than the maximum allowable capital amount as calculated at the end of Table 1. The result is the development-related net capital cost that is eligible for recovery against development over the period from 2024 to 2033.

#### **i. Calculation of the Development Charge Rates**

The section below the capital program displays the calculation of the “unadjusted” development charge rates. The term “unadjusted” development charge is used to distinguish the charge that is calculated prior to cash flow financing considerations. The cash flow analysis is shown in Table 3.

The first step when determining the unadjusted development charge rate is to allocate the development-related net capital cost between the residential and non-residential sectors. For Fire Protection Services, By-law Services, Administration Services, and Transit Services the development-related costs have been apportioned as 85% residential and 15% non-residential. This apportionment is based on the anticipated shares of population and employment growth over the 10-year forecast period. For Library Services, Outdoor Recreation, and Indoor Recreation development-related costs have been allocated 100% to the residential sector because the need for these services is generally driven entirely by residential development.

The residential share of the in-period DC eligible costs are then divided by the number of forecast dwellings. This gives the unadjusted residential development charge per capita. The non-residential development-related net capital costs are divided by the forecast increase in non-residential gross floor area (GFA). This yields a charge per square metre of new non-residential GFA.

### **Table 3 Cash Flow Analysis**

A cash flow analysis is also undertaken to account for the timing of projects and receipt of development charges. Interest earnings or borrowing costs are, therefore, accounted for in the calculation as allowed under the DCA. Based on the growth forecast, the analysis calculates the development charges rate that is required to finance the net development-related capital spending plan including provisions for any borrowing costs or interest earnings on the reserve funds. The cash flow analysis is designed so that the closing cash balance at the end of the planning period is as close to nil as possible.

In order to determine appropriate development charges rates reflecting borrowing and earnings necessary to support the net development-related funding requirement, assumptions are used for the inflation rate and interest rate. An inflation rate of 2.0% is used for the funding requirements, an interest rate of 3.5% is used for positive opening balances, and a rate of 5.5% is used for negative opening balances.

Table 3 displays the results of the cash flow analysis and provides the adjusted or final per capita residential and per square metre (of GFA) non-residential development charges.

# Appendix B.1

## Library Services

# Appendix B.1 – Library Services

The Town of Collingwood provides Library Services from one branch located on Ste Marie Street. The library provides a wide range of resources in a variety of formats as well as a number of programs for the residents of the Town. The benefits of Library Services are deemed to be Town-wide for the purposes of calculating the development charge. The analysis is set out in the tables which follow.

Table B.1-1	15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope
Table B.1-2	2024-2033 Development-Related Capital Forecast and Calculation of the Growth-Related Net Capital Costs
Table B.1-3	Cash Flow Analysis

## **Table 1 15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope**

Table 1 displays the Library’s 15-year historical inventory for buildings, land, materials, and furniture and equipment (excluding computer equipment). The building space amounts to 22,500 square feet and is valued at \$12.71 million. An adjustment has been made to the square footage of library space to account for the recovery of \$1.91 million in outstanding principal debt associated with the Town’s library. As such, roughly 2,940 square feet of library space is removed from the historical inventory calculation. The library building occupies approximately 0.50 acres of land worth \$400,000. The collection materials are valued at \$2.62 million and the furniture and equipment associated with the library branch is valued at \$1.24 million.



Paragraph 5 of s.s.5(1) of the DCA requires a deduction from the increase in the need for service attributable to the anticipated development that can be met using the Town’s “excess capacity” that is “uncommitted”. “Excess capacity” is undefined in the DCA, but is considered to relate to the capacity available to meet some or all of the increase in need for service in order to potentially represent a deduction. It is recognized that no “surplus” of capacity exists within Library Services as the deduction of uncommitted excess capacity would occur as part of conceptual planning and feasibility work associated with planning new facilities. However, an adjustment for excess capacity relating to the recovery of the Library negative DC reserve fund balance has been made in the amount of \$395,000.

After these adjustments, the 2023 full replacement value of the inventory of capital assets amounts to \$16.58 million and the 15-year historical average service level is \$584.95 per capita.

The historical service level multiplied by the 10-year forecast of population growth results in a 10-year maximum allowable funding envelope of \$3.42 million (\$584.95 per capita x 5,842 population growth). Table 1 provides a summary of the level of service and the calculation of the 10-year funding envelope from 2024-2033. The calculation of the maximum allowable funding envelope is summarized as follows:

**10-Year Funding Envelope Calculation**

15-Year Average Service Level (2009 – 2023)	\$584.95
Net Population Growth (2024 – 2033)	5,842
<b>Maximum Allowable Funding Envelope</b>	<b>\$3,417,278</b>

## **Table 2    2024 – 2033 Development-Related Capital Program & Calculation of the Unadjusted Development Charge**

The Library Services total 10-year capital program amounts to \$8.86 million. The capital program provides for the recovery of a negative reserve fund balance and a series of debenture payments to recover debt for the replacement and expansion of the Town’s old library facility. In addition, new library space and land is planned for 2028 in order to address the needs for additional servicing arising from development. As such, the capital program includes the land, building, and materials/equipment associated with this planned facility (\$5.7 million). Lastly, new materials to be purchased throughout the 2024-2033 period are included in the program at a cost of \$85,000 per annum.

No grants, subsidies, or other recoveries are anticipated to fund any shares of the above mentioned projects and as such, the net cost to the municipality remains at \$8.86 million.

A BTE share of 43% has been removed from the development charges calculation for the debenture payments related to the 2010 library replacement and expansion. The BTE was determined based on the share of the new library’s square footage that replaced the older library facility.

The remaining \$8.03 million is deemed to be DC eligible. However, a share of \$4.62 million related mainly to the planned library facility and associated material purchases is deemed a post-period benefit and will not be recovered under this development charges by-law. It will be considered in future development charge studies for recovery, subject to service level restrictions.

The remaining \$3.42 million is related to growth occurring over the 2024-2033 period and is allocated entirely against future residential

development in the Town of Collingwood. This results in an unadjusted development charge of \$476.47 per capita.

### Table 3 Cash Flow and Reserve Fund Analysis

After cash flow, the residential calculated charge increases to \$522.46 per capita. The increase reflects the front-ended nature of the capital program. The following table summarizes the calculation of the Public Library development charge.

LIBRARY SERVICES SUMMARY						
15-year Hist.	2024 - 2033		Unadjusted		Adjusted	
Service Level	Development-Related Capital Program		Development Charge		Development Charge	
per capita	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$584.95	\$8,857,623	\$3,417,278	\$476.47	\$0.00	<b>\$522.46</b>	<b>\$0.00</b>

APPENDIX B.1

TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
LIBRARY SERVICES

BUILDINGS Branch Name	# of Square Feet															UNIT COST (\$/sq.ft.)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Old Collingwood Public Library	9,058	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$560
Collingwood Public Library	-	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	\$650
<i>New Library Building (excess capacity)</i>	-	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>(2,942)</i>	<i>\$650</i>
<b>Total (sq.ft.)</b>	<b>9,058</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	<b>19,558</b>	
<b>Total (\$000)</b>	<b>\$5,072.5</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	<b>\$12,712.7</b>	

LAND Branch Name	# of Acres															UNIT COST (\$/acre)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Old Collingwood Public Library	0.35	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$800,000
Collingwood Public Library	-	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	\$800,000
<b>Total (acre)</b>	<b>0.35</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	
<b>Total (\$000)</b>	<b>\$280.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	<b>\$400.0</b>	

MATERIALS Type of Collection	# of Collection Materials															UNIT COST (\$/item)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Books	49,099	43,165	52,068	52,890	52,397	39,507	40,031	40,335	40,007	46,810	46,723	47,584	46,489	47,052	50,003	\$40
Paperbacks	5,692	5,770	5,617	5,463	5,310	2,329	2,359	2,377	2,358	2,759	1,553	1,652	1,672	1,843	1,799	\$30
CDs/Audiobooks	4,551	4,695	4,044	3,393	2,742	2,568	2,602	2,622	2,601	3,043	2,327	2,731	2,706	2,464	2,613	\$50
Reference Materials	4,650	4,781	4,933	5,590	6,095	3,851	3,902	3,932	3,900	4,563	1,113	1,531	1,492	1,492	951	\$150
Videos/DVDs/Games/Blu-rays	2,237	2,505	2,529	2,277	4,168	4,379	4,437	4,471	4,435	5,189	4,659	4,438	4,048	4,078	4,349	\$60
Public Access Catalogue Stations	-	13	13	13	13	13	13	12	11	8	8	8	8	8	5	\$1,750
eResources	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$13,000	\$13,900	\$16,100	\$16,500	\$20,600	\$24,700	\$21,000	\$20,700	
<b>Total (#)</b>	<b>66,229</b>	<b>60,929</b>	<b>69,204</b>	<b>69,626</b>	<b>70,725</b>	<b>52,647</b>	<b>53,345</b>	<b>53,750</b>	<b>53,311</b>	<b>62,372</b>	<b>56,383</b>	<b>57,944</b>	<b>56,415</b>	<b>56,937</b>	<b>59,720</b>	
<b>Total (\$000)</b>	<b>\$3,205.5</b>	<b>\$3,036.2</b>	<b>\$3,379.4</b>	<b>\$3,458.5</b>	<b>\$3,590.9</b>	<b>\$2,653.2</b>	<b>\$2,687.9</b>	<b>\$2,707.9</b>	<b>\$2,685.3</b>	<b>\$3,133.2</b>	<b>\$2,508.9</b>	<b>\$2,620.0</b>	<b>\$2,550.4</b>	<b>\$2,564.1</b>	<b>\$2,617.8</b>	

FURNITURE AND EQUIPMENT Branch Name	Total Value of Furniture and Equipment (\$)														
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Collingwood Public Library (\$55 per sf)	\$498,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Library Building (\$55 per sf)	-	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500	\$1,237,500
Library Bike	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$5,000
<b>Total (\$000)</b>	<b>\$498.2</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,237.5</b>	<b>\$1,242.5</b>

EXCESS CAPACITY ADJUSTMENT	Total Value of Reserve Fund Balance(\$)														
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Recovery of Negative Reserve Fund Balance	-	-	-	-	-	-	-	-	-	-	(\$395,004)	(\$395,004)	(\$395,004)	(\$395,004)	(\$395,004)
<b>Total (\$000)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$395.0)</b>	<b>(\$395.0)</b>	<b>(\$395.0)</b>	<b>(\$395.0)</b>	<b>(\$395.0)</b>

APPENDIX B.1

TABLE 1

TOWN OF COLLINGWOOD  
CALCULATION OF SERVICE LEVELS  
LIBRARY SERVICES

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Historical Population	25,054	25,674	26,309	26,608	26,923	27,256	27,608	27,976	28,537	29,113	29,704	30,311	30,937	31,463	32,000

INVENTORY SUMMARY (\$000)

Buildings	\$5,072.5	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7	\$12,712.7
Land	\$280.0	\$400.0	\$400.0	\$400.0	\$400.0	\$400.0	\$400.0	\$400.0	\$400.0	\$400.0	\$400.0	\$400.0	\$400.0	\$400.0	\$400.0
Materials	\$3,205.5	\$3,036.2	\$3,379.4	\$3,458.5	\$3,590.9	\$2,653.2	\$2,687.9	\$2,707.9	\$2,685.3	\$3,133.2	\$2,508.9	\$2,620.0	\$2,550.4	\$2,564.1	\$2,617.8
Furniture And Equipment	\$498.2	\$1,237.5	\$1,237.5	\$1,237.5	\$1,237.5	\$1,237.5	\$1,237.5	\$1,237.5	\$1,237.5	\$1,237.5	\$1,237.5	\$1,237.5	\$1,237.5	\$1,237.5	\$1,242.5
Excess Capacity Adjustment	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	(\$395.0)	(\$395.0)	(\$395.0)	(\$395.0)	(\$395.0)
<b>Total (\$000)</b>	<b>\$9,056.2</b>	<b>\$17,386.4</b>	<b>\$17,729.6</b>	<b>\$17,808.7</b>	<b>\$17,941.1</b>	<b>\$17,003.4</b>	<b>\$17,038.1</b>	<b>\$17,058.1</b>	<b>\$17,035.5</b>	<b>\$17,483.4</b>	<b>\$16,464.0</b>	<b>\$16,575.2</b>	<b>\$16,505.6</b>	<b>\$16,519.2</b>	<b>\$16,578.0</b>

SERVICE LEVEL (\$/capita)

Average  
Service  
Level

Buildings	\$202.46	\$495.16	\$483.21	\$477.78	\$472.19	\$466.42	\$460.47	\$454.41	\$445.48	\$436.67	\$427.98	\$419.41	\$410.92	\$404.05	\$397.27	\$430.26
Land	\$11.18	\$15.58	\$15.20	\$15.03	\$14.86	\$14.68	\$14.49	\$14.30	\$14.02	\$13.74	\$13.47	\$13.20	\$12.93	\$12.71	\$12.50	\$13.86
Materials	\$127.94	\$118.26	\$128.45	\$129.98	\$133.38	\$97.34	\$97.36	\$96.79	\$94.10	\$107.62	\$84.46	\$86.44	\$82.44	\$81.49	\$81.81	\$103.19
Furniture And Equipment	\$19.89	\$48.20	\$47.04	\$46.51	\$45.96	\$45.40	\$44.82	\$44.23	\$43.36	\$42.51	\$41.66	\$40.83	\$40.00	\$39.33	\$38.83	\$41.91
Excess Capacity Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	(\$13.30)	(\$13.03)	(\$12.77)	(\$12.55)	(\$12.34)	(\$4.27)
<b>Total (\$/capita)</b>	<b>\$361.47</b>	<b>\$677.20</b>	<b>\$673.90</b>	<b>\$669.30</b>	<b>\$666.38</b>	<b>\$623.84</b>	<b>\$617.15</b>	<b>\$609.74</b>	<b>\$596.96</b>	<b>\$600.54</b>	<b>\$554.27</b>	<b>\$546.84</b>	<b>\$533.52</b>	<b>\$525.04</b>	<b>\$518.06</b>	<b>\$584.95</b>

TOWN OF COLLINGWOOD  
CALCULATION OF MAXIMUM ALLOWABLE  
LIBRARY SERVICES

<b>10-Year Funding Envelope Calculation</b>	
15 Year Average Service Level 2009 - 2023	\$584.95
Population Growth 2024 - 2033	5,842
<b>Maximum Allowable Funding Envelope</b>	<b>\$3,417,278</b>

APPENDIX B.1

TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
LIBRARY SERVICES

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2024-2033	Post 2033
<b>1.0 LIBRARY SERVICES</b>										
<b>1.1 Recovery of Negative Reserve Fund Balance</b>										
1.1.1 Reserve Fund Balance as of December 31, 2023	2024 - 2024	\$ 395,004	\$ -	\$ 395,004	0%	\$ -	\$ 395,004	\$ -	\$ 395,004	\$ -
Subtotal Collections		\$ 395,004	\$ -	\$ 395,004		\$ -	\$ 395,004	\$ -	\$ 395,004	\$ -
<b>1.2 Debenture Payments</b>										
1.2.1 Library Facility - Principal	2024 - 2024	\$ 273,231	\$ -	\$ 273,231	43%	\$ 117,574	\$ 155,657	\$ -	\$ 155,657	\$ -
1.2.2 Library Facility - Principal	2025 - 2025	\$ 273,231	\$ -	\$ 273,231	43%	\$ 117,574	\$ 155,657	\$ -	\$ 155,657	\$ -
1.2.3 Library Facility - Principal	2026 - 2026	\$ 273,231	\$ -	\$ 273,231	43%	\$ 117,574	\$ 155,657	\$ -	\$ 155,657	\$ -
1.2.4 Library Facility - Principal	2027 - 2027	\$ 273,231	\$ -	\$ 273,231	43%	\$ 117,574	\$ 155,657	\$ -	\$ 155,657	\$ -
1.2.5 Library Facility - Principal	2028 - 2028	\$ 273,231	\$ -	\$ 273,231	43%	\$ 117,574	\$ 155,657	\$ -	\$ 155,657	\$ -
1.2.6 Library Facility - Principal	2029 - 2029	\$ 273,231	\$ -	\$ 273,231	43%	\$ 117,574	\$ 155,657	\$ -	\$ 155,657	\$ -
1.2.7 Library Facility - Principal	2030 - 2030	\$ 273,231	\$ -	\$ 273,231	43%	\$ 117,574	\$ 155,657	\$ -	\$ 155,657	\$ -
Subtotal Debenture Payments		\$ 1,912,619	\$ -	\$ 1,912,619		\$ 823,021	\$ 1,089,598	\$ -	\$ 1,089,598	\$ -
<b>1.3 Buildings, Land &amp; Equipment</b>										
1.3.1 Provision for Land for New Library	2025 - 2025	\$ 400,000	\$ -	\$ 400,000	0%	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -
1.3.2 Provision for New Library Space (10,000 sf)	2028 - 2028	\$ 4,000,000	\$ -	\$ 4,000,000	0%	\$ -	\$ 4,000,000	\$ -	\$ 682,676	\$ 3,317,324
1.3.3 Provision for Additional Collection Materials	2029 - 2029	\$ 1,000,000	\$ -	\$ 1,000,000	0%	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
1.3.4 Provision for New Library Space Furniture and Equipment (10,000 sf)	2029 - 2029	\$ 300,000	\$ -	\$ 300,000	0%	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
Subtotal Buildings, Land & Equipment		\$ 5,700,000	\$ -	\$ 5,700,000		\$ -	\$ 5,700,000	\$ -	\$ 1,082,676	\$ 4,617,324
<b>1.4 Collection Materials</b>										
1.4.1 Provision for Materials	2024 - 2033	\$ 850,000	\$ -	\$ 850,000	0%	\$ -	\$ 850,000	\$ -	\$ 850,000	\$ -
Subtotal Collections		\$ 850,000	\$ -	\$ 850,000		\$ -	\$ 850,000	\$ -	\$ 850,000	\$ -
<b>TOTAL LIBRARY SERVICES</b>		<b>\$ 8,857,623</b>	<b>\$ -</b>	<b>\$ 8,857,623</b>		<b>\$ 823,021</b>	<b>\$ 8,034,602</b>	<b>\$ -</b>	<b>\$ 3,417,278</b>	<b>\$ 4,617,324</b>

Residential Development Charge Calculation		
Residential Share of 2024 - 2033 DC Eligible Costs	100%	\$3,417,278
10-Year Growth in Population in New Units		7,172
Unadjusted Development Charge Per Capita		<b>\$476.47</b>
Non-Residential Development Charge Calculation		
Non-Residential Share of 2024 - 2033 DC Eligible Costs	0%	\$0
10-Year Growth in Square Metres		89,390
Unadjusted Development Charge Per Square Metre		<b>\$0.00</b>

2024 - 2033 Net Funding Envelope	\$3,417,278
Reserve Fund Balance	
Balance as at December 31, 2018	(\$395,004)

APPENDIX B.1

TABLE 3

TOWN OF COLLINGWOOD  
 CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
 LIBRARY SERVICES  
 RESIDENTIAL DEVELOPMENT CHARGE  
 (in \$000)

LIBRARY SERVICES	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
OPENING CASH BALANCE	(\$395.0)	(\$357.8)	(\$715.6)	(\$652.3)	(\$563.5)	(\$1,204.2)	(\$1,098.2)	(\$960.9)	(\$632.5)	(\$333.2)	
2024 - 2033 RESIDENTIAL FUNDING REQUIREMENTS											
- Library Services: Prior Growth	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
- Library Services: Non Inflated	\$85.0	\$485.0	\$85.0	\$85.0	\$767.7	\$85.0	\$85.0	\$85.0	\$85.0	\$85.0	\$1,932.7
- Library Debenture (Principal)	\$155.7	\$155.7	\$155.7	\$155.7	\$155.7	\$155.7	\$155.7	\$0.0	\$0.0	\$0.0	\$1,089.6
- Library Services: Inflated	\$240.66	\$650.36	\$244.09	\$245.86	\$986.61	\$249.50	\$251.38	\$97.64	\$99.59	\$101.58	\$3,167.3
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716	7,172
REVENUE											
- DC Receipts: Inflated	\$343.3	\$358.7	\$376.2	\$393.1	\$411.1	\$430.3	\$450.7	\$472.3	\$427.9	\$447.1	\$4,110.6
INTEREST											
- Interest on Opening Balance	(\$21.7)	(\$19.7)	(\$39.4)	(\$35.9)	(\$31.0)	(\$66.2)	(\$60.4)	(\$52.8)	(\$34.8)	(\$18.3)	(\$380.2)
- Interest on In-year Transactions	\$1.8	(\$8.0)	\$2.3	\$2.6	(\$15.8)	\$3.2	\$3.5	\$6.6	\$5.7	\$6.0	\$7.8
- Interest on Library Debenture	(\$45.4)	(\$38.4)	(\$31.8)	(\$25.1)	(\$18.5)	(\$11.8)	(\$5.0)	\$0.0	\$0.0	\$0.0	(\$175.9)
TOTAL REVENUE	\$277.9	\$292.6	\$307.3	\$334.7	\$345.9	\$355.5	\$388.8	\$426.0	\$398.9	\$434.8	\$3,562.3
CLOSING CASH BALANCE	(\$357.8)	(\$715.6)	(\$652.3)	(\$563.5)	(\$1,204.2)	(\$1,098.2)	(\$960.9)	(\$632.5)	(\$333.2)	\$0.0	

Note: Borrowed funds are not inflated.

2024 Adjusted Charge Per Capita	\$522.46
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<b>Allocation of Capital Program</b>	
Residential Sector	100.0%
Non-Residential Sector	0.0%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



# Appendix B.2

## Fire Protection Services



## Appendix B.2 – Fire Protection Services

The Town of Collingwood Fire Department is responsible for education, fire prevention, rescue operations, fire suppression, and basic life support services. Consistent with the provisions of the DCA and the Town’s historical practices, development charges for Fire Protection Services is calculated on a long-term benefitting period from 2024 – 2033. The benefits of Fire Protection Services are deemed to be Town-wide for the purposes of calculating the development charge. The analysis is set out in the tables which follow.

Table B.2-1	15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope
Table B.2-2	2024-2033 Development-Related Capital Forecast and Calculation of the Growth-Related Net Capital Costs
Table B.2-3	Cash Flow Analysis

### **Table 1 15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope**

The Town of Collingwood Fire Department operates from one fire hall located on 45 High Street. The station spans 20,329 square feet and is valued at \$12.39 million. An adjustment has been made to the square footage of the fire hall to account for the recovery of \$825,200 in outstanding principal debt associated with the facility. As such, 1,270 square feet of space is removed from the historical inventory calculation. The land area associated with the building is approximately 2.04 acres and is valued at \$1.63 million. The total cost of all personal equipment as well as furniture and equipment at the station and in vehicles is approximately \$2.41 million.

There are 13 fire vehicles in service that have a replacement value of \$5.94 million.

The current replacement value of all Fire Services capital infrastructure is \$22.36 million, which provides the Town with a 15-year historical average service level of \$531.12 per population and employment.

The calculated maximum allowable recoverable through development charges over the 2024 to 2033 planning period is \$3.78 million (\$531.12 per population and employment x 7,119 population and employment growth). Table 1 provides a summary of the level of service and the calculation of the 10-year funding envelope from 2024-2033. The calculation of the maximum allowable funding envelope is summarized as follows:

**10-Year Funding Envelope Calculation**

15-Year Average Service Level (2009 – 2023)	\$531.12
Net Population and Employment Growth (2024 – 2033)	7,119
<b>Maximum Allowable Funding Envelope</b>	<b>\$3,781,043</b>

**Table 2 2024 – 2033 Development-Related Capital Program & Calculation of the Development Charges**

The Fire Protection Services capital program totals \$18.60 million. This includes the recovery of outstanding debenture repayments related to the fire station totaling \$1.82 million. The capital program also includes land and building costs for a new 15,000 square foot fire station for \$11.35 million and \$5.20 million in new vehicles. In addition, 16 new full-time Firefighters are included, which total \$224,000.

No grants are identified for this service’s capital program. Approximately \$907,300 has been identified as providing BTE and is related to the outstanding debentures associated with the Town’s newest fire hall which replaced the old facility.

The remaining \$17.69 million represents the total DC eligible costs. Of this amount, \$13.82 million has been attributed to growth occurring after 2033 and will be recoverable under future by-laws. Reserve funds of \$90,600 are used to fund a portion of the capital program. The remaining \$3.78 million is related to development between 2024 and 2033 and is allocated entirely against future development in the Town of Collingwood.

The 10-year development-related net capital cost is allocated 85% against residential development, and 15% against non-residential development. The allocation between residential and non-residential development is based on shares of 10-year growth in population in new units and employment. The resulting unadjusted development charge is \$447.51 per capita and \$6.39 per square metre.

## Table 2 Cash Flow Analysis

After cash flow consideration, the residential charge and non-residential charges increase to \$477.00 per capita and \$6.87 per square metre, respectively.

The following table summarizes the calculation of the Fire Services development charge.

FIRE PROTECTION SERVICES SUMMARY						
15-year Hist.	2024 - 2041		Unadjusted		Adjusted	
Service Level	Development-Related Capital Program		Development Charge		Development Charge	
per pop + emp	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$531.12	\$18,599,000	\$3,781,043	\$447.51	\$6.39	<b>\$477.00</b>	<b>\$6.87</b>

APPENDIX B.2  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
FIRE PROTECTION SERVICES

BUILDINGS Station Name	# of Square Feet															UNIT COST (\$/sq. ft.)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Fire Station (Old) (Fire Portion Only)*	9,682	9,682	9,682	9,682	-	-	-	-	-	-	-	-	-	-	-	\$650
Storage Garage (Fire Portion Only)*	480	480	480	480	-	-	-	-	-	-	-	-	-	-	-	\$650
Fire Station (New) (45 High Street)	-	-	-	-	20,329	20,329	20,329	20,329	20,329	20,329	20,329	20,329	20,329	20,329	20,329	\$650
Fire Station (New) (45 High Street) (Excess Capacity)	-	-	-	-	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	\$650
<b>Total (sq.ft.)</b>	<b>10,162</b>	<b>10,162</b>	<b>10,162</b>	<b>10,162</b>	<b>19,059</b>	<b>19,059</b>	<b>19,059</b>	<b>19,059</b>	<b>19,059</b>	<b>19,059</b>	<b>19,059</b>	<b>19,059</b>	<b>19,059</b>	<b>19,059</b>	<b>19,059</b>	
<b>Total (\$000)</b>	<b>\$6,605.3</b>	<b>\$6,605.3</b>	<b>\$6,605.3</b>	<b>\$6,605.3</b>	<b>\$12,388.6</b>	<b>\$12,388.6</b>	<b>\$12,388.6</b>	<b>\$12,388.6</b>	<b>\$12,388.6</b>	<b>\$12,388.6</b>	<b>\$12,388.6</b>	<b>\$12,388.6</b>	<b>\$12,388.6</b>	<b>\$12,388.6</b>	<b>\$12,388.6</b>	

\*Fire and Police used to be located in a shared facility in the Town. Only the portion of the facilities that relate to Fire are reflected above

LAND Station Name	# of Acres															UNIT COST (\$/acre)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Fire Station (Old) (Fire Portion Only)*	0.75	0.75	0.75	0.75	-	-	-	-	-	-	-	-	-	-	-	\$800,000
Fire Station (New) (45 High Street)	-	-	-	-	2.04	2.04	2.04	2.04	2.04	2.04	2.04	2.04	2.04	2.04	2.04	\$800,000
<b>Total (acres)</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>2.04</b>	<b>2.04</b>	<b>2.04</b>	<b>2.04</b>	<b>2.04</b>	<b>2.04</b>	<b>2.04</b>	<b>2.04</b>	<b>2.04</b>	<b>2.04</b>	<b>2.04</b>	
<b>Total (\$000)</b>	<b>\$600.0</b>	<b>\$600.0</b>	<b>\$600.0</b>	<b>\$600.0</b>	<b>\$1,632.0</b>	<b>\$1,632.0</b>	<b>\$1,632.0</b>	<b>\$1,632.0</b>	<b>\$1,632.0</b>	<b>\$1,632.0</b>	<b>\$1,632.0</b>	<b>\$1,632.0</b>	<b>\$1,632.0</b>	<b>\$1,632.0</b>	<b>\$1,632.0</b>	

\*Fire and Police used to be located in a shared facility in the Town. Only the portion of the facilities that relate to Fire are reflected above

FURNITURE & EQUIPMENT	Total Value of Furniture & Equipment (\$)															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Equipment and Gear</b>																
Equipped Firefighters (F/T)	24	24	24	24	24	24	24	24	24	24	25	25	25	25	25	\$14,000
Equipped Firefighters (P/T)	16	16	12	12	12	10	10	10	10	10	12	12	12	12	12	\$14,000
Thermal Image Camera	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	\$16,000
Fire Protection Officers	2	2	2	2	2	2	2	2	2	2	1	1	1	1	1	\$10,000
Hurst Hydraulics	-	-	-	-	2	3	3	3	3	3	3	3	3	3	3	\$65,000
Fire Call Response (911) Equipment	1	1	1	1	-	-	-	-	-	-	-	-	-	-	-	\$150,000
<b>Station Furniture and Equipment</b>																
Station Furniture & Equipment (\$40/sf)	\$406,000	\$406,000	\$406,000	\$406,000	\$813,000	\$813,000	\$813,000	\$813,000	\$813,000	\$813,000	\$813,000	\$813,000	\$813,000	\$813,000	\$813,000	
<b>Vehicle Equipment</b>																
Pumper 1 - 2017 Spartan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	
Pumper 2 - 2008 Seagrave Rescue Pumper	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$0	\$0	\$0	\$0	\$0	
Tanker 1 - 2005 Tanker	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500	\$0	\$0	\$0	\$0	\$0	
Rescue 1 - 2010 Pierce Rescue	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	
Tower 1 - 2010 Aerial Platform	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	
Pumper 3 - 2020 Metalfab Spartan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$250,000	\$250,000	
<b>Total (#)</b>	<b>45.00</b>	<b>45.00</b>	<b>42.00</b>	<b>42.00</b>	<b>43.00</b>	<b>42.00</b>	<b>42.00</b>	<b>42.00</b>	<b>42.00</b>	<b>42.00</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	
<b>Total (\$000)</b>	<b>\$1,348.5</b>	<b>\$1,673.5</b>	<b>\$1,633.5</b>	<b>\$1,633.5</b>	<b>\$2,020.5</b>	<b>\$2,057.5</b>	<b>\$2,057.5</b>	<b>\$2,057.5</b>	<b>\$2,307.5</b>	<b>\$2,307.5</b>	<b>\$2,159.0</b>	<b>\$2,409.0</b>	<b>\$2,409.0</b>	<b>\$2,409.0</b>	<b>\$2,409.0</b>	



APPENDIX B.2  
TABLE 1

TOWN OF COLLINGWOOD  
CALCULATION OF SERVICE LEVELS  
FIRE PROTECTION SERVICES

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Historical Population	25,054	25,674	26,309	26,608	26,923	27,256	27,608	27,976	28,537	29,113	29,704	30,311	30,937	31,463	32,000
Historical Employment	<u>10,161</u>	<u>10,197</u>	<u>10,233</u>	<u>10,351</u>	<u>10,469</u>	<u>10,589</u>	<u>10,710</u>	<u>10,832</u>	<u>10,968</u>	<u>11,105</u>	<u>11,244</u>	<u>11,385</u>	<u>11,527</u>	<u>11,639</u>	<u>11,751</u>
Total Historical Population & Employment	35,215	35,871	36,542	36,959	37,392	37,845	38,318	38,808	39,505	40,218	40,948	41,696	42,464	43,102	43,751

INVENTORY SUMMARY (\$000)

Buildings	\$6,605.3	\$6,605.3	\$6,605.3	\$6,605.3	\$12,388.6	\$12,388.6	\$12,388.6	\$12,388.6	\$12,388.6	\$12,388.6	\$12,388.6	\$12,388.6	\$12,388.6	\$12,388.6	\$12,388.6
Land	\$600.0	\$600.0	\$600.0	\$600.0	\$1,632.0	\$1,632.0	\$1,632.0	\$1,632.0	\$1,632.0	\$1,632.0	\$1,632.0	\$1,632.0	\$1,632.0	\$1,632.0	\$1,632.0
Furniture & Equipment	\$1,348.5	\$1,673.5	\$1,633.5	\$1,633.5	\$2,020.5	\$2,057.5	\$2,057.5	\$2,057.5	\$2,307.5	\$2,307.5	\$2,159.0	\$2,409.0	\$2,409.0	\$2,409.0	\$2,409.0
Vehicles	\$7,055.0	\$6,320.0	\$6,395.0	\$6,395.0	\$6,395.0	\$6,385.0	\$6,385.0	\$6,445.0	\$8,020.0	\$6,570.0	\$5,810.0	\$7,245.0	\$7,245.0	\$7,335.0	\$5,935.0
<b>Total (\$000)</b>	<b>\$15,608.8</b>	<b>\$15,198.8</b>	<b>\$15,233.8</b>	<b>\$15,233.8</b>	<b>\$22,436.1</b>	<b>\$22,463.1</b>	<b>\$22,463.1</b>	<b>\$22,523.1</b>	<b>\$24,348.1</b>	<b>\$22,898.1</b>	<b>\$21,989.6</b>	<b>\$23,674.6</b>	<b>\$23,674.6</b>	<b>\$23,764.6</b>	<b>\$22,364.6</b>

SERVICE LEVEL (\$/pop & emp)

	Service Level															
Buildings	\$187.6	\$184.14	\$180.76	\$178.72	\$331.32	\$327.35	\$323.31	\$319.23	\$313.60	\$308.04	\$302.55	\$297.12	\$291.74	\$287.43	\$283.16	\$274.40
Land	\$17.04	\$16.73	\$16.42	\$16.23	\$43.65	\$43.12	\$42.59	\$42.05	\$41.31	\$40.58	\$39.86	\$39.14	\$38.43	\$37.86	\$37.30	\$34.15
Furniture & Equipment	\$38.29	\$46.65	\$44.70	\$44.20	\$54.04	\$54.37	\$53.70	\$53.02	\$58.41	\$57.37	\$52.73	\$57.78	\$56.73	\$55.89	\$55.06	\$52.20
Vehicles	\$200.34	\$176.19	\$175.00	\$173.03	\$171.03	\$168.71	\$166.63	\$166.07	\$203.01	\$163.36	\$141.89	\$173.76	\$170.61	\$170.18	\$135.65	\$170.36
<b>Total (\$/pop &amp; emp)</b>	<b>\$443.24</b>	<b>\$423.71</b>	<b>\$416.88</b>	<b>\$412.18</b>	<b>\$600.03</b>	<b>\$593.56</b>	<b>\$586.23</b>	<b>\$580.37</b>	<b>\$616.33</b>	<b>\$569.35</b>	<b>\$537.01</b>	<b>\$567.79</b>	<b>\$557.52</b>	<b>\$551.36</b>	<b>\$511.18</b>	<b>\$531.12</b>

TOWN OF COLLINGWOOD  
CALCULATION OF MAXIMUM ALLOWABLE  
FIRE PROTECTION SERVICES

<b>10-Year Funding Envelope Calculation</b>	
15 Year Average Service Level 2009 - 2023	\$531.12
Net Population & Employment Growth 2024 - 2033	7,119
<b>Maximum Allowable Funding Envelope</b>	<b>\$3,781,043</b>

APPENDIX B.2

TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
FIRE PROTECTION SERVICES

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs			
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2024-2033	Post 2033	
<b>2.0 FIRE PROTECTION SERVICES</b>											
<b>2.1 Recovery of Past Commitments</b>											
2.1.1	Fire Station Principal Payment	2024 - 2024	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ 82,520	\$ -
2.1.2	Fire Station Principal Payment	2025 - 2025	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ 82,520	\$ -
2.1.3	Fire Station Principal Payment	2026 - 2026	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ 82,520	\$ -
2.1.4	Fire Station Principal Payment	2027 - 2027	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ 82,520	\$ -
2.1.5	Fire Station Principal Payment	2028 - 2028	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ 82,520	\$ -
2.1.6	Fire Station Principal Payment	2029 - 2029	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ 82,520	\$ -
2.1.7	Fire Station Principal Payment	2030 - 2030	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ 82,520	\$ -
2.1.8	Fire Station Principal Payment	2031 - 2031	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ 82,520	\$ -
2.1.9	Fire Station Principal Payment	2032 - 2032	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ 82,520	\$ -
2.1.10	Fire Station Principal Payment	2033 - 2033	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ 82,520	\$ -
2.1.11	Fire Station Principal Payment	2034 - 2034	\$ 165,000	\$ -	\$ 165,000	50%	\$ 82,480	\$ 82,520	\$ -	\$ -	\$ 82,520
	Subtotal Recovery of Past Commitments		\$ 1,815,000	\$ -	\$ 1,815,000		\$ 907,277	\$ 907,723	\$ -	\$ 825,203	\$ 82,520
<b>2.2 Buildings, Land &amp; Furnishings</b>											
2.2.1	Storage Unit	2024 - 2024	\$ 10,000	\$ -	\$ 10,000	0%	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -
2.2.2	Land for New Fire Facility (2 Acres)	2027 - 2027	\$ 1,600,000	\$ -	\$ 1,600,000	0%	\$ -	\$ 1,600,000	\$ 80,582	\$ 1,455,840	\$ 63,577
2.2.3	East End Fire Station (15,000 sq.ft)	2028 - 2028	\$ 9,750,000	\$ -	\$ 9,750,000	0%	\$ -	\$ 9,750,000	\$ -	\$ -	\$ 9,750,000
	Subtotal Buildings, Land & Furnishings		\$ 11,360,000	\$ -	\$ 11,360,000		\$ -	\$ 11,360,000	\$ 90,582	\$ 1,455,840	\$ 9,813,577
<b>2.3 Vehicles</b>											
2.3.1	Pumper - New Station	2028 - 2028	\$ 1,400,000	\$ -	\$ 1,400,000	0%	\$ -	\$ 1,400,000	\$ -	\$ 1,400,000	\$ -
2.3.2	Rescue - New Station	2028 - 2028	\$ 1,400,000	\$ -	\$ 1,400,000	0%	\$ -	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000
2.3.3	Squirt/Aerial - New Station	2025 - 2025	\$ 2,400,000	\$ -	\$ 2,400,000	0%	\$ -	\$ 2,400,000	\$ -	\$ -	\$ 2,400,000
	Subtotal Vehicles		\$ 5,200,000	\$ -	\$ 5,200,000		\$ -	\$ 5,200,000	\$ -	\$ 1,400,000	\$ 3,800,000
<b>2.4 Small Equipment and Gear</b>											
2.4.1	New Firefighters (16) - Full Time	2028 - 2028	\$ 224,000	\$ -	\$ 224,000	0%	\$ -	\$ 224,000	\$ -	\$ 100,000	\$ 124,000
	Subtotal Small Equipment and Gear		\$ 224,000	\$ -	\$ 224,000		\$ -	\$ 224,000	\$ -	\$ 100,000	\$ 124,000
<b>TOTAL FIRE PROTECTION SERVICES</b>			<b>\$ 18,599,000</b>	<b>\$ -</b>	<b>\$ 18,599,000</b>		<b>\$ 907,277</b>	<b>\$ 17,691,723</b>	<b>\$ 90,582</b>	<b>\$ 3,781,043</b>	<b>\$ 13,820,098</b>

<b>Residential Development Charge Calculation</b>		
Residential Share of 2024 - 2033 DC Eligible Costs	85%	\$3,209,568
12-Year Growth in Population in New Units		7,172
Unadjusted Development Charge Per Capita		<b>\$447.51</b>
<b>Non-Residential Development Charge Calculation</b>		
Non-Residential Share of 2024 - 2033 DC Eligible Costs	15%	\$571,475
12-Year Growth in Square Metres		89,390
Unadjusted Development Charge Per Square Metre		<b>\$6.39</b>

2024 - 2033 Net Funding Envelope	\$3,781,043
Reserve Fund Balance	
Balance as at December 31, 2023	\$90,582



APPENDIX B.2

TABLE 3

**TOWN OF COLLINGWOOD  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
FIRE PROTECTION SERVICES  
RESIDENTIAL DEVELOPMENT CHARGE  
(in \$000)**

<b>FIRE PROTECTION SERVICES</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>TOTAL</b>
OPENING CASH BALANCE	\$76.9	\$294.2	\$544.4	\$821.9	(\$292.1)	(\$1,425.9)	(\$1,188.8)	(\$917.4)	(\$608.9)	(\$322.4)	
<b>2024 - 2033 RESIDENTIAL FUNDING REQUIREMENTS</b>											
- Fire Protection Services: Prior Growth	\$8.5	\$0.0	\$0.0	\$68.4	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$76.9</b>
- Fire Protection Services: Non Inflated	\$0.0	\$0.0	\$0.0	\$1,235.8	\$1,273.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$2,509.1</b>
- Fire Protection Debenture (Principal)	\$70.0	\$70.0	\$70.0	\$70.0	\$70.0	\$70.0	\$70.0	\$70.0	\$70.0	\$70.0	<b>\$700.5</b>
- Fire Protection Services: Inflated	\$78.54	\$70.05	\$70.05	\$1,454.08	\$1,448.29	\$70.05	\$70.05	\$70.05	\$70.05	\$70.05	<b>\$3,471.2</b>
<b>NEW RESIDENTIAL DEVELOPMENT</b>											
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716	<b>7,172</b>
<b>REVENUE</b>											
- DC Receipts: Inflated	\$313.4	\$327.4	\$343.4	\$358.9	\$375.4	\$392.9	\$411.5	\$431.2	\$390.7	\$408.2	<b>\$3,752.9</b>
<b>INTEREST</b>											
- Interest on Opening Balance	\$2.7	\$10.3	\$19.1	\$28.8	(\$16.1)	(\$78.4)	(\$65.4)	(\$50.5)	(\$33.5)	(\$17.7)	<b>(\$200.7)</b>
- Interest on In-year Transactions	\$4.1	\$4.5	\$4.8	(\$30.1)	(\$29.5)	\$5.6	\$6.0	\$6.3	\$5.6	\$5.9	<b>(\$16.8)</b>
- Interest on Fire Debenture	(\$24.3)	(\$22.0)	(\$19.7)	(\$17.5)	(\$15.3)	(\$13.0)	(\$10.7)	(\$8.5)	(\$6.2)	(\$3.9)	<b>(\$141.1)</b>
<b>TOTAL REVENUE</b>	<b>\$295.9</b>	<b>\$320.3</b>	<b>\$347.5</b>	<b>\$340.1</b>	<b>\$314.5</b>	<b>\$307.1</b>	<b>\$341.4</b>	<b>\$378.6</b>	<b>\$356.6</b>	<b>\$392.4</b>	<b>\$3,394.4</b>
CLOSING CASH BALANCE	\$294.2	\$544.4	\$821.9	(\$292.1)	(\$1,425.9)	(\$1,188.8)	(\$917.4)	(\$608.9)	(\$322.4)	\$0.0	

Note: Borrowed funds are not inflated.

<b>2024 Adjusted Charge Per Capita</b>	<b>\$477.00</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	84.9%
Non-Residential Sector	15.1%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%





APPENDIX B.2

TABLE 3

TOWN OF COLLINGWOOD  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
FIRE PROTECTION SERVICES  
NON-RESIDENTIAL DEVELOPMENT CHARGE  
(in \$000)

FIRE PROTECTION SERVICES	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
OPENING CASH BALANCE	\$13.7	\$50.9	\$93.5	\$139.6	(\$63.3)	(\$271.3)	(\$236.9)	(\$198.4)	(\$155.5)	(\$81.5)	
2024 - 2033 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Fire Protection Services: Prior Growth	\$1.5	\$0.0	\$0.0	\$12.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$13.7
- Fire Protection Services: Non Inflated	\$0.0	\$0.0	\$0.0	\$220.0	\$226.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$446.8
- Fire Protection Debenture (Principal)	\$12.5	\$12.5	\$12.5	\$12.5	\$12.5	\$12.5	\$12.5	\$12.5	\$12.5	\$12.5	\$124.7
- Fire Protection Services: Inflated	\$13.98	\$12.47	\$12.47	\$258.90	\$257.87	\$12.47	\$12.47	\$12.47	\$12.47	\$12.47	\$618.1
NEW NON-RESIDENTIAL DEVELOPMENT											
- Growth in Square Metres	7,910	8,050	8,120	8,190	8,260	8,330	8,400	8,470	11,760	11,900	89,390
REVENUE											
- DC Receipts: Inflated	\$54.3	\$56.4	\$58.0	\$59.7	\$61.4	\$63.2	\$65.0	\$66.8	\$94.7	\$97.7	\$677.4
INTEREST											
- Interest on Opening Balance	\$0.5	\$1.8	\$3.3	\$4.9	(\$3.5)	(\$14.9)	(\$13.0)	(\$10.9)	(\$8.6)	(\$4.5)	(\$45.0)
- Interest on In-year Transactions	\$0.7	\$0.8	\$0.8	(\$5.5)	(\$5.4)	\$0.9	\$0.9	\$1.0	\$1.4	\$1.5	(\$2.9)
- Interest on Fire Debenture	(\$4.3)	(\$3.9)	(\$3.5)	(\$3.1)	(\$2.7)	(\$2.3)	(\$1.9)	(\$1.5)	(\$1.1)	(\$0.7)	(\$25.1)
TOTAL REVENUE	\$51.2	\$55.1	\$58.6	\$56.0	\$49.8	\$46.8	\$51.0	\$55.4	\$86.4	\$94.0	\$604.4
CLOSING CASH BALANCE	\$50.9	\$93.5	\$139.6	(\$63.3)	(\$271.3)	(\$236.9)	(\$198.4)	(\$155.5)	(\$81.5)	\$0.0	

Note: Borrowed funds are not inflated.

2024 Adjusted Charge Per Square Metre	\$6.87
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<b>Allocation of Capital Program</b>	
Residential Sector	84.9%
Non-Residential Sector	15.1%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

# Appendix B.3

## By-law Enforcement

## Appendix B.3 – By-law Enforcement

The By-law Services Division enforces more than 40 regulatory by-laws in the Town to maintain community standards. The Division is responsible for services including animal control, parking control, property related standards and school crossing guards. The analysis is set out in the tables which follow.

Table B.3-1	15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope
Table B.3-2	2024-2033 Development-Related Capital Forecast and Calculation of the Growth-Related Net Capital Costs
Table B.3-3	Cash Flow Analysis

### **Table 1 15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope**

The By-law Enforcement 15-year historical inventory of capital assets includes additional vehicles and officer. The area of the Town’s library building which is related to By-law services totals 616 square feet and is valued at \$308,000. The land area associated with this building is 0.01 acres and is valued at \$8,000. By-law furniture and equipment add another \$58,000 to the inventory and enforcement vehicles add a further \$152,800.

The current replacement value of the By-law Enforcement capital infrastructure is \$526,800 and has provided the Town with a 15-year average service level of \$8.78 per population and employment. This service level, when multiplied by the 2024-2033 growth in net population and employment, results in a maximum allowable funding envelope of \$62,500 that can be considered for recovery through development charges. The

calculation of the maximum allowable funding envelope is summarized as follows:

**10-Year Funding Envelope Calculation**

15-Year Average Service Level (2009 – 2023)	\$8.78
Net Population and Employment Growth (2024 – 2033)	7,119
<b>Maximum Allowable Funding Envelope</b>	<b>\$62,505</b>

**Table 2 2024 – 2033 Development-Related Capital Program & Calculation of the Development Charge**

The 2024–2033 development-related capital program for By-law Enforcement includes the provision for additional vehicles valued at \$100,000 and additional officers valued at \$10,000.

Altogether, the 10-year capital forecast for By-law Enforcement amounts to \$110,000. There are no replacement shares or available DC reserves, therefore, the total eligible cost of \$110,000 remains. In total, \$51,000 has been identified as a post-period benefit and will be considered for recovery under subsequent DC Studies. The remaining \$59,000 is included as a DC recoverable cost over the 2024-2033 planning period.

The development-related net capital cost of \$59,000 is allocated 85% against residential development, or \$50,100, and 15% against non-residential development, or \$8,900. The resulting development charge rates are \$6.98 per capita for new residential development and \$0.10 per square metre for new non-residential development.

**Table 3 Cash Flow Analysis**

After cash flow and reserve fund analysis, the residential calculated charge increases to \$7.47 per capita and \$0.11 per square metre.

The following table summarizes the calculation of the By-law Services development charge.

<b>BY-LAW SERVICES SUMMARY</b>						
15-year Hist.	2024 - 2033		Unadjusted		Adjusted	
Service Level	Development-Related Capital Program		Development Charge		Development Charge	
per pop + emp	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$8.78	\$110,000	\$59,000	\$6.98	\$0.10	<b>\$7.47</b>	<b>\$0.11</b>

APPENDIX B.3  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
BY-LAW SERVICES

BUILDINGS Station Name	# of Square Feet															UNIT COST (\$/sq. ft.)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
By-law Office Space (Library)	-	-	-	-	-	-	-	-	-	-	392	392	560	616	616	\$500
By-law Office Space (Town Hall)	318	318	318	318	318	318	318	318	318	318	-	-	-	-	-	\$650
<b>Total (sq.ft.)</b>	<b>318</b>	<b>318</b>	<b>318</b>	<b>318</b>	<b>318</b>	<b>318</b>	<b>318</b>	<b>318</b>	<b>318</b>	<b>318</b>	<b>392</b>	<b>392</b>	<b>560</b>	<b>616</b>	<b>616</b>	
<b>Total (\$000)</b>	<b>\$206.7</b>	<b>\$206.7</b>	<b>\$206.7</b>	<b>\$206.7</b>	<b>\$206.7</b>	<b>\$206.7</b>	<b>\$206.7</b>	<b>\$206.7</b>	<b>\$206.7</b>	<b>\$206.7</b>	<b>\$196.0</b>	<b>\$196.0</b>	<b>\$280.0</b>	<b>\$308.0</b>	<b>\$308.0</b>	

LAND Station Name	# of Acres															UNIT COST (\$/acre)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
By-law Office Space (Library)	-	-	-	-	-	-	-	-	-	-	0.01	0.01	0.01	0.01	0.01	\$800,000
By-law Office Space (Town Hall)	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	-	-	-	-	-	\$800,000
<b>Total (acres)</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	
<b>Total (\$000)</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.0</b>	

APPENDIX B.3  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
BY-LAW SERVICES

FURNITURE & EQUIPMENT	Total Value of Furniture & Equipment (\$)														
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Furniture	\$4,770	\$4,770	\$4,770	\$4,770	\$4,770	\$4,770	\$4,770	\$4,770	\$4,770	\$4,770	\$5,880	\$5,880	\$8,400	\$9,240	\$9,240
Old Dog Cage (\$250/each)	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$0	\$0	\$0	\$0	\$0	\$0
New Dog Cage (\$900/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Catch Pole (\$250/each)	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$500	\$500	\$500	\$500	\$500	\$500
Ticket Printer (\$1000/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000
Microchip Reader (\$250/each)	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$500	\$500	\$500	\$500	\$500
Uniforms for FTEs (\$750/each)	\$4,500	\$4,500	\$4,500	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,750	\$3,750
Uniforms for Students (\$500/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,000	\$2,000	\$2,500	\$2,500
Crossing Guard Vests (\$35/each)	\$420	\$420	\$420	\$420	\$420	\$420	\$420	\$420	\$420	\$420	\$420	\$420	\$420	\$420	\$420
Standard Stop Signs (\$100/each)	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Flashing Stop Signs (\$300/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$6,000	\$6,000
Crossing Guard Raincoats (\$250/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500	\$2,500	\$2,500	\$2,500	\$3,000
Snappy Snare (\$100/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$100	\$100	\$100	\$100	\$100
Cat Grasper (\$150/each)	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
LPR Device (\$400/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,000	\$2,000
Laptop & Dock for FTEs (\$2000/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$12,000	\$12,000
Laptop for Students (\$1000/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,000	\$4,000	\$5,000	\$5,000
Cellphone for FTEs (\$600/each)	\$0	\$0	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,600	\$3,600
Cellphone for Students (\$250/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500	\$500	\$1,000	\$1,250	\$1,250
Drone (\$1,200/each)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200
<b>Total (\$000)</b>	<b>\$12.8</b>	<b>\$12.8</b>	<b>\$12.8</b>	<b>\$11.3</b>	<b>\$11.3</b>	<b>\$14.3</b>	<b>\$14.3</b>	<b>\$14.3</b>	<b>\$16.8</b>	<b>\$18.5</b>	<b>\$23.4</b>	<b>\$25.9</b>	<b>\$48.9</b>	<b>\$56.3</b>	<b>\$58.0</b>

VEHICLES Vehicle Type	# of Vehicles															UNIT COST (\$/vehicle)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
2010 Ford Ranger - Animal Control	-	1	1	1	1	1	1	1	1	-	-	-	-	-	-	\$50,000
2018 Ford F150 Pick-up - Animal Control	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$50,000
2017 Ford Escape	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	\$29,200
2019 Mitsubishi Outlander	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$42,500
2016 Nissan Rogue	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	\$27,100
Bicycle(s)	-	-	-	-	-	-	-	-	1	1	1	1	5	5	5	\$800
<b>Total (#)</b>	<b>-</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>9</b>	<b>9</b>	<b>9</b>	
<b>Total (\$000)</b>	<b>\$0.0</b>	<b>\$50.0</b>	<b>\$50.0</b>	<b>\$50.0</b>	<b>\$50.0</b>	<b>\$50.0</b>	<b>\$77.1</b>	<b>\$106.3</b>	<b>\$107.1</b>	<b>\$107.1</b>	<b>\$149.6</b>	<b>\$149.6</b>	<b>\$152.8</b>	<b>\$152.8</b>	<b>\$152.8</b>	



APPENDIX B.3  
TABLE 1

TOWN OF COLLINGWOOD  
CALCULATION OF SERVICE LEVELS  
BY-LAW SERVICES

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Historical Population	25,054	25,674	26,309	26,608	26,923	27,256	27,608	27,976	28,537	29,113	29,704	30,311	30,937	31,463	32,000
Historical Employment	<u>10,161</u>	<u>10,197</u>	<u>10,233</u>	<u>10,351</u>	<u>10,469</u>	<u>10,589</u>	<u>10,710</u>	<u>10,832</u>	<u>10,968</u>	<u>11,105</u>	<u>11,244</u>	<u>11,385</u>	<u>11,527</u>	<u>11,639</u>	<u>11,751</u>
Total Historical Population & Employment	35,215	35,871	36,542	36,959	37,392	37,845	38,318	38,808	39,505	40,218	40,948	41,696	42,464	43,102	43,751

INVENTORY SUMMARY (\$000)

Buildings	\$206.7	\$206.7	\$206.7	\$206.7	\$206.7	\$206.7	\$206.7	\$206.7	\$206.7	\$206.7	\$196.0	\$196.0	\$280.0	\$308.0	\$308.0
Land	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0
Furniture & Equipment	\$12.8	\$12.8	\$12.8	\$11.3	\$11.3	\$14.3	\$14.3	\$14.3	\$16.8	\$18.5	\$23.4	\$25.9	\$48.9	\$56.3	\$58.0
Vehicles	\$0.0	\$50.0	\$50.0	\$50.0	\$50.0	\$50.0	\$77.1	\$106.3	\$107.1	\$107.1	\$149.6	\$149.6	\$152.8	\$152.8	\$152.8
<b>Total (\$000)</b>	<b>\$227.5</b>	<b>\$277.5</b>	<b>\$277.5</b>	<b>\$276.0</b>	<b>\$276.0</b>	<b>\$279.0</b>	<b>\$306.1</b>	<b>\$335.3</b>	<b>\$338.6</b>	<b>\$340.3</b>	<b>\$377.0</b>	<b>\$379.5</b>	<b>\$489.7</b>	<b>\$525.1</b>	<b>\$526.8</b>

SERVICE LEVEL (\$/pop & emp)

																Service Level
Buildings	\$5.9	\$5.76	\$5.66	\$5.59	\$5.53	\$5.46	\$5.39	\$5.33	\$5.23	\$5.14	\$4.79	\$4.70	\$6.59	\$7.15	\$7.04	\$5.68
Land	\$0.23	\$0.22	\$0.22	\$0.22	\$0.21	\$0.21	\$0.21	\$0.21	\$0.20	\$0.20	\$0.20	\$0.19	\$0.19	\$0.19	\$0.18	\$0.20
Furniture & Equipment	\$0.36	\$0.36	\$0.35	\$0.31	\$0.30	\$0.38	\$0.37	\$0.37	\$0.43	\$0.46	\$0.57	\$0.62	\$1.15	\$1.31	\$1.33	\$0.58
Vehicles	\$0.00	\$1.39	\$1.37	\$1.35	\$1.34	\$1.32	\$2.01	\$2.74	\$2.71	\$2.66	\$3.65	\$3.59	\$3.60	\$3.55	\$3.49	\$2.32
<b>Total (\$/pop &amp; emp)</b>	<b>\$6.46</b>	<b>\$7.74</b>	<b>\$7.59</b>	<b>\$7.47</b>	<b>\$7.38</b>	<b>\$7.37</b>	<b>\$7.99</b>	<b>\$8.64</b>	<b>\$8.57</b>	<b>\$8.46</b>	<b>\$9.21</b>	<b>\$9.10</b>	<b>\$11.53</b>	<b>\$12.18</b>	<b>\$12.04</b>	<b>\$8.78</b>

TOWN OF COLLINGWOOD  
CALCULATION OF MAXIMUM ALLOWABLE  
BY-LAW SERVICES

10-Year Funding Envelope Calculation	
15 Year Average Service Level 2009 - 2023	\$8.78
Net Population & Employment Growth 2024 - 2033	7,119
<b>Maximum Allowable Funding Envelope</b>	<b>\$62,505</b>



APPENDIX B.3

TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
BY-LAW SERVICES

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2024-2033	Post 2033
<b>3.0 BY-LAW SERVICES</b>										
<b>3.1 Vehicles</b>										
3.1.1 Additional Vehicle	2027 - 2027	\$ 50,000	\$ -	\$ 50,000	0%	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
3.1.2 Additional Vehicle	2033 - 2033	\$ 50,000	\$ -	\$ 50,000	0%	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
Subtotal Vehicles		\$ 100,000	\$ -	\$ 100,000		\$ -	\$ 100,000	\$ -	\$ 50,000	\$ 50,000
<b>3.2 Additional Officers</b>										
3.2.1 Provision for Outfitting of Additional Officers	2024 - 2033	\$ 10,000	\$ -	\$ 10,000	0%	\$ -	\$ 10,000	\$ -	\$ 9,000	\$ 1,000
Subtotal Additional Officers		\$ 10,000	\$ -	\$ 10,000		\$ -	\$ 10,000	\$ -	\$ 9,000	\$ 1,000
<b>TOTAL BY-LAW SERVICES</b>		<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ 110,000</b>		<b>\$ -</b>	<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ 59,000</b>	<b>\$ 51,000</b>

Residential Development Charge Calculation		
Residential Share of 2024 - 2033 DC Eligible Costs	85%	\$50,083
10-Year Growth in Population in New Units		7,172
Unadjusted Development Charge Per Capita		<b>\$6.98</b>
Non-Residential Development Charge Calculation		
Non-Residential Share of 2024 - 2033 DC Eligible Costs	15%	\$8,917
10-Year Growth in Square Metres		89,390
Unadjusted Development Charge Per Square Metre		<b>\$0.10</b>

2024 - 2033 Net Funding Envelope	\$62,505
Reserve Fund Balance	
Balance as at December 31, 2018	\$0

APPENDIX B.3

TABLE 3

TOWN OF COLLINGWOOD  
 CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
 BY-LAW SERVICES  
 RESIDENTIAL DEVELOPMENT CHARGE  
 (in \$000)

BY-LAW SERVICES	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
OPENING CASH BALANCE	\$0.0	\$4.2	\$8.8	\$13.8	(\$27.1)	(\$23.5)	(\$19.3)	(\$14.7)	(\$9.6)	(\$4.8)	
2024 - 2033 RESIDENTIAL FUNDING REQUIREMENTS											
- By-Law Services: Prior Growth	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
- By-Law Services: Non Inflated	\$0.8	\$0.8	\$0.8	\$43.2	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$50.1
- By-Law Services: Inflated	\$0.8	\$0.8	\$0.8	\$45.9	\$0.8	\$0.8	\$0.9	\$0.9	\$0.9	\$0.9	\$53.4
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716	7,172
REVENUE											
- DC Receipts: Inflated	\$4.9	\$5.1	\$5.4	\$5.6	\$5.9	\$6.2	\$6.4	\$6.8	\$6.1	\$6.4	\$58.8
INTEREST											
- Interest on Opening Balance	\$0.0	\$0.1	\$0.3	\$0.5	(\$1.5)	(\$1.3)	(\$1.1)	(\$0.8)	(\$0.5)	(\$0.3)	(\$4.5)
- Interest on In-year Transactions	\$0.1	\$0.1	\$0.1	(\$1.1)	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	(\$0.3)
TOTAL REVENUE	\$5.0	\$5.3	\$5.8	\$5.0	\$4.5	\$5.0	\$5.5	\$6.0	\$5.7	\$6.2	\$53.9
CLOSING CASH BALANCE	\$4.2	\$8.8	\$13.8	(\$27.1)	(\$23.5)	(\$19.3)	(\$14.7)	(\$9.6)	(\$4.8)	\$0.5	

2024 Adjusted Charge Per Capita	\$7.47
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<b>Allocation of Capital Program</b>	
Residential Sector	84.9%
Non-Residential Sector	15.1%
<b>Rates for 2024</b>	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



APPENDIX B.3

TABLE 3

TOWN OF COLLINGWOOD  
 CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
 BY-LAW SERVICES  
 NON-RESIDENTIAL DEVELOPMENT CHARGE  
 (in \$000)

BY-LAW SERVICES	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
OPENING CASH BALANCE	\$0.0	\$0.7	\$1.5	\$2.3	(\$5.0)	(\$4.4)	(\$3.8)	(\$3.2)	(\$2.4)	(\$1.2)	
2024 - 2033 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- By-Law Services: Prior Growth	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
- By-Law Services: Non Inflated	\$0.1	\$0.1	\$0.1	\$7.7	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$8.9
- By-Law Services: Inflated	\$0.1	\$0.1	\$0.1	\$8.2	\$0.1	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$9.5
NEW NON-RESIDENTIAL DEVELOPMENT											
- Growth in Square Metres	7,910	8,050	8,120	8,190	8,260	8,330	8,400	8,470	11,760	11,900	89,390
REVENUE											
- DC Receipts: Inflated	\$0.9	\$0.9	\$0.9	\$0.9	\$1.0	\$1.0	\$1.0	\$1.0	\$1.5	\$1.5	\$10.6
INTEREST											
- Interest on Opening Balance	\$0.0	\$0.0	\$0.1	\$0.1	(\$0.3)	(\$0.2)	(\$0.2)	(\$0.2)	(\$0.1)	(\$0.1)	(\$0.9)
- Interest on In-year Transactions	\$0.0	\$0.0	\$0.0	(\$0.2)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	(\$0.1)
TOTAL REVENUE	\$0.9	\$0.9	\$1.0	\$0.8	\$0.7	\$0.8	\$0.8	\$0.9	\$1.4	\$1.5	\$9.6
CLOSING CASH BALANCE	\$0.7	\$1.5	\$2.3	(\$5.0)	(\$4.4)	(\$3.8)	(\$3.2)	(\$2.4)	(\$1.2)	\$0.1	

<b>2024 Adjusted Charge Per Square Metre</b>	<b>\$0.11</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	84.9%
Non-Residential Sector	15.1%
<b>Rates for 2024</b>	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



# Appendix B.4

## Outdoor Recreation

## Appendix B.4 – Outdoor Recreation

The Town of Collingwood has many Outdoor Recreation amenities that range from parks and trails to sports fields and marinas. The service also operates a fleet of vehicles to maintain outdoor amenities and an office/shop that is shared with the Public Works Department. The benefits of Outdoor Recreation services are deemed to be Town-wide for the purposes of calculating the development charge. The analysis is set out in the following tables.

Table B.4-1	15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope
Table B.4-2	2024-2033 Development-Related Capital Forecast and Calculation of the Growth-Related Net Capital Costs
Table B.4-3	Cash Flow Analysis

### **Table 1 15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope**

The 15-year historical inventory of capital assets for Outdoor Recreation includes 17,160 square feet of building space for the portion of the 507 Tenth Line North office and shop that is occupied by Outdoor Recreation. This space is valued at \$5.61 million and sits on 5.0 acres of land worth \$1.50 million.

The inventory also contains parks, separated into the following categories: regional, community, waterfront and neighbourhood parks; natural areas; urban green spaces, and the greenway. Altogether, these parks total 267.30 acres and have a replacement value of \$99.33 million. In addition, there are 69 linear kilometers of trails that are valued at \$10.39 million.

Outdoor Recreation amenities includes sports fields such as baseball diamonds, rinks, soccer pitches, basketball courts, and tennis courts. It also includes picnic shelters, washrooms, and a skateboard park. These amenities combine for a total value of \$30.06 million. The Town also has 23 pedestrian bridges worth \$10.35 million and various docks and launches worth \$4.11 million. Lastly, the Outdoor Recreation fleet totals 129 vehicles and pieces of equipment that are valued at \$2.04 million and sailing school equipment which totals \$231,600. An adjustment for excess capacity relating to the recovery of a negative reserve fund balance which totals \$678,200 is removed from the total value of the Outdoor Recreation historical inventory of assets.

The total value of the Outdoor Recreation capital infrastructure is estimated to be \$162.94 million. The 15-year historical average service level is \$5,376.07 per capita and this, multiplied by the 10-year population growth, results in a 10-year maximum allowable funding envelope of \$31.41 million. The calculation of the maximum allowable funding envelope is summarized as follows:

**10-Year Funding Envelope Calculation**

15-Year Average Service Level (2009 – 2023)	\$5,376.07
Net Population and Employment Growth (2024 – 2033)	5,842
<b>Maximum Allowable Funding Envelope</b>	<b>\$31,407,001</b>

**Table 2 2024 – 2033 Development-Related Capital Program & Calculation of the Development Charge**

The Outdoor Recreation capital program relates largely to the construction of park facilities and projects related to the Waterfront Master Plan, which includes \$8.73 million Harbourlands Marina Facility and \$3.13 million for

the Shipyards Bury Hydro Line. Several new parks are slated to be constructed over the 10-year period, which will accompany new developments in the Town (precise timing is to be determined, dependent on the timing of development). The capital program also includes a \$1.50 million provision for trail development and \$1.77 million for new vehicles and equipment. Altogether, the Outdoor Recreation capital program totals \$71.49 million. \$436,300 worth of provincial grants, property tax funding, and donations are expected and are removed from the DC eligible costs.

Several projects have BTE shares related to the partial replacement of existing equipment, totaling \$10.76 million. The methodology used to determine the BTE shares is described below:

- **New Projects** – 0% BTE as these projects relate to net new infrastructure, which would not be constructed in the absence of growth.
- **Replacements/Enhancements** – 82% BTE share based on shares of existing versus future population growth over the 10-year planning horizon. These projects replace existing assets but also provide increased servicing capacity.
- **St. Marie St North Block 9 Park - Public Realm Plan** – 25% BTE allocation reflects \$500K in “other funding” as per 2024 capital budget
- **Equipment Replacement/Enhancements and Parks Equipment** – 33% based on a third of the assets being acquired would be replaced (BTE is consistent with 2019 DC Study).
- **Sunset Point Shoreline Restoration** – 95% BTE due to nominal increase in servicing capacity to meet the needs of future development.
- **Sunset Point Black Rock Washroom** – 50% BTE as the project includes an replacement and expansion of the existing facility while also providing accessibility improvements.

A further \$28.89 million in post-period benefit costs have been removed from the DC eligible shares. These projects will be considered for recovery under subsequent DC Study updates. After these adjustments, the DC costs eligible for recovery over the 2024 to 2033 planning period amount to \$31.41 million and are allocated 100% against new residential development, yielding an unadjusted residential development charge of \$4,379.11 per capita.

### Table 3 Cash Flow Analysis

After cash flow and reserve fund analysis, the residential calculated charge increases to \$4,729.40 per capita.

The following table summarizes the calculation of the Outdoor Recreation development charge.

OUTDOOR RECREATION SUMMARY						
15-year Hist.	2024 - 2033		Unadjusted		Adjusted	
Service Level	Development-Related Capital Program		Development Charge		Development Charge	
per capita	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$5,376.07	\$71,489,033	\$31,407,001	\$4,379.11	\$0.00	<b>\$4,729.40</b>	<b>\$0.00</b>



APPENDIX B.4  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
OUTDOOR RECREATION

OUTDOOR REC BUILDINGS Facility Name	# of Square Feet															UNIT COST (\$/sq. ft.)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Office - 507 Tenth Line N (Outdoor Rec Portion Only) <sup>1</sup>	-	-	-	2,923	2,923	2,923	2,923	2,923	2,923	2,923	2,923	2,923	4,623	4,623	4,623	\$400
Shop - 507 Tenth Line N (Outdoor Rec Portion Only) <sup>2</sup>	-	-	-	6,270	6,270	6,270	6,270	6,270	6,270	6,270	6,270	6,270	12,540	12,540	12,540	\$300
Office - 545 Tenth Line N (Outdoor Rec Portion Only) <sup>3</sup>	880	880	880	-	-	-	-	-	-	-	-	-	-	-	-	\$400
Shop - 545 Tenth Line (Outdoor Rec Portion Only) <sup>4</sup>	2,280	2,280	2,280	-	-	-	-	-	-	-	-	-	-	-	-	\$300
<b>Total (sq.ft.)</b>	<b>3,160</b>	<b>3,160</b>	<b>3,160</b>	<b>9,193</b>	<b>9,193</b>	<b>9,193</b>	<b>9,193</b>	<b>9,193</b>	<b>9,193</b>	<b>9,193</b>	<b>9,193</b>	<b>9,193</b>	<b>17,163</b>	<b>17,163</b>	<b>17,163</b>	
<b>Total (\$000)</b>	<b>\$1,036.0</b>	<b>\$1,036.0</b>	<b>\$1,036.0</b>	<b>\$3,050.3</b>	<b>\$3,050.3</b>	<b>\$3,050.3</b>	<b>\$3,050.3</b>	<b>\$3,050.3</b>	<b>\$3,050.3</b>	<b>\$3,050.3</b>	<b>\$3,050.3</b>	<b>\$3,050.3</b>	<b>\$5,611.2</b>	<b>\$5,611.2</b>	<b>\$5,611.2</b>	

- (1) Shared 60% Outdoor Rec and 40% Public Works (2009-2020). Transferred to Outdoor Rec in 2021.  
 (2) Shared 50% Outdoor Rec and 50% Public Works (2009-2020). Transferred fully to Outdoor Rec in 2021.  
 (3) Shared 16% Outdoor Rec and 84% Public Works (2009-2011). Transferred fully to Public Works in 2012.  
 (4) Shared 18% Outdoor Rec and 82% Public Works (2009-2011). Transferred to Public Works in 2012.

LAND ASSOCIATED WITH BUILDINGS Facility Name	# of Acres															UNIT COST (\$/acre)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Office & Shop - 507 Tenth Line N (Outdoor Rec Portion C	-	-	-	2.64	2.64	2.64	2.64	2.64	2.64	2.64	2.64	2.64	5.00	5.00	5.00	\$300,000
Office & Shop - 545 Tenth Line N (Outdoor Rec Portion C	1.74	1.74	1.74	-	-	-	-	-	-	-	-	-	-	-	-	\$300,000
<b>Total (acres)</b>	<b>1.74</b>	<b>1.74</b>	<b>1.74</b>	<b>2.64</b>	<b>2.64</b>	<b>2.64</b>	<b>2.64</b>	<b>2.64</b>	<b>2.64</b>	<b>2.64</b>	<b>2.64</b>	<b>2.64</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	
<b>Total (\$000)</b>	<b>\$522.0</b>	<b>\$522.0</b>	<b>\$522.0</b>	<b>\$792.0</b>	<b>\$792.0</b>	<b>\$792.0</b>	<b>\$792.0</b>	<b>\$792.0</b>	<b>\$792.0</b>	<b>\$792.0</b>	<b>\$792.0</b>	<b>\$792.0</b>	<b>\$1,500.0</b>	<b>\$1,500.0</b>	<b>\$1,500.0</b>	

- (1) Land area is based on shares of gross floor area associated with Outdoor Rec (3,160 sf or 17%) and Public Works (15,040 sf or 83%). Transferred to Outdoor Rec in 2021.  
 (2) Land area is based on shares of gross floor area associated with Outdoor Rec (9,193 sf or 53%) and Public Works (8,219 sf or 47%). Transferred to Public Works in 2012.

APPENDIX B.4  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
OUTDOOR RECREATION

PARK LAND IMPROVEMENTS Park Type	# of Acres															UNIT COST (\$/Acre)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Regional Park</b>																
Central Park	14.00	14.00	14.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	\$500,000
Fisher Field	25.87	25.87	25.87	25.87	25.87	25.87	25.87	25.87	25.87	25.87	25.87	25.87	25.87	25.87	25.87	\$500,000
<b>Community Parks</b>																
Heritage Park	12.00	12.00	12.00	12.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	\$500,000
Old Village (Legion) Park	6.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	\$500,000
<b>Waterfront</b>																
Harbourview Park	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	\$500,000
Harbourlands Park	11.81	11.81	11.81	11.81	11.81	11.81	11.81	11.81	11.81	11.81	11.81	11.81	11.81	11.81	11.81	\$500,000
Millennium Park	5.01	5.01	5.01	5.01	5.01	5.01	5.01	5.01	5.01	5.01	5.01	5.01	5.01	5.01	5.01	\$800,000
Sunset Point Park	25.30	25.30	25.30	25.30	25.30	25.30	25.30	25.30	25.30	25.30	10.04	10.04	10.04	10.04	10.04	\$800,000
Shipyards Hillside and Greenspace	-	-	10.04	10.04	10.04	10.04	10.04	10.04	10.04	10.04	25.30	25.30	25.30	25.30	25.30	\$500,000
Shipyards Promenade	-	-	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	\$500,000
<b>Neighbourhood Parks</b>																
Bell Boulevard Park	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	\$500,000
Black Ash Park	-	-	-	-	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$500,000
Cedar Park	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	\$500,000
Friendship Gardens	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$500,000
Georgian Meadows Park	3.65	3.65	3.65	3.65	3.65	3.65	3.65	3.65	3.65	3.65	3.65	3.65	3.65	3.65	3.65	\$500,000
JJ Cooper Park	-	-	-	-	2.42	2.42	2.42	2.42	2.42	2.42	2.42	2.42	2.42	2.42	2.42	\$500,000
Kinsmen Park	4.22	4.22	4.22	4.22	4.22	4.22	4.22	4.22	4.22	4.22	4.22	4.22	4.22	4.22	4.22	\$500,000
Mair Mills Park	-	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	\$500,000
Morbay Park	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	\$500,000
Mountaincroft Park	-	-	-	-	-	-	-	-	-	-	3.57	3.57	3.57	3.57	3.57	\$500,000
Nip Spooner Park	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	\$500,000
Princeton Shores Park	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	\$500,000
Riverside Park	-	-	-	-	-	-	5.30	5.30	5.30	5.30	5.30	5.30	5.30	5.30	5.30	\$500,000
Walnut Street Park	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$500,000
The Station	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	\$500,000
<b>Natural Area</b>																
White's Bay Park	21.55	21.55	21.55	21.55	21.55	21.55	21.55	21.55	21.55	21.55	21.55	21.55	21.55	21.55	21.55	\$25,000
George Christie Nature Trails	58.17	58.17	58.17	58.17	58.17	58.17	58.17	58.17	58.17	58.17	58.17	58.17	58.17	58.17	58.17	\$25,000
<b>Urban Green Spaces</b>																
Blue Shores Parkette	-	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	\$500,000
First & High Park	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	\$500,000
Pawplar Dog Park	1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14	\$500,000
<b>Greenway</b>																
Kauffman	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	\$25,000
<b>Total (acres)</b>	<b>246.3</b>	<b>248.3</b>	<b>261.0</b>	<b>258.0</b>	<b>258.4</b>	<b>258.4</b>	<b>263.7</b>	<b>263.7</b>	<b>263.7</b>	<b>267.3</b>	<b>267.3</b>	<b>267.3</b>	<b>267.3</b>	<b>267.3</b>	<b>267.3</b>	
<b>Total (\$000)</b>	<b>\$93,406.0</b>	<b>\$94,431.0</b>	<b>\$100,761.0</b>	<b>\$99,261.0</b>	<b>\$99,471.0</b>	<b>\$99,471.0</b>	<b>\$102,121.0</b>	<b>\$102,121.0</b>	<b>\$102,121.0</b>	<b>\$103,906.0</b>	<b>\$99,328.0</b>	<b>\$99,328.0</b>	<b>\$99,328.0</b>	<b>\$99,328.0</b>	<b>\$99,328.0</b>	

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OUTDOOR RECREATION

PARKLAND TRAILS Trail Type	# of Linear kilometres															UNIT COST (\$/km)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Community Trails - limestone	56.0	58.0	58.0	60.0	60.0	44.0	44.0	44.0	45.0	45.0	43.0	43.0	43.0	43.0	43.0	\$90,000
Community Trails - asphalt	-	-	-	-	-	6.0	6.0	7.0	7.0	7.0	8.0	8.0	8.0	8.0	8.0	\$200,000
Community Trails - concrete	-	-	-	-	-	7.0	7.0	7.0	8.0	8.0	9.4	9.4	9.4	9.4	9.4	\$360,000
Rail Trail to Stayner	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	-	-	-	-	-	-	\$90,000
Georgian Trail	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	\$90,000
Boardwalk	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	1.4	1.4	1.4	1.4	1.4	1.4	\$650,000
<b>Total (km)</b>	<b>74.8</b>	<b>76.8</b>	<b>76.8</b>	<b>78.8</b>	<b>78.8</b>	<b>75.8</b>	<b>75.8</b>	<b>76.8</b>	<b>78.8</b>	<b>68.4</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	
<b>Total (\$000)</b>	<b>\$7,180.0</b>	<b>\$7,360.0</b>	<b>\$7,360.0</b>	<b>\$7,540.0</b>	<b>\$7,540.0</b>	<b>\$9,820.0</b>	<b>\$9,820.0</b>	<b>\$10,020.0</b>	<b>\$10,470.0</b>	<b>\$9,870.0</b>	<b>\$10,394.0</b>	<b>\$10,394.0</b>	<b>\$10,394.0</b>	<b>\$10,394.0</b>	<b>\$10,394.0</b>	

PARKLAND AMENITIES Description	# of Parkland Amenities																	UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023			
Slow Pitch Diamonds (lights/irr/dr)	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	\$730,000		
Hardball Diamonds	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$650,000		
Minorball Diamonds	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	\$360,000		
Bleachers	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	\$15,000		
Adult Soccer Pitches (lit)	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	\$870,000		
Adult Soccer Pitches (unlit)	5	5	4	3	3	3	3	3	3	3	3	3	3	3	2	\$650,000		
Mini Soccer Pitches	13	13	13	10	10	10	10	10	10	10	10	10	10	10	10	\$440,000		
Tennis Courts	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	\$150,000		
Basketball Pads	2	2	3	3	4	4	4	4	4	4	4	4	4	4	4	\$110,000		
Volleyball Courts	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	\$70,000		
Play Equipment - Small	7	9	13	13	18	18	23	23	31	35	35	35	35	35	44	\$25,000		
Play Equipment - Medium	2	2	3	3	4	4	6	6	8	9	9	9	9	9	11	\$75,000		
Play Equipment - Large	5	5	5	5	6	6	8	8	10	12	12	12	12	12	14	\$100,000		
Picnic Shelter	1	2	2	3	3	3	3	3	3	4	4	5	5	5	5	\$75,000		
Shade Sails	1	1	1	2	3	4	4	4	5	5	5	5	5	5	7	\$50,000		
Washrooms and Other Buildings	18	18	18	18	17	17	17	17	17	17	17	17	17	17	18	\$450,000		
Lawn Bowling Facilities	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$730,000		
Skateboard Parks	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$730,000		
Inukshuk	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$0		
Labyrinth	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	\$170,000		
Gathering Circle	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$950,000		
Splashpad	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$2,500,000		
Lighthouse at Sunset Park	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$300,000		
Wooden Stage			1	1	1	1	1	1	1	1	1	1	1	1	2	\$150,000		
<b>Total (#)</b>	<b>97.0</b>	<b>101.0</b>	<b>107.0</b>	<b>105.0</b>	<b>112.0</b>	<b>113.0</b>	<b>123.0</b>	<b>123.0</b>	<b>137.0</b>	<b>146.0</b>	<b>146.0</b>	<b>147.0</b>	<b>147.0</b>	<b>147.0</b>	<b>165.0</b>			
<b>Total (\$000)</b>	<b>\$26,005.0</b>	<b>\$26,280.0</b>	<b>\$26,065.0</b>	<b>\$24,220.0</b>	<b>\$23,500.0</b>	<b>\$23,550.0</b>	<b>\$24,195.0</b>	<b>\$24,195.0</b>	<b>\$25,155.0</b>	<b>\$26,555.0</b>	<b>\$26,555.0</b>	<b>\$26,630.0</b>	<b>\$26,630.0</b>	<b>\$26,630.0</b>	<b>\$30,055.0</b>			

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BRIDGES Trail Type	# of Bridges															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Pedestrian Bridges	20.0	20.0	20.0	20.0	20.0	20.0	20.0	23.0	23.0	24.0	23.0	23.0	23.0	23.0	23.0	\$450,000
<b>Total (km)</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>23.0</b>	<b>23.0</b>	<b>24.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	
<b>Total (\$000)</b>	<b>\$9,000.0</b>	<b>\$9,000.0</b>	<b>\$9,000.0</b>	<b>\$9,000.0</b>	<b>\$9,000.0</b>	<b>\$9,000.0</b>	<b>\$9,000.0</b>	<b>\$10,350.0</b>	<b>\$10,350.0</b>	<b>\$10,800.0</b>	<b>\$10,350.0</b>	<b>\$10,350.0</b>	<b>\$10,350.0</b>	<b>\$10,350.0</b>	<b>\$10,350.0</b>	

MARINA AND DOCKS Description	# of Units															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Launch Ramp (1 at Cranberry and 2 at Harbour)	1	1	1	1	1	3	3	3	3	3	3	3	3	3	3	\$440,000
Docks - Mooring Spots	10	10	10	10	38	38	38	38	38	68	116	116	116	116	116	\$10,000
Promenade - Wooden Docks (linear feet)	-	-	-	-	300	300	300	300	300	681	681	681	681	681	681	\$1,500
Sailing School Docks	-	-	-	-	-	-	12	12	12	12	12	12	12	12	12	\$3,000
Floating breakwater (linear feet)	-	-	-	-	-	-	-	-	-	-	-	250	250	250	250	\$2,300
<b>Total (#)</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>339.0</b>	<b>341.0</b>	<b>353.0</b>	<b>353.0</b>	<b>353.0</b>	<b>764.0</b>	<b>812.0</b>	<b>1,062.0</b>	<b>1,062.0</b>	<b>1,062.0</b>	<b>1,062.0</b>	
<b>Total (\$000)</b>	<b>\$540.0</b>	<b>\$540.0</b>	<b>\$540.0</b>	<b>\$540.0</b>	<b>\$1,270.0</b>	<b>\$2,150.0</b>	<b>\$2,186.0</b>	<b>\$2,186.0</b>	<b>\$2,186.0</b>	<b>\$3,057.5</b>	<b>\$3,537.5</b>	<b>\$4,112.5</b>	<b>\$4,112.5</b>	<b>\$4,112.5</b>	<b>\$4,112.5</b>	

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OUTDOOR RECREATION

VEHICLES AND EQUIPMENT Description	# of Vehicles and Equipment															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Vehicles</b>																
2005 GMC Pick-Up	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$75,000
2008 Chevrolet Express Van	-	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$50,000
2008 DODGE Quad Cab Pick-up 705 and 706	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	\$75,000
2008 DODGE Quad Cab Pick-up	1	1	1	1	1	1	1	1	1	1	1	-	-	-	-	\$75,000
2004 Jeep Liberty	1	1	1	1	1	1	1	1	-	-	-	-	-	-	-	\$50,000
2002 Jeep Liberty	-	-	-	1	1	1	1	1	1	1	-	-	-	-	-	\$50,000
2008 Ford Escape XLT 4X4 SUV 703	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	\$50,000
2010 Jeep Compass CUV	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$50,000
2011 Dodge pick-up 708	-	-	2	2	2	2	2	2	2	2	2	2	2	2	2	\$75,000
2011 Dodge pick-up	-	-	1	1	1	1	1	1	1	1	1	-	-	-	-	\$75,000
2014 Chevrolet Silverado 709	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$75,000
2016 Chevrolet Silverado Pick-up 710 and 711	-	-	-	-	-	-	-	2	2	2	2	2	2	2	2	\$75,000
2016 Chevrolet Silverado Pick-up	-	-	-	-	-	-	-	1	1	1	1	-	-	-	-	\$75,000
2016 Ford F150 Pick-up	-	-	-	-	-	-	-	1	1	1	-	-	-	-	-	\$75,000
2018 Ford F150 Pick-up 701	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$75,000
2019 Ford F550 2 ton 704	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1	\$75,000
2022 Dodge 2500 3/4 ton truck 728 and 729	-	-	-	-	-	-	-	-	-	-	-	-	-	2	2	\$75,000
2022 Chevrolet Silverado 702	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$75,000
<b>Trailers</b>																
1988 HOME - Flat 6'X15' Tandem Trailer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$10,000
1993 JDJ TY FLAT Trailer	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$10,000
1999 HOME - Black Ticket Trailer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$7,000
1999 UPUL TY Water Trailer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$10,000
2002 REMEQ Trailer	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$10,000
2004 Triton XT1 ATV Trailer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$4,000
2009 MIDDLEBURY 8.5X16X6" CARGO	-	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$15,000
2009 ATLAS AU5 Cargo Trailer	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$7,000
2011 JDJ - TY - Black 80" x 16' Trailer	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$10,000
2015 JDJ - DUMP - Black Dump Trailer	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	\$12,000
2016 Middlebury 610 Flat Top Cargo - White	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	\$9,000
2017 JDJ - DUMP - Black Dump Trailer	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$12,000
2017 EZ Loader 2100 Galvanized Boat Trailer	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$4,000
2021 Trailer Tandem UT 7' x 16'	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	\$10,000



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OUTDOOR RECREATION

VEHICLES AND EQUIPMENT Description	# of Vehicles and Equipment															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Tractors</b>																
1992 HONDA 5013 13hp Tractor	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$65,000
2004 KUBOTA L5030 Tractor	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$65,000
2011 KUBOTA L5740 Tractor	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$65,000
2014 KUBOTA L60606HSTC Tractor 62HP 4WD	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$65,000
2019 Kubota Tractor L6060HSTCC	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$65,000
<b>Utility Vehicles Plated</b>																
2009 Yamaha ATV	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	\$15,000
2009 Yamaha ATV	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	\$15,000
2011 KUBOTA RTV500H ATV	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$15,000
2018 Kubota RTV X900	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$15,000
2018 YAMAHA Snowmobile	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$15,000
2021 Kubota RTV X1100	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	\$15,000
<b>Utility Vehicles Non Plated</b>																
2018 AGT Electric Hobbit 6 + 2 48 volt shuttle	-	-	-	-	-	-	-	-	-	2	2	2	2	2	2	\$16,000
2018 AGT Electric Hobbit 6 + 2 48 volt shuttle	-	-	-	-	-	-	-	-	-	1	1	-	-	-	-	\$16,000
2018 Club Car Golf Cart	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$16,000
<b>Mowers</b>																
2004 JOHN DEERE ZT 777 60" Zero Turn	1	1	1	1	1	1	1	1	1	1	1	-	-	-	-	\$22,000
2005 CUB CADET 5252 Mower	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$4,000
2003 JOHN DEERE GT 245 Mower	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$4,000
2012 JOHN DEERE Z930A 60" Zero Turn	-	-	-	1	1	1	1	1	1	1	1	-	-	-	-	\$22,000
2012 JOHN DEERE Z930A 60" Zero Turn	-	-	-	1	1	1	1	1	1	1	1	-	-	-	-	\$22,000
2013 JOHN DEERE Z930M 60" Zero Turn	-	-	-	-	2	2	2	2	2	2	2	2	2	2	2	\$22,000
2013 JOHN DEERE Z930M 60" Zero Turn	-	-	-	-	1	1	1	1	1	1	1	-	-	-	-	\$22,000
2015 BUSH HOG JD1500 Tri-Deck Mower	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	\$25,000
2016 KUBOTA Z725HK-60 60" Zero Turn	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	\$16,000
2018 JOHN DEERE 915E Zero Turn	-	-	-	-	-	-	-	-	-	2	2	2	2	2	2	\$16,000
2018 JOHN DEERE 915E Zero Turn	-	-	-	-	-	-	-	-	-	1	1	-	-	-	-	\$16,000
2022 Greenworks Electric Stand Zero Turn mower	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$16,000
2023 John Deere Z950M Zero Turn	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$16,000
2023 Greenworks C760R Zero Turn mower	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$16,000

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VEHICLES AND EQUIPMENT Description	# of Vehicles and Equipment															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Tractor Accessories</b>																
1995 GRADEMAKER 60" Viking Scraper	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$3,000
1998 AE-60 72" Aerovator	1	1	1	1	1	1	1	1	1	1	1	-	-	-	-	\$2,000
2004 KUBOTA Tractor Bucket	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$1,000
2005 TRACTOR MOUNTED SNOWBLOWER L2185	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$5,000
2006 BUSH HOG C50-RD6 SQ600	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$4,000
2007 CUB CADET MOWER DECK 54" for 5252	1	1	1	1	1	1	1	1	1	1	1	-	-	-	-	\$1,000
2007 CUB CADET ROTARY TILLER 42" Att.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$1,000
2008 REIST BASEBALL DIAMOND GROOMER	1	1	1	1	1	1	1	1	1	1	1	1	1	1	-	\$6,000
2009 BANNERMAN LTD-20 Top Dresser	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$26,000
2011 KUBOTA 72" Bucket	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$7,000
2012 KUBOTA Tractor Forks	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	\$3,000
2014 KUBOTA 72" Tractor Bucket	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$1,000
2014 KUBOTA Tractor LOADER LA1055	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$7,000
2014 KUBOTA SNOWBLOWER L4479 Att.	-	-	-	-	-	1	1	1	1	1	1	-	-	-	-	\$12,000
2014 SMYTH Grass Sweeper	-	-	-	-	-	1	1	1	1	1	1	-	-	-	-	\$5,000
2015 BEFCO C50-RD6 72" Mower Deck	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	\$4,000
2019 Kubota BH92 Tractor Backhoe	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$5,000
<b>Push Mowers</b>																
2007 LAWN BOY 10671 Push Mower	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$1,000
2009 CUB CADET 5.5 Push Mower	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$1,000
2010 CUB CADET B010 Push Mower	-	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$1,000
2013 CUB CADET 0596 Push Mower	-	-	-	-	1	1	1	1	1	1	1	1	1	1	1	\$1,000
2016 CUB CADET Push Mower	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	\$1,000
2021 Cub Cadet Push Mower	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	\$1,000

APPENDIX B.4  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
OUTDOOR RECREATION

VEHICLES AND EQUIPMENT Description	# of Vehicles and Equipment															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Lawn Maintenance Equipment</b>																
2007 STIHL KM90 Kombi Head	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$1,500
2010 STIHL FS110R Weed Eater	-	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$900
STIHL FS110R Weed Eater	-	-	2	2	2	3	5	6	6	6	6	6	6	6	6	\$900
2011 STIHL FS110R Weed Eater	-	-	1	1	1	1	1	1	1	1	1	-	-	-	-	\$900
2013 STIHL FS55RC Weed Eater	-	-	-	-	1	1	1	1	1	1	1	1	1	1	1	\$400
2014 STIHL FS130R Weed Eater	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$900
2014 STIHL FS110R Weed Eater	-	-	-	-	-	1	1	1	1	1	1	3	4	4	4	\$900
2018 STIHL FS111RX Weed Eater	-	-	-	-	-	-	-	-	-	2	2	2	2	2	2	\$900
2015 STIHL FS110R Weed Eater	-	-	-	-	-	-	1	1	1	1	1	-	-	-	-	\$900
2015 STIHL FS110R Weed Eater	-	-	-	-	-	-	1	1	1	1	1	-	-	-	-	\$900
2015 STIHL Hedge Trimmer HS46C	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	\$600
2016 STIHL FS110R Weed Eater	-	-	-	-	-	-	-	1	1	1	1	1	-	-	-	\$900
2016 STIHL FS110R Weed Eater	-	-	-	-	-	-	-	1	1	1	-	-	-	-	-	\$900
STIHL BR600 Backpack Blower	-	-	1	1	1	1	1	1	1	1	1	2	2	2	2	\$1,000
STIHL Blower hand held	-	-	-	-	-	-	-	-	-	2	2	2	4	4	4	\$300
STIHL BG55 Handheld Blower	-	-	1	1	1	1	1	1	1	1	1	2	2	2	2	\$400
STIHLHS45 Hedge Trimmer	-	-	-	1	1	1	2	2	2	2	2	2	3	3	3	\$600
STIHL Pole Saw	-	-	-	-	-	-	-	1	2	3	3	3	3	3	3	\$1,500
STIHL KOMBI ATTACH	-	-	-	-	-	-	-	5	5	5	5	5	5	5	5	\$300
STIHL KOMBI ATTACH	-	-	-	-	-	-	-	1	1	1	1	-	-	-	-	\$300
STIHL KOMBI ATTACH	-	-	-	-	-	-	-	1	1	1	1	-	-	-	-	\$300
STIHL KOMBI ATTACH	-	-	-	-	-	-	-	1	1	1	1	-	-	-	-	\$300
STIHL KOMBI ATTACH	-	-	-	-	-	-	-	1	1	1	1	-	-	-	-	\$300
STIHL KOMBI ATTACH	-	-	-	-	-	-	-	1	1	1	1	-	-	-	-	\$300
2017 STIHL Pole Saw	-	-	-	-	-	-	-	-	-	1	1	1	-	-	-	\$300
2018 STIHL Pole Saw	-	-	-	-	-	-	-	-	-	1	1	-	-	-	-	\$300
2011 STIHL KM110 Kombi Head	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$1,500
2002 STIHL Chainsaw 036	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$700
2015 STIHL MS362 Chainsaw	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	\$700
2021 STIHL MS250 chainsaw	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	\$700



APPENDIX B.4  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
OUTDOOR RECREATION

VEHICLES AND EQUIPMENT Description	# of Vehicles and Equipment															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Shop Equipment</b>																
1990 CANOX PORTABLE WELDER	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$2,200
1997 3500 Watt GENERATOR 25 amp regular plug	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$2,900
1997 3500 Watt GENERATOR 25 amp regular plug	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$2,900
2007 6500 Watt 44.9 amp regular plug Gen.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$5,800
1995 PONSTAR SUBMERSIBLE PUMP 2"	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$700
2000 HONDA WN20 Gas Pump 2"	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$2,500
2002 HONDA GX160 Gas Pump 2"	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$2,500
2006 B-WLM-234 Wet Line Marker	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	\$700
2011 KODIAC EX-17 PRESSURE WASHER Gas	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$2,200
2011 HUSQVARNA Rototiller CRT900	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$1,200
2012 KING INDUSTRIAL DRILL PRESS 12 speed 2"	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	\$1,500
2013 MILWAUKEE Sawzall	-	-	-	-	1	1	1	1	1	1	1	1	1	1	1	\$300
2013 HYSPEC HYDRAULIK PRESSURE WASHER	-	-	-	-	1	1	1	1	1	1	1	1	1	1	1	\$700
2014 STIHL Quick Cut Saw with Cart	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$2,200
2014 MILWAUKEE 14" Chop Saw	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$300
2015 CHICAGO PNEUMATIC IMPACT WRENCH CP749	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	\$100
2015 DEWALT 20 Volt Hammer Drill	-	-	-	-	-	-	2	2	2	2	2	2	2	2	2	\$300
2015 MASTERCRAFT 8" Bench Grinder	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	\$300
2015 MAKITA COMPOUND SAW 10" LS1016	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	\$1,200
MASTERCRAFT Circular Saw	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$100
DEWALT Angle Grinder	-	-	-	-	-	-	-	-	-	2	2	2	2	2	2	\$100
OMEGA AIR COMPRESSOR - Portable	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	\$400
Shop Air Compressor 7.5 HP	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	\$5,800
Hotsy Pressure Washer - Shop	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$14,500
2021 Snow Tracks	-	-	-	-	-	-	-	-	-	-	-	-	2	2	2	\$5,000
2021 Snow groomer	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	\$250,000
1994 Endurable 1 Sail Boat Replica	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$10,000
<b>Total (#)</b>	<b>38</b>	<b>42</b>	<b>57</b>	<b>64</b>	<b>71</b>	<b>83</b>	<b>99</b>	<b>121</b>	<b>125</b>	<b>147</b>	<b>132</b>	<b>116</b>	<b>127</b>	<b>131</b>	<b>129</b>	
<b>Total (\$000)</b>	<b>\$644.4</b>	<b>\$711.3</b>	<b>\$1,042.3</b>	<b>\$1,147.2</b>	<b>\$1,215.6</b>	<b>\$1,400.3</b>	<b>\$1,449.7</b>	<b>\$1,783.3</b>	<b>\$1,801.1</b>	<b>\$2,059.6</b>	<b>\$1,848.3</b>	<b>\$1,500.8</b>	<b>\$1,789.6</b>	<b>\$2,030.6</b>	<b>\$2,035.6</b>	

APPENDIX B.4  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
OUTDOOR RECREATION

SAILING SCHOOL EQUIPMENT Description	# of Vehicles and Equipment															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
2017 Highfield OM 540 DL PVC Aluminum Boat	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$32,700
2017 YAMAHA boat motor	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$17,500
2018 Highfield CL 340 11'-6" Light Grey Boat	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$10,200
2018 TOHATSU boat motor	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$6,100
2018 Highfield CL 310 N 10'-6" Light Grey Boat	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$4,600
2018 YAMAHA boat motor	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$4,400
Albacore 15' Dinghy	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	\$20,400
Mistral 14' Dinghy	3	3	3	3	3	3	3	3	3	3	-	-	-	-	-	\$20,400
Force 5 13' Board Boat	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$7,300
Laser 12' Board Boat	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$7,300
420 Dinghy	-	-	-	-	-	-	-	-	-	-	13	13	13	13	13	\$7,300
<b>Total (#)</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>14</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	
<b>Total (\$000)</b>	<b>\$137.0</b>	<b>\$137.0</b>	<b>\$137.0</b>	<b>\$137.0</b>	<b>\$137.0</b>	<b>\$137.0</b>	<b>\$137.0</b>	<b>\$137.0</b>	<b>\$187.2</b>	<b>\$212.5</b>	<b>\$231.6</b>	<b>\$231.6</b>	<b>\$231.6</b>	<b>\$231.6</b>	<b>\$231.6</b>	

EXCESS CAPACITY ADJUSTMENT	Total Value of Reserve Fund Balance(\$)														
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Recovery of Negative Reserve Fund Balance	-	-	-	-	-	-	-	-	-	-	(\$678,193)	(\$678,193)	(\$678,193)	(\$678,193)	(\$678,193)
<b>Total (\$000)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$678.2)</b>	<b>(\$678.2)</b>	<b>(\$678.2)</b>	<b>(\$678.2)</b>	<b>(\$678.2)</b>

**APPENDIX B.4  
TABLE 1**

**TOWN OF COLLINGWOOD  
CALCULATION OF SERVICE LEVELS  
OUTDOOR RECREATION**

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Historical Population</b>	25,054	25,674	26,309	26,608	26,923	27,256	27,608	27,976	28,537	29,113	29,704	30,311	30,937	31,463	32,000

**INVENTORY SUMMARY (\$000)**

Outdoor Rec Buildings	\$1,036	\$1,036	\$1,036	\$3,050	\$3,050	\$3,050	\$3,050	\$3,050	\$3,050	\$3,050	\$3,050	\$3,050	\$5,611	\$5,611	\$5,611
Land Associated With Buildings	\$522	\$522	\$522	\$792	\$792	\$792	\$792	\$792	\$792	\$792	\$792	\$792	\$1,500	\$1,500	\$1,500
Park Land Improvements	\$93,406	\$94,431	\$100,761	\$99,261	\$99,471	\$99,471	\$102,121	\$102,121	\$102,121	\$103,906	\$99,328	\$99,328	\$99,328	\$99,328	\$99,328
Parkland Amenities	\$26,005	\$26,280	\$26,065	\$24,220	\$23,500	\$23,550	\$24,195	\$24,195	\$25,155	\$26,555	\$26,555	\$26,630	\$26,630	\$26,630	\$30,055
Trails	\$7,180	\$7,360	\$7,360	\$7,540	\$7,540	\$9,820	\$9,820	\$10,020	\$10,470	\$9,870	\$10,394	\$10,394	\$10,394	\$10,394	\$10,394
Bridges	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$10,350	\$10,350	\$10,800	\$10,350	\$10,350	\$10,350	\$10,350	\$10,350
Marina and Docks	\$540	\$540	\$540	\$540	\$1,270	\$2,150	\$2,186	\$2,186	\$2,186	\$3,058	\$3,538	\$4,113	\$4,113	\$4,113	\$4,113
Vehicles And Equipment	\$644	\$711	\$1,042	\$1,147	\$1,216	\$1,400	\$1,450	\$1,783	\$1,801	\$2,060	\$1,848	\$1,501	\$1,790	\$2,031	\$2,036
Sailing School Equipment	\$137	\$137	\$137	\$137	\$137	\$137	\$137	\$137	\$187	\$213	\$232	\$232	\$232	\$232	\$232
Excess Capacity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$678)	(\$678)	(\$678)	(\$678)	(\$678)
<b>Total (\$000)</b>	<b>\$138,470.4</b>	<b>\$140,017.3</b>	<b>\$146,463.3</b>	<b>\$145,687.5</b>	<b>\$145,975.9</b>	<b>\$149,370.6</b>	<b>\$152,751.0</b>	<b>\$154,634.6</b>	<b>\$156,112.6</b>	<b>\$160,302.9</b>	<b>\$155,408.5</b>	<b>\$155,711.0</b>	<b>\$159,268.7</b>	<b>\$159,509.7</b>	<b>\$162,939.7</b>

**SERVICE LEVEL (\$/capita)**

																Average Service Level
Outdoor Rec Buildings	\$41.4	\$40.4	\$39.4	\$114.6	\$113.3	\$111.9	\$110.5	\$109.0	\$106.9	\$104.8	\$102.7	\$100.6	\$181.4	\$178.3	\$175.4	\$108.7
Land Associated With Buildings	\$20.8	\$20.3	\$19.8	\$29.8	\$29.4	\$29.1	\$28.7	\$28.3	\$27.8	\$27.2	\$26.7	\$26.1	\$48.5	\$47.7	\$46.9	\$30.5
Park Land Improvements	\$3,728.2	\$3,678.1	\$3,829.9	\$3,730.5	\$3,694.6	\$3,649.5	\$3,699.0	\$3,650.3	\$3,578.5	\$3,569.1	\$3,343.9	\$3,277.0	\$3,210.7	\$3,157.0	\$3,104.0	\$3,526.7
Parkland Amenities	\$1,038.0	\$1,023.6	\$990.7	\$910.3	\$872.9	\$864.0	\$876.4	\$864.8	\$881.5	\$912.1	\$894.0	\$878.6	\$860.8	\$846.4	\$939.2	\$910.2
Trails	\$286.6	\$286.7	\$279.8	\$283.4	\$280.1	\$360.3	\$355.7	\$358.2	\$366.9	\$339.0	\$349.9	\$342.9	\$336.0	\$330.4	\$324.8	\$325.4
Bridges	\$359.2	\$350.5	\$342.1	\$338.2	\$334.3	\$330.2	\$326.0	\$370.0	\$362.7	\$371.0	\$348.4	\$341.5	\$334.6	\$329.0	\$323.4	\$344.1
Marina and Docks	\$21.6	\$21.0	\$20.5	\$20.3	\$47.2	\$78.9	\$79.2	\$78.1	\$76.6	\$105.0	\$119.1	\$135.7	\$132.9	\$130.7	\$128.5	\$79.7
Vehicles And Equipment	\$25.7	\$27.7	\$39.6	\$43.1	\$45.2	\$51.4	\$52.5	\$63.7	\$63.1	\$70.7	\$62.2	\$49.5	\$57.8	\$64.5	\$63.6	\$52.0
Sailing School Equipment	\$5.5	\$5.3	\$5.2	\$5.1	\$5.1	\$5.0	\$5.0	\$4.9	\$6.6	\$7.3	\$7.8	\$7.6	\$7.5	\$7.4	\$7.2	\$6.2
Excess Capacity Adjustment	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	(\$22.8)	(\$22.4)	(\$21.9)	(\$21.6)	(\$21.2)	(\$7.3)
<b>Total (\$/capita)</b>	<b>\$5,526.9</b>	<b>\$5,453.7</b>	<b>\$5,567.0</b>	<b>\$5,475.3</b>	<b>\$5,422.0</b>	<b>\$5,480.3</b>	<b>\$5,532.9</b>	<b>\$5,527.4</b>	<b>\$5,470.5</b>	<b>\$5,506.2</b>	<b>\$5,231.9</b>	<b>\$5,137.1</b>	<b>\$5,148.2</b>	<b>\$5,069.8</b>	<b>\$5,091.9</b>	<b>\$5,376.1</b>

**TOWN OF COLLINGWOOD  
CALCULATION OF MAXIMUM ALLOWABLE  
OUTDOOR RECREATION**

<b>10-Year Funding Envelope Calculation</b>	
15 Year Average Service Level 2009 - 2023	\$5,376.07
Population Growth 2024 - 2033	5,842
<b>Maximum Allowable Funding Envelope</b>	<b>\$31,407,001</b>



APPENDIX B.4

TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
OUTDOOR RECREATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2024-2033	Post 2033
<b>4.0 OUTDOOR RECREATION</b>										
<b>4.1 Recovery of Negative Reserve Fund Balance</b>										
4.1.1 Reserve Fund Balance as of December 31, 2023	2024 - 2024	\$ 678,193	\$ -	\$ 678,193	0%	\$ -	\$ 678,193	\$ -	\$ 678,193	\$ -
Subtotal Recovery of Negative Reserve Fund Balance		\$ 678,193	\$ -	\$ 678,193		\$ -	\$ 678,193	\$ -	\$ 678,193	\$ -
<b>4.2 Park Facilities</b>										
4.2.1 Promenade Dock Phase 3	2024 - 2025	\$ 580,000	\$ -	\$ 580,000	0%	\$ -	\$ 580,000	\$ -	\$ 580,000	\$ -
4.2.2 Central Park Outdoor Rink Facility Maintenance and Improvements	2024 - 2024	\$ 370,000	\$ -	\$ 370,000	82%	\$ 301,847	\$ 68,153	\$ -	\$ 68,153	\$ -
4.2.3 Provision for New Development-Related Park - Wilson Sheffied	2024 - 2025	\$ 2,800,000	\$ -	\$ 2,800,000	0%	\$ -	\$ 2,800,000	\$ -	\$ 2,800,000	\$ -
4.2.4 Provision for New Development-Related Park - Summitview	2024 - 2024	\$ 1,400,000	\$ -	\$ 1,400,000	0%	\$ -	\$ 1,400,000	\$ -	\$ 1,400,000	\$ -
4.2.5 Provision for New Development-Related Park - 580 Sixth St	2026 - 2026	\$ 1,750,000	\$ -	\$ 1,750,000	0%	\$ -	\$ 1,750,000	\$ -	\$ 1,750,000	\$ -
4.2.6 Provision for New Development-Related Park - Panorama	2029 - 2029	\$ 1,750,000	\$ -	\$ 1,750,000	0%	\$ -	\$ 1,750,000	\$ -	\$ 1,750,000	\$ -
4.2.7 Town Signage	2024 - 2024	\$ 100,000	\$ -	\$ 100,000	0%	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -
4.2.8 Pump Track Installation	2024 - 2024	\$ 175,000	\$ -	\$ 175,000	0%	\$ -	\$ 175,000	\$ -	\$ 175,000	\$ -
4.2.9 St. Marie St North Block 9 Park - Public Realm Plan	2024 - 2024	\$ 2,000,000	\$ -	\$ 2,000,000	25%	\$ 500,000	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -
4.2.10 Trail Bridges	2024 - 2024	\$ 475,000	\$ 356,250	\$ 118,750	0%	\$ -	\$ 118,750	\$ -	\$ 118,750	\$ -
4.2.11 Fisher Field Improvements	2024 - 2024	\$ 185,000	\$ -	\$ 185,000	0%	\$ -	\$ 185,000	\$ -	\$ 185,000	\$ -
4.2.12 Equipment Replacement/Enhancements	2024 - 2033	\$ 860,000	\$ -	\$ 860,000	33%	\$ 283,800	\$ 576,200	\$ -	\$ 576,200	\$ -
4.2.13 Neighbourhood Park Replacement/Enhancements	2024 - 2033	\$ 1,310,000	\$ -	\$ 1,310,000	82%	\$ 1,068,702	\$ 241,298	\$ -	\$ 241,298	\$ -
4.2.14 Playground Replacements/Enhancements	2024 - 2033	\$ 2,250,000	\$ -	\$ 2,250,000	82%	\$ 1,835,556	\$ 414,444	\$ -	\$ 414,444	\$ -
4.2.15 Shade Shelters	2024 - 2033	\$ 300,000	\$ -	\$ 300,000	0%	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ -
4.2.16 Sunset Point Shoreline Restoration	2024 - 2033	\$ 500,000	\$ -	\$ 500,000	95%	\$ 475,000	\$ 25,000	\$ -	\$ 25,000	\$ -
4.2.17 Old Village (Legion) Washroom	2024 - 2024	\$ 450,000	\$ -	\$ 450,000	0%	\$ -	\$ 450,000	\$ -	\$ 450,000	\$ -
4.2.18 Millenium Shoreline Restoration	2028 - 2028	\$ 1,000,000	\$ -	\$ 1,000,000	0%	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -
4.2.19 Boat Launch - End of Birch Street - Replacing sidewalls etc.	2026 - 2027	\$ 450,000	\$ -	\$ 450,000	0%	\$ -	\$ 450,000	\$ -	\$ 450,000	\$ -
4.2.20 Washroom & Harbour Shack	2028 - 2028	\$ 450,000	\$ -	\$ 450,000	0%	\$ -	\$ 450,000	\$ -	\$ 450,000	\$ -
4.2.21 Parking Lot	2029 - 2029	\$ 500,000	\$ -	\$ 500,000	0%	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -
4.2.22 Skate Park	2031 - 2031	\$ 730,000	\$ -	\$ 730,000	0%	\$ -	\$ 730,000	\$ -	\$ 730,000	\$ -
4.2.23 Sunset Point Black Rock Washroom	2024 - 2033	\$ 500,000	\$ -	\$ 500,000	50%	\$ 250,000	\$ 250,000	\$ -	\$ 250,000	\$ -
4.2.24 Sunset Point Canteen Washroom	2024 - 2033	\$ 500,000	\$ -	\$ 500,000	50%	\$ 250,000	\$ 250,000	\$ -	\$ 250,000	\$ -
4.2.25 Splash Pad	2035 - 2035	\$ 2,500,000	\$ -	\$ 2,500,000	0%	\$ -	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
Subtotal Park Facilities		\$ 23,885,000	\$ 356,250	\$ 23,528,750		\$ 4,964,905	\$ 18,563,845	\$ -	\$ 16,063,845	\$ 2,500,000

APPENDIX B.4

TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
OUTDOOR RECREATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs			
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2024-2033	Post 2033	
<b>4.2 Waterfront Master Plan</b>											
4.2.26	Block 9 Piazza - Sidelaunch District	2024 - 2024	\$ 3,000,000	\$ -	\$ 3,000,000	0%	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000	\$ -
4.2.27	Boardwalk - Sidelaunch District	2026 - 2026	\$ 1,173,550	\$ -	\$ 1,173,550	0%	\$ -	\$ 1,173,550	\$ -	\$ 1,173,550	\$ -
4.2.28	Seating Docks Swimming Area - Sidelaunch District	2027 - 2027	\$ 935,200	\$ -	\$ 935,200	0%	\$ -	\$ 935,200	\$ -	\$ 935,200	\$ -
4.2.29	Brew Pub - GT	2028 - 2028	\$ 1,534,400	\$ -	\$ 1,534,400	0%	\$ -	\$ 1,534,400	\$ -	\$ 1,534,400	\$ -
4.2.30	Crossing at St. Marie & Huron - Sidelaunch District	2028 - 2028	\$ 627,690	\$ -	\$ 627,690	0%	\$ -	\$ 627,690	\$ -	\$ 627,690	\$ -
4.2.31	Harbourview Park Pavilion	2026 - 2027	\$ 1,500,000	\$ -	\$ 1,500,000	0%	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -
4.2.32	Harbourview Park Boat Storage Building	2027 - 2028	\$ 1,324,000	\$ -	\$ 1,324,000	0%	\$ -	\$ 1,324,000	\$ -	\$ 1,324,000	\$ -
4.2.33	Harbourview Park Floating Docks	2026 - 2027	\$ 262,000	\$ -	\$ 262,000	0%	\$ -	\$ 262,000	\$ -	\$ 262,000	\$ -
4.2.34	Collingwood Pier Heritage Drive Reconstruction and Parking	2025 - 2027	\$ 2,240,000	\$ -	\$ 2,240,000	82%	\$ 1,827,398	\$ 412,602	\$ -	\$ 412,602	\$ -
4.2.35	Collingwood Pier Pedestrian Lighting	2025 - 2027	\$ 232,000	\$ -	\$ 232,000	0%	\$ -	\$ 232,000	\$ -	\$ 232,000	\$ -
4.2.36	Collingwood Pier Services	2025 - 2027	\$ 2,560,000	\$ -	\$ 2,560,000	0%	\$ -	\$ 2,560,000	\$ -	\$ 668,221	\$ 1,891,779
4.2.37	Collingwood Pier Terminals Repair	2025 - 2027	\$ 1,018,000	\$ -	\$ 1,018,000	82%	\$ 830,487	\$ 187,513	\$ -	\$ -	\$ 187,513
4.2.38	Collingwood Pier Tree Planting Trail	2025 - 2027	\$ 215,000	\$ -	\$ 215,000	0%	\$ -	\$ 215,000	\$ -	\$ -	\$ 215,000
4.2.39	Shipyards Walkway	2026 - 2027	\$ 1,326,000	\$ -	\$ 1,326,000	0%	\$ -	\$ 1,326,000	\$ -	\$ -	\$ 1,326,000
4.2.40	Harbour East Wall Docking - GT	2026 - 2027	\$ 1,164,000	\$ -	\$ 1,164,000	0%	\$ -	\$ 1,164,000	\$ -	\$ -	\$ 1,164,000
4.2.41	Harbourlands Marina Facility - GT	2024 - 2028	\$ 8,726,000	\$ -	\$ 8,726,000	0%	\$ -	\$ 8,726,000	\$ -	\$ -	\$ 8,726,000
4.2.42	Western Harbour Tree Planting	2024 - 2028	\$ 81,000	\$ -	\$ 81,000	0%	\$ -	\$ 81,000	\$ -	\$ -	\$ 81,000
4.2.43	Western Harbour Signage	2024 - 2028	\$ 51,000	\$ -	\$ 51,000	0%	\$ -	\$ 51,000	\$ -	\$ -	\$ 51,000
4.2.44	Western Harbour Bridge over Black Ash Creek	2027 - 2028	\$ 500,000	\$ -	\$ 500,000	0%	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
4.2.45	Western Harbout Kaufman Site Trail	2027 - 2028	\$ 50,000	\$ -	\$ 50,000	0%	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
4.2.46	Western Harbour Hen and Chickens Trail Boardwalk Extension	2024 - 2028	\$ 424,000	\$ -	\$ 424,000	0%	\$ -	\$ 424,000	\$ -	\$ -	\$ 424,000
4.2.47	Shipyards Docks along west side of Side Launch	2027 - 2029	\$ 409,000	\$ -	\$ 409,000	0%	\$ -	\$ 409,000	\$ -	\$ -	\$ 409,000
4.2.48	Shipyards Signage	2027 - 2029	\$ 81,000	\$ -	\$ 81,000	0%	\$ -	\$ 81,000	\$ -	\$ -	\$ 81,000
4.2.49	Shipyards Electrical /Water Pedestals for Docks	2027 - 2029	\$ 6,000	\$ -	\$ 6,000	0%	\$ -	\$ 6,000	\$ -	\$ -	\$ 6,000
4.2.50	Shipyards Promenade Extension	2027 - 2029	\$ 825,000	\$ -	\$ 825,000	0%	\$ -	\$ 825,000	\$ -	\$ -	\$ 825,000
4.2.51	Shipyards Docks in Dry Dock	2027 - 2029	\$ 289,000	\$ -	\$ 289,000	0%	\$ -	\$ 289,000	\$ -	\$ -	\$ 289,000
4.2.52	Shipyards Side Launch Way (Curb, Furnishings, Lighting, Trees, Paving)	2027 - 2029	\$ 150,000	\$ -	\$ 150,000	0%	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000

APPENDIX B.4

TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
OUTDOOR RECREATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2024-2033	Post 2033
4.2.53 Shipyards Bury Hydro Line - GT & Sidelaunch District	2027 - 2029	\$ 3,129,000	\$ -	\$ 3,129,000	0%	\$ -	\$ 3,129,000	\$ -	\$ -	\$ 3,129,000
4.2.54 Collingwood Pier Additional Marina Slips	2026 - 2029	\$ 1,735,000	\$ -	\$ 1,735,000	0%	\$ -	\$ 1,735,000	\$ -	\$ -	\$ 1,735,000
4.2.55 Collingwood Pier Parking Lot Improvements	2026 - 2029	\$ 2,301,000	\$ -	\$ 2,301,000	82%	\$ 1,877,162	\$ 423,838	\$ -	\$ -	\$ 423,838
4.2.56 Collingwood Pier Millennium Park	2026 - 2029	\$ 415,000	\$ -	\$ 415,000	0%	\$ -	\$ 415,000	\$ -	\$ -	\$ 415,000
4.2.57 Collingwood Pier Watt's Boathouse Renovation	2026 - 2029	\$ 371,000	\$ -	\$ 371,000	82%	\$ 302,663	\$ 68,337	\$ -	\$ -	\$ 68,337
4.2.58 Collingwood Pier Seasonal Shop Buildings	2026 - 2029	\$ 590,000	\$ -	\$ 590,000	0%	\$ -	\$ 590,000	\$ -	\$ -	\$ 590,000
4.2.59 Collingwood Pier Additional Deck	2026 - 2029	\$ 916,000	\$ -	\$ 916,000	0%	\$ -	\$ 916,000	\$ -	\$ -	\$ 916,000
4.2.60 Collingwood Pier Guard Rail	2026 - 2029	\$ 51,000	\$ -	\$ 51,000	0%	\$ -	\$ 51,000	\$ -	\$ -	\$ 51,000
4.2.61 Ridgeline Signage	2027 - 2028	\$ 14,000	\$ -	\$ 14,000	0%	\$ -	\$ 14,000	\$ -	\$ -	\$ 14,000
4.2.62 Ridgeline Electrical Servicing to Overlook park	2024 - 2028	\$ 232,000	\$ -	\$ 232,000	0%	\$ -	\$ 232,000	\$ -	\$ -	\$ 232,000
4.2.63 Ridgeline Overlook Park	2027 - 2028	\$ 52,000	\$ -	\$ 52,000	0%	\$ -	\$ 52,000	\$ -	\$ -	\$ 52,000
4.2.64 Ridgeline General Landscape Improvements	2024 - 2028	\$ 183,000	\$ -	\$ 183,000	0%	\$ -	\$ 183,000	\$ -	\$ -	\$ 183,000
4.2.65 Ridgeline Amphitheatre Seating Upgrade	2024 - 2028	\$ 122,000	\$ -	\$ 122,000	82%	\$ 99,528	\$ 22,472	\$ -	\$ -	\$ 22,472
4.2.66 Ridgeline Amphitheatre Stage Upgrade	2024 - 2028	\$ 183,000	\$ -	\$ 183,000	82%	\$ 149,292	\$ 33,708	\$ -	\$ -	\$ 33,708
4.2.67 Sunset Point Concrete Pathway Widen/Extension	2026 - 2028	\$ 624,000	\$ -	\$ 624,000	82%	\$ 509,061	\$ 114,939	\$ -	\$ -	\$ 114,939
4.2.68 Sunset Point Raised Crosswalk	2024 - 2028	\$ 100,000	\$ -	\$ 100,000	0%	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
4.2.69 Sunset Point Eastern Parking Lot (60 Spaces)	2026 - 2028	\$ 1,018,000	\$ -	\$ 1,018,000	0%	\$ -	\$ 1,018,000	\$ -	\$ -	\$ 1,018,000
4.2.70 Sunset Point EnviroPark parking Lot (53 Spaces)	2026 - 2028	\$ 916,000	\$ -	\$ 916,000	0%	\$ -	\$ 916,000	\$ -	\$ -	\$ 916,000
Subtotal Waterfront Master Plan		\$ 43,655,840	\$ -	\$ 43,655,840		\$ 5,595,591	\$ 38,060,249	\$ -	\$ 11,669,663	\$ 26,390,586

APPENDIX B.4

TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
OUTDOOR RECREATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2024-2033	Post 2033
<b>4.3 Trails</b>										
4.3.1 Trail Development	2024 - 2033	\$ 1,500,000	\$ 80,000	\$ 1,420,000	0%	\$ -	\$ 1,420,000	\$ -	\$ 1,420,000	\$ -
Subtotal Community Trails		\$ 1,500,000	\$ 80,000	\$ 1,420,000		\$ -	\$ 1,420,000	\$ -	\$ 1,420,000	\$ -
<b>4.4 Vehicles &amp; Equipment</b>										
4.4.1 Acquisition of New Vehicles	2024 - 2033	\$ 430,000	\$ -	\$ 430,000	0%	\$ -	\$ 430,000	\$ -	\$ 430,000	\$ -
4.4.2 Urban Forestry Equipment	2024 - 2033	\$ 750,000	\$ -	\$ 750,000	0%	\$ -	\$ 750,000	\$ -	\$ 750,000	\$ -
4.4.3 Parks Equipment	2024 - 2024	\$ 590,000	\$ -	\$ 590,000	33%	\$ 194,700	\$ 395,300	\$ -	\$ 395,300	\$ -
Subtotal Vehicles and Equipment		\$ 1,770,000	\$ -	\$ 1,770,000		\$ 194,700	\$ 1,575,300	\$ -	\$ 1,575,300	\$ -
<b>TOTAL OUTDOOR RECREATION</b>		<b>\$ 71,489,033</b>	<b>\$ 436,250</b>	<b>\$ 71,052,783</b>		<b>\$ 10,755,196</b>	<b>\$ 60,297,587</b>	<b>\$ -</b>	<b>\$ 31,407,001</b>	<b>\$ 28,890,586</b>

Residential Development Charge Calculation		
Residential Share of 2024 - 2033 DC Eligible Costs	100%	\$31,407,001
10-Year Growth in Population in New Units		7,172
Unadjusted Development Charge Per Capita		<b>\$4,379.11</b>
Non-Residential Development Charge Calculation		
Non-Residential Share of 2024 - 2033 DC Eligible Costs	0%	\$0
10-Year Growth in Square Metres		89,390
Unadjusted Development Charge Per Square Metre		<b>\$0.00</b>

2024 - 2033 Net Funding Envelope	\$31,407,001
Reserve Fund Balance	
Balance as at December 31, 2018	(\$678,193)

APPENDIX B.4

TABLE 3

**TOWN OF COLLINGWOOD  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
OUTDOOR RECREATION  
RESIDENTIAL DEVELOPMENT CHARGE  
(in \$000)**

<b>OUTDOOR RECREATION</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>TOTAL</b>
OPENING CASH BALANCE	(\$678.2)	(\$7,333.3)	(\$7,124.7)	(\$9,291.3)	(\$10,078.5)	(\$12,080.4)	(\$11,832.1)	(\$8,865.4)	(\$6,400.2)	(\$3,366.3)	
2024 - 2033 RESIDENTIAL FUNDING REQUIREMENTS											
- Outdoor Recreation: Prior Growth	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
- Outdoor Recreation: Non Inflated	\$9,547.9	\$2,593.3	\$4,932.9	\$3,606.5	\$4,739.8	\$2,715.7	\$465.7	\$1,195.7	\$465.7	\$465.7	\$30,728.8
- Outdoor Recreation: Inflated	\$9,547.9	\$2,645.2	\$5,132.1	\$3,827.2	\$5,130.5	\$2,998.3	\$524.4	\$1,373.5	\$545.6	\$556.5	\$32,281.4
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716	7,172
REVENUE											
- DC Receipts: Inflated	\$3,107.2	\$3,246.5	\$3,405.0	\$3,558.4	\$3,721.7	\$3,895.3	\$4,079.8	\$4,275.5	\$3,873.3	\$4,046.9	\$37,209.6
INTEREST											
- Interest on Opening Balance	(\$37.3)	(\$403.3)	(\$391.9)	(\$511.0)	(\$554.3)	(\$664.4)	(\$650.8)	(\$487.6)	(\$352.0)	(\$185.1)	(\$4,237.8)
- Interest on In-year Transactions	(\$177.1)	\$10.5	(\$47.5)	(\$7.4)	(\$38.7)	\$15.7	\$62.2	\$50.8	\$58.2	\$61.1	(\$12.2)
TOTAL REVENUE	\$2,892.8	\$2,853.7	\$2,965.6	\$3,040.0	\$3,128.6	\$3,246.6	\$3,491.2	\$3,838.6	\$3,579.6	\$3,922.8	\$32,959.6
CLOSING CASH BALANCE	(\$7,333.3)	(\$7,124.7)	(\$9,291.3)	(\$10,078.5)	(\$12,080.4)	(\$11,832.1)	(\$8,865.4)	(\$6,400.2)	(\$3,366.3)	(\$0.0)	

<b>2024 Adjusted Charge Per Capita</b>	<b>\$4,729.40</b>
--	-------------------

<b>Allocation of Capital Program</b>	
Residential Sector	100.0%
Non-Residential Sector	0.0%
<b>Rates for 2024</b>	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%





# Appendix B.5

## Indoor Recreation

# Appendix B.5 – Indoor Recreation

The Town of Collingwood operates and maintains several Indoor Recreation facilities, including a Curling Club, several Arenas, and facilities for swimming and skating. The benefits of Indoor Recreation services are deemed to be Town-wide for the purposes of calculating the development charge. The analysis is set out in the following tables.

Table B.5-1	15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope
Table B.5-2	2024-2033 Development-Related Capital Forecast and Calculation of the Growth-Related Net Capital Costs
Table B.5-3	Cash Flow Analysis

## Table 1 2009 – 2023 Historical Service Levels

The 15-year historical inventory of capital assets for Indoor Recreation includes a Curling Club, two arenas, an ice pad and indoor pool, a fitness centre, an aquatic centre, and some storage space. The buildings total 177,700 square feet and are valued at \$84.77 million. They sit on 7.5 acres of land worth \$6.00 million. In addition, the furniture and equipment associated with these facilities is worth another \$8.94 million.

The total combined value of the inventory of Indoor Recreation capital assets is \$99.71 million. The resulting 15-year historical average service level of \$3,128.08 per capita. When multiplied by the 10-year forecast population growth, this results in a 10-year maximum allowable funding envelope of \$18.27 million. The calculation of the maximum allowable funding envelope is summarized as follows:

### 10-Year Funding Envelope Calculation

15-Year Average Service Level (2009 – 2023)	\$3,128.08
Net Population and Employment Growth (2024 – 2033)	5,842
<b>Maximum Allowable Funding Envelope</b>	<b>\$18,274,243</b>

### Table 2 2024 – 2033 Development-Related Capital Program & Calculation of the Development Charge

The 10-year development-related capital plan for Indoor Recreation provides \$2.00 million worth of enhancements to the indoor rink in Central Park that would include an ice storage building and rink dressing room improvements. A new multi-purpose facility as identified in the Parks, Recreation and Culture Master Plan will be constructed for \$97.80 million in 2027-2028.

In total, the gross project costs are \$100.41 million. No grants or subsidies are anticipated to fund these projects. An 81% “benefit to existing” share of \$300,000 related to the Central Park Outdoor Rink has been removed and will be funded by non-DC revenues. The total DC eligible costs amount to \$100.11 million, of which \$3.89 million will be funded from available DC reserves. Another \$77.94 million is deemed to provide post-period benefit and will be considered for recovery in future DC studies. The remaining \$18.27 million is related to development occurring between 2024 and 2033 and is included in the development charges calculation.

The development-related cost is allocated 100% to residential development, resulting in a per capita unadjusted charge of \$2,548.00 per capita.

### Table 3 Cash Flow Analysis

After cash flow and reserve fund analysis, the residential calculated charge increases to \$2,659.95 per capita. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the Indoor Recreation development charge.

INDOOR RECREATION SUMMARY						
15-year Hist.	2024 - 2033		Unadjusted		Adjusted	
Service Level per capita	Development-Related Capital Program Total	Net DC Recoverable	Development Charge \$/capita	Development Charge \$/sq.m	Development Charge \$/capita	Development Charge \$/sq.m
\$3,128.08	\$100,410,000	\$18,274,243	\$2,548.00	\$0.00	<b>\$2,659.95</b>	<b>\$0.00</b>

APPENDIX B.5  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
INDOOR RECREATION

BUILDINGS Facility Name	# of Square Feet															UNIT COST (\$/sq. ft.)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Curling Club	19,700	19,700	19,700	19,700	19,700	19,700	19,700	19,700	19,700	19,700	19,700	19,700	19,700	19,700	19,700	\$450
Eddie Bush Memorial Arena (EDBM)	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	\$450
Collingwood Fitness Centre	24,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$400
Ice Pad and Indoor Pool	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	\$600
Central Aquatic Centre (CAC)	-	-	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	\$600
Central Park Arena (CPA)	-	-	-	-	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	\$450
Storage for Indoor Recreation Equipment and Vehicles	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	\$200
<b>Total (sq.ft.)</b>	<b>127,500</b>	<b>103,300</b>	<b>103,300</b>	<b>103,300</b>	<b>178,300</b>	<b>178,300</b>	<b>178,300</b>	<b>178,300</b>	<b>178,300</b>	<b>178,300</b>	<b>178,300</b>	<b>178,300</b>	<b>178,300</b>	<b>178,300</b>	<b>177,700</b>	
<b>Total (\$000)</b>	<b>\$58,565.0</b>	<b>\$48,885.0</b>	<b>\$48,885.0</b>	<b>\$48,885.0</b>	<b>\$84,885.0</b>	<b>\$84,885.0</b>	<b>\$84,885.0</b>	<b>\$84,885.0</b>	<b>\$84,885.0</b>	<b>\$84,885.0</b>	<b>\$84,885.0</b>	<b>\$84,885.0</b>	<b>\$84,885.0</b>	<b>\$84,885.0</b>	<b>\$84,765.0</b>	

LAND Facility Name	# of Acres															UNIT COST (\$/acre)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Curling Club	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	\$800,000
Eddie Bush Memorial Arena (EBMA)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$800,000
Collingwood Fitness Centre	0.70	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$800,000
Central Aquatic Centre (CAC)	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	\$800,000
Central Park Arena (CPA)	-	-	-	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	\$800,000
<b>Total (acres)</b>	<b>4.20</b>	<b>3.50</b>	<b>3.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	
<b>Total (\$000)</b>	<b>\$3,360.0</b>	<b>\$2,800.0</b>	<b>\$2,800.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	<b>\$6,000.0</b>	

FURNITURE & EQUIPMENT Facility Name	Total Value of Furniture & Equipment (\$)														
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Curling Club	\$1,816,406	\$1,817,813	\$1,820,625	\$1,826,250	\$1,837,500	\$1,860,000	\$1,905,000	\$1,905,000	\$1,905,000	\$1,905,000	\$1,905,000	\$1,905,000	\$1,905,000	\$1,905,000	\$1,905,000
Eddie Bush Memorial Arena (EBMA)	\$3,209,000	\$3,209,000	\$3,209,000	\$3,209,000	\$3,209,000	\$3,209,000	\$3,209,000	\$3,209,000	\$3,234,000	\$3,259,000	\$3,259,000	\$3,259,000	\$3,259,000	\$3,259,000	\$3,259,000
Central Aquatic Centre (CAC)	\$0	\$0	\$0	\$0	\$2,783,000	\$2,783,000	\$2,783,000	\$2,783,000	\$2,783,000	\$2,783,000	\$2,783,000	\$2,783,000	\$2,783,000	\$2,783,000	\$2,783,000
Central Park Arena (CPA)	\$0	\$0	\$0	\$0	\$954,500	\$954,500	\$954,500	\$954,500	\$966,500	\$996,500	\$996,500	\$996,500	\$996,500	\$996,500	\$996,500
<b>Total (\$000)</b>	<b>\$5,025.4</b>	<b>\$5,026.8</b>	<b>\$5,029.6</b>	<b>\$5,035.3</b>	<b>\$8,784.0</b>	<b>\$8,806.5</b>	<b>\$8,851.5</b>	<b>\$8,851.5</b>	<b>\$8,888.5</b>	<b>\$8,943.5</b>	<b>\$8,943.5</b>	<b>\$8,943.5</b>	<b>\$8,943.5</b>	<b>\$8,943.5</b>	<b>\$8,943.5</b>

APPENDIX B.5  
TABLE 1

TOWN OF COLLINGWOOD  
CALCULATION OF SERVICE LEVELS  
INDOOR RECREATION

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Historical Population	25,054	25,674	26,309	26,608	26,923	27,256	27,608	27,976	28,537	29,113	29,704	30,311	30,937	31,463	32,000

INVENTORY SUMMARY (\$000)

Buildings	\$58,565.0	\$48,885.0	\$48,885.0	\$48,885.0	\$84,885.0	\$84,885.0	\$84,885.0	\$84,885.0	\$84,885.0	\$84,885.0	\$84,885.0	\$84,885.0	\$84,885.0	\$84,885.0	\$84,885.0	\$84,765.0
Land	\$3,360.0	\$2,800.0	\$2,800.0	\$6,000.0	\$6,000.0	\$6,000.0	\$6,000.0	\$6,000.0	\$6,000.0	\$6,000.0	\$6,000.0	\$6,000.0	\$6,000.0	\$6,000.0	\$6,000.0	\$6,000.0
Furniture & Equipment	\$5,025.4	\$5,026.8	\$5,029.6	\$5,035.3	\$8,784.0	\$8,806.5	\$8,851.5	\$8,851.5	\$8,888.5	\$8,943.5	\$8,943.5	\$8,943.5	\$8,943.5	\$8,943.5	\$8,943.5	\$8,943.5
<b>Total (\$000)</b>	<b>\$66,950.4</b>	<b>\$56,711.8</b>	<b>\$56,714.6</b>	<b>\$59,920.3</b>	<b>\$99,669.0</b>	<b>\$99,691.5</b>	<b>\$99,736.5</b>	<b>\$99,736.5</b>	<b>\$99,773.5</b>	<b>\$99,828.5</b>	<b>\$99,828.5</b>	<b>\$99,828.5</b>	<b>\$99,828.5</b>	<b>\$99,828.5</b>	<b>\$99,828.5</b>	<b>\$99,708.5</b>

SERVICE LEVEL (\$/capita)

Buildings	\$2,337.55	\$1,904.07	\$1,858.11	\$1,837.23	\$3,152.88	\$3,114.36	\$3,074.65	\$3,034.21	\$2,974.56	\$2,915.71	\$2,857.70	\$2,800.47	\$2,743.80	\$2,697.93	\$2,648.91	\$2,663.48
Land	\$134.11	\$109.06	\$106.43	\$225.50	\$222.86	\$220.14	\$217.33	\$214.47	\$210.25	\$206.09	\$201.99	\$197.95	\$193.94	\$190.70	\$187.50	\$189.22
Furniture & Equipment	\$200.58	\$195.79	\$191.18	\$189.24	\$326.26	\$323.10	\$320.61	\$316.40	\$311.47	\$307.20	\$301.09	\$295.06	\$289.09	\$284.25	\$279.48	\$275.39
<b>Total (\$/capita)</b>	<b>\$2,672.24</b>	<b>\$2,208.92</b>	<b>\$2,155.71</b>	<b>\$2,251.96</b>	<b>\$3,702.00</b>	<b>\$3,657.60</b>	<b>\$3,612.59</b>	<b>\$3,565.07</b>	<b>\$3,496.29</b>	<b>\$3,429.00</b>	<b>\$3,360.78</b>	<b>\$3,293.47</b>	<b>\$3,226.83</b>	<b>\$3,172.89</b>	<b>\$3,115.89</b>	<b>\$3,128.08</b>

Average  
Service  
Level

TOWN OF COLLINGWOOD  
CALCULATION OF MAXIMUM ALLOWABLE  
INDOOR RECREATION

<b>10-Year Funding Envelope Calculation</b>	
15 Year Average Service Level 2009 - 2023	\$3,128.08
Population Growth 2024 - 2033	5,842
<b>Maximum Allowable Funding Envelope</b>	<b>\$18,274,243</b>

APPENDIX B.5

TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
INDOOR RECREATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2024-2033	Post 2033
<b>5.0 INDOOR RECREATION</b>										
<b>5.1 Buildings, Land and Equipment</b>										
5.1.1 PRC Facilities E-Truck	2024 - 2024	\$ 90,000	\$ -	\$ 90,000	0%	\$ -	\$ 90,000	\$ 90,000	\$ -	\$ -
5.1.2 PRC Facilities E-Vehicle	2024 - 2024	\$ 75,000	\$ -	\$ 75,000	0%	\$ -	\$ 75,000	\$ 75,000	\$ -	\$ -
5.1.3 PRC Facilities E-Vehicle	2024 - 2024	\$ 75,000	\$ -	\$ 75,000	0%	\$ -	\$ 75,000	\$ 75,000	\$ -	\$ -
5.1.4 Central Park Indoor Rink	2024 - 2025	\$ 2,000,000	\$ -	\$ 2,000,000	0%	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -
5.1.5 Central Park Outdoor Rink	2024 - 2024	\$ 370,000	\$ -	\$ 370,000	81%	\$ 300,000	\$ 70,000	\$ 70,000	\$ -	\$ -
5.1.6 Multi-Purpose Facility	2027 - 2028	\$ 97,800,000	\$ -	\$ 97,800,000	0%	\$ -	\$ 97,800,000	\$ 1,583,946	\$ 18,274,243	\$ 77,941,811
Subtotal Buildings, Land and Equipment		\$ 100,410,000	\$ -	\$ 100,410,000		\$ 300,000	\$ 100,110,000	\$ 3,893,946	\$ 18,274,243	\$ 77,941,811
<b>TOTAL INDOOR RECREATION</b>		<b>\$ 100,410,000</b>	<b>\$ -</b>	<b>\$ 100,410,000</b>		<b>\$ 300,000</b>	<b>\$ 100,110,000</b>	<b>\$ 3,893,946</b>	<b>\$ 18,274,243</b>	<b>\$ 77,941,811</b>

Residential Development Charge Calculation		
Residential Share of 2024 - 2033 DC Eligible Costs	100%	\$18,274,243
10-Year Growth in Population in New Units		7,172
Unadjusted Development Charge Per Capita		<b>\$2,548.00</b>
Non-Residential Development Charge Calculation		
Non-Residential Share of 2024 - 2033 DC Eligible Costs	0%	\$0
10-Year Growth in Square Metres		89,390
Unadjusted Development Charge Per Square Metre		<b>\$0.00</b>

2024 - 2033 Net Funding Envelope	\$18,274,243
Reserve Fund Balance Balance as at December 31, 2018	\$3,893,946

APPENDIX B.5

TABLE 3

**TOWN OF COLLINGWOOD  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
INDOOR RECREATION  
RESIDENTIAL DEVELOPMENT CHARGE  
(in \$000)**

<b>INDOOR RECREATION</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>TOTAL</b>
OPENING CASH BALANCE	\$3,893.9	\$4,475.5	\$5,452.2	\$7,591.6	(\$913.0)	(\$9,855.5)	(\$8,168.4)	(\$6,282.9)	(\$4,181.8)	(\$2,195.2)	
2024 - 2033 RESIDENTIAL FUNDING REQUIREMENTS											
- Indoor Recreation: Prior Growth	\$1,310.0	\$1,000.0	\$0.0	\$792.0	\$792.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$3,893.9</b>
- Indoor Recreation: Non Inflated	\$0.0	\$0.0	\$0.0	\$9,137.1	\$9,137.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$18,274.2</b>
- Indoor Recreation: Inflated	\$1,310.0	\$1,020.0	\$0.0	\$10,536.8	\$10,747.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$23,614.4</b>
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716	<b>7,172</b>
REVENUE											
- DC Receipts: Inflated	\$1,747.6	\$1,825.9	\$1,915.0	\$2,001.3	\$2,093.2	\$2,190.9	\$2,294.6	\$2,404.6	\$2,178.5	\$2,276.1	<b>\$20,927.7</b>
INTEREST											
- Interest on Opening Balance	\$136.3	\$156.6	\$190.8	\$265.7	(\$50.2)	(\$542.1)	(\$449.3)	(\$345.6)	(\$230.0)	(\$120.7)	<b>(\$988.4)</b>
- Interest on In-year Transactions	\$7.7	\$14.1	\$33.5	(\$234.7)	(\$238.0)	\$38.3	\$40.2	\$42.1	\$38.1	\$39.8	<b>(\$218.9)</b>
TOTAL REVENUE	\$1,891.5	\$1,996.7	\$2,139.4	\$2,032.3	\$1,805.0	\$1,687.1	\$1,885.5	\$2,101.2	\$1,986.6	\$2,195.2	<b>\$19,720.5</b>
CLOSING CASH BALANCE	\$4,475.5	\$5,452.2	\$7,591.6	(\$913.0)	(\$9,855.5)	(\$8,168.4)	(\$6,282.9)	(\$4,181.8)	(\$2,195.2)	\$0.0	

<b>2024 Adjusted Charge Per Capita</b>	<b>\$2,659.95</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	100.0%
Non-Residential Sector	0.0%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%





# Appendix B.6

## Administration

## Appendix B.6 – Administration

As of December 13, 2023, the Minister of Municipal Affairs and Housing (MMAH) has indicated further consultation to inform further potential changes to the DCA, one of which is related to a review of the removal of development related studies from recovery under the DCA. At the time of publishing this DC Background Study, studies have not yet been re-instated as an eligible capital cost, but in anticipation of a change of legislation, an Administration (Development-Related Studies) capital program has been included in this DC Study. The analysis is set out in the tables which follow.

Table B.6-1      2024-2033 Development-Related Capital Forecast and  
Calculation of the Growth-Related Net Capital Costs

Table B.6-2      Cash Flow Analysis

### **Table 1      2024 – 2033 Development-Related Capital Program & Calculation of the Development Charge**

The 10-year development-related capital plan for Administration includes two Development Charges Studies, an Official Plan Update, a Multi-Purpose Facility Feasibility Study, a Library Strategic Plan, a Fire Master Plan, Building and Shop Renovations, and a Multi-Purpose Facility Feasibility Study. The gross project costs total \$1.57 million. No grants or subsidies have been identified.

A total BTE share of \$50,000 related to the Fire Master Plan has been deducted. The benefit to existing share for this project is 50%, because the existing population will also benefit from the plan. Additionally, \$336,400 (84%) has been deducted as a BTE allocation for the Building and Shop

Renovations and \$12,500 (25%) has been deducted for the Public Realm Plan. Available DC reserve funds of \$310,500 is removed from the DC eligible costs occurring in the initial years of the planning horizon. The remaining DC costs recoverable for 2024 – 2033 total \$855,700.

The total 2024–2033 development related cost is allocated 85% to the residential sector and 15% to non-residential development. This yields an unadjusted development charge of \$101.27 per capita and \$1.45 per square metre.

## Table 2 Cash Flow Analysis

After cash flow, the residential calculated charge decreases to \$97.24 per capita and the non-residential charge decreases to \$1.39 per square metre. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the Administration development charge.

<b>ADMINISTRATION SUMMARY</b>					
2024 - 2033		Unadjusted		Adjusted	
Development-Related Capital Program		Development Charge		Development Charge	
Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$1,565,000	\$855,658	\$101.27	\$1.45	\$97.24	\$1.39

APPENDIX B.6

TABLE 1

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
ADMINISTRATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2024-2033	Post 2033
<b>6.0 ADMINISTRATION</b>										
<b>6.1 Development-Related Studies</b>										
6.1.1 Development Charge Study	2024 - 2024	\$ 65,000	\$ -	\$ 65,000	0%	\$ -	\$ 65,000	\$ 65,000	\$ -	\$ -
6.1.2 Public Realm Plan	2024 - 2024	\$ 50,000	\$ -	\$ 50,000	25%	\$ 12,500	\$ 37,500	\$ 37,500	\$ -	\$ -
6.1.3 Multi-Purpose Facility Feasibility Study	2024 - 2024	\$ 125,000	\$ -	\$ 125,000	0%	\$ -	\$ 125,000	\$ 125,000	\$ -	\$ -
6.1.4 New Accomodation - P/W Building & Shop Renovations	2024 - 2024	\$ 400,000	\$ -	\$ 400,000	84%	\$ 336,358	\$ 63,642	\$ 63,642	\$ -	\$ -
6.1.5 Library Strategic Plan	2029 - 2029	\$ 50,000	\$ -	\$ 50,000	0%	\$ -	\$ 50,000	\$ 19,342	\$ 30,658	\$ -
6.1.6 Fire Master Plan	2030 - 2030	\$ 100,000	\$ -	\$ 100,000	50%	\$ 50,000	\$ 50,000	\$ -	\$ 50,000	\$ -
6.1.7 Official Plan Update	2032 - 2032	\$ 200,000	\$ -	\$ 200,000	0%	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -
6.1.8 Development Charge Study	2033 - 2033	\$ 75,000	\$ -	\$ 75,000	0%	\$ -	\$ 75,000	\$ -	\$ 75,000	\$ -
6.1.9 Provision for Future Development-Related Studies	2029 - 2033	\$ 500,000	\$ -	\$ 500,000	0%	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -
Subtotal Development-Related Studies		\$ 1,565,000	\$ -	\$ 1,565,000		\$ 398,858	\$ 1,166,142	\$ 310,484	\$ 855,658	\$ -
<b>TOTAL ADMINISTRATION</b>		<b>\$ 1,565,000</b>	<b>\$ -</b>	<b>\$ 1,565,000</b>		<b>\$ 398,858</b>	<b>\$ 1,166,142</b>	<b>\$ 310,484</b>	<b>\$ 855,658</b>	<b>\$ -</b>

Residential Development Charge Calculation		
Residential Share of 2024 - 2033 DC Eligible Costs	85%	\$726,332
10-Year Growth in Population in New Units		7,172
Unadjusted Development Charge Per Capita		<b>\$101.27</b>
Non-Residential Development Charge Calculation		
Non-Residential Share of 2024 - 2033 DC Eligible Costs	15%	\$129,326
10-Year Growth in Square Metres		89,390
Unadjusted Development Charge Per Square Metre		<b>\$1.45</b>

Reserve Fund Balance	
Balance as at December 31, 2023	\$310,484

APPENDIX B.6

TABLE 2

**TOWN OF COLLINGWOOD  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
ADMINISTRATION  
RESIDENTIAL DEVELOPMENT CHARGE  
(in \$000)**

ADMINISTRATION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
OPENING CASH BALANCE	\$263.6	\$84.5	\$155.4	\$232.0	\$314.6	\$403.5	\$355.5	\$306.7	\$307.6	\$93.6	
2024 - 2033 RESIDENTIAL FUNDING REQUIREMENTS											
- Administration: Prior Growth	\$247.1	\$0.0	\$0.0	\$0.0	\$0.0	\$16.4	\$0.0	\$0.0	\$0.0	\$0.0	\$263.6
- Administration: Non Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$110.9	\$127.3	\$84.9	\$254.7	\$148.6	\$726.3
- Administration: Inflated	\$247.1	\$0.0	\$0.0	\$0.0	\$0.0	\$140.6	\$143.4	\$97.5	\$298.4	\$177.5	\$1,104.5
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716	7,172
REVENUE											
- DC Receipts: Inflated	\$63.9	\$66.8	\$70.0	\$73.2	\$76.5	\$80.1	\$83.9	\$87.9	\$79.6	\$83.2	\$765.1
INTEREST											
- Interest on Opening Balance	\$9.2	\$3.0	\$5.4	\$8.1	\$11.0	\$14.1	\$12.4	\$10.7	\$10.8	\$3.3	\$88.1
- Interest on In-year Transactions	(\$5.0)	\$1.2	\$1.2	\$1.3	\$1.3	(\$1.7)	(\$1.6)	(\$0.3)	(\$6.0)	(\$2.6)	(\$12.2)
TOTAL REVENUE	\$68.1	\$70.9	\$76.7	\$82.6	\$88.9	\$92.6	\$94.7	\$98.4	\$84.4	\$83.9	\$841.0
CLOSING CASH BALANCE	\$84.5	\$155.4	\$232.0	\$314.6	\$403.5	\$355.5	\$306.7	\$307.6	\$93.6	\$0.0	

<b>2024 Adjusted Charge Per Capita</b>	<b>\$97.24</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	84.9%
Non-Residential Sector	15.1%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



APPENDIX B.7  
TABLE 2

TOWN OF COLLINGWOOD  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
ADMINISTRATION  
NON-RESIDENTIAL DEVELOPMENT CHARGE  
(in \$000)

ADMINISTRATION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
OPENING CASH BALANCE	\$46.9	\$14.7	\$26.8	\$39.8	\$53.5	\$68.0	\$57.9	\$47.2	\$45.0	\$11.7	
2024 - 2033 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Administration: Prior Growth	\$44.0	\$0.0	\$0.0	\$0.0	\$0.0	\$2.9	\$0.0	\$0.0	\$0.0	\$0.0	\$46.9
- Administration: Non Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$19.7	\$22.7	\$15.1	\$45.3	\$26.4	\$129.3
- Administration: Inflated	\$44.0	\$0.0	\$0.0	\$0.0	\$0.0	\$25.0	\$25.5	\$17.4	\$53.1	\$31.6	\$196.7
NEW NON-RESIDENTIAL DEVELOPMENT											
- Growth in Square Metres	7,910	8,050	8,120	8,190	8,260	8,330	8,400	8,470	11,760	11,900	89,390
REVENUE											
- DC Receipts: Inflated	\$11.0	\$11.4	\$11.8	\$12.1	\$12.5	\$12.8	\$13.2	\$13.6	\$19.2	\$19.8	\$137.4
INTEREST											
- Interest on Opening Balance	\$1.6	\$0.5	\$0.9	\$1.4	\$1.9	\$2.4	\$2.0	\$1.7	\$1.6	\$0.4	\$14.4
- Interest on In-year Transactions	(\$0.9)	\$0.2	\$0.2	\$0.2	\$0.2	(\$0.3)	(\$0.3)	(\$0.1)	(\$0.9)	(\$0.3)	(\$2.1)
TOTAL REVENUE	\$11.8	\$12.2	\$12.9	\$13.7	\$14.6	\$14.9	\$14.9	\$15.1	\$19.9	\$19.9	\$149.7
CLOSING CASH BALANCE	\$14.7	\$26.8	\$39.8	\$53.5	\$68.0	\$57.9	\$47.2	\$45.0	\$11.7	\$0.0	

<b>2024 Adjusted Charge Per Square Metre</b>	<b>\$1.39</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	84.9%
Non-Residential Sector	15.1%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

# Appendix B.7

## Transit Services

## Appendix B.7 – Transit Services

This appendix provides details of the Transit Services ridership forecast and capital program used in the 2024 DC Study for the Town of Collingwood. The forecast method and key assumptions are discussed and the results of the forecasts are presented in the following sections.

The Town of Collingwood’s Colltrans public transit system runs two regularly scheduled routes as well as transit links that connect the Town of The Blue Mountains and the Town of Collingwood. The anticipated ridership of the system and the related capital program requirements are discussed further in the following sections. The benefits of Transit Services are deemed to be Town-wide for the purposes of calculating the development charge.

### A. Transit Ridership

In accordance with the DCA, Transit services must be based on a “planned level of service” rather than the “15-year historical average level of service”. For the purposes of determining the “planned level of service” for transit, the Town’s Transit service development-related capital program have been informed based on existing and proposed capital budget documents and discussions with staff.

In addition, any background study that incorporates Transit services into the calculation must now include the following:

- An assessment of ridership forecast for all modes of transit and whether ridership is generated from existing or planned development (O.Reg. 82/98 s.8(2)4).
- An assessment of ridership capacity for all modes of transit over the 10-year forecast period (O. Reg. 82/98 s.8(2)4).



Using historical ridership data on the number of annual trips (one-way) over the 2021-2023 period and the projected trips for 2024, a ridership forecast was calculated for the DC planning period of 2024-2033. The table below shows that ridership is expected to grow by approximately 134,140 trips over the 2024-2033 planning period.

Year	Annual Transit Ridership
2020	117,255
2021	86,247
2022	112,810
2023	132,423
2024	142,019
2033	266,561
<b>Growth 2024-2033</b>	<b>134,138</b>

The Town does not have an identified transit mode share and no formal ridership forecast exists. However, through discussions with staff, it was determined that the historical average ridership increase of 7.25% per annum would be a reasonable estimate of anticipated future ridership over the future planning period. In particular, this estimate reflects the planned expansion of transit infrastructure as identified in the capital program.

## **B. Transit Ridership Allocations**

Using the ridership forecast shown in the previous table, the benefit to existing share is calculated based on the 2023 ridership plus the growth in 2024-2033 ridership (134,138). This results in a total of 266,561 trips over the 2024-2033 period. Of the total trips, 50% is attributed to the existing population in the Town and the remaining 50% is attributed to new development occurring over the planning period.

**Transit DC Capital Program Allocations**

<b>Allocation</b>	<b>Year</b>	<b>Annual Ridership</b>	<b>Allocation %</b>
BTE	2023	132,423	50%
In Period Growth	2024-2033	134,138	50%
<b>Total</b>		<b>266,561</b>	<b>100%</b>

**Table 1 2024 – 2033 Development-Related Capital Program & Calculation of the Development Charge**

The capital program for Transit Services includes \$1.43 million in transit vehicles to service new development. In addition, the capital program includes \$32,800 for new bus shelters and \$87,000 for a Transit Study related to future needs of development. The gross development-related capital program totals \$1.54 million. Grant funding totalling \$722,000 is anticipated for the acquisition of future buses and \$43,500 of the Transit Study is anticipated to be funded from the Town of The Blue Mountains. As such, the net capital program costs total \$779,300.

A BTE share of \$12,400 has been applied to the acquisition of bus shelters and is based on shares of anticipated ridership over the 10-year planning horizon. No benefit to existing share is applied to the acquisition of buses, as these are net new assets required to service new ridership. The resulting DC eligible costs total \$766,800. A total of \$352,300 is available in the Transit Services DC reserve fund and is removed from the DC eligible costs, the remaining \$414,500 will be eligible for DC recovery.

The \$414,500 is allocated 85% to residential development and 15% to non-residential development, resulting in an unadjusted development charge of \$49.06 per capita and an unadjusted non-residential charge of \$0.70 per square metre.

## Table 2 Cash Flow Analysis

After cash flow analysis, the residential charge increases to \$49.26 per capita and the non-residential charge increases to \$0.71 per square metre. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the Transit Services development charge.

<b>TRANSIT SERVICES SUMMARY</b>					
2024 - 2033		Unadjusted		Adjusted	
Development-Related Capital Program		Development Charge		Development Charge	
Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$1,544,750	\$414,545	\$49.06	\$0.70	<b>\$49.26</b>	<b>\$0.71</b>

APPENDIX B.7

TABLE 1

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
TRANSIT SERVICES

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2024-2033	Post 2033
<b>7.0 TRANSIT SERVICES</b>										
<b>7.1 Vehicles</b>										
7.1.1 New Bus Service Route	2024 - 2024	\$ 475,000	\$ -	\$ 475,000	0%	\$ -	\$ 475,000	\$ 352,285	\$ 122,715	\$ -
7.1.2 New Bus Acquisition	2029 - 2033	\$ 950,000	\$ 722,000	\$ 228,000	0%	\$ -	\$ 228,000	\$ -	\$ 228,000	\$ -
Subtotal Vehicles		\$ 1,425,000	\$ 722,000	\$ 703,000		\$ -	\$ 703,000	\$ 352,285	\$ 350,715	\$ -
<b>7.2 Equipment</b>										
7.2.1 Additional Bus Shelters - Growth-Related	2024 - 2024	\$ 7,750	\$ -	\$ 7,750	0%	\$ -	\$ 7,750	\$ -	\$ 7,750	\$ -
7.2.2 Additional Bus Shelters	2024 - 2033	\$ 25,000	\$ -	\$ 25,000	50%	\$ 12,420	\$ 12,580	\$ -	\$ 12,580	\$ -
Subtotal Equipment		\$ 32,750	\$ -	\$ 32,750		\$ 12,420	\$ 20,330	\$ -	\$ 20,330	\$ -
<b>7.3 Studies</b>										
7.3.1 Transit Study - Growth-Related Needs	2029 - 2033	\$ 87,000	\$ 43,500	\$ 43,500	0%	\$ -	\$ 43,500	\$ -	\$ 43,500	\$ -
Subtotal New Projects		\$ 87,000	\$ 43,500	\$ 43,500		\$ -	\$ 43,500	\$ -	\$ 43,500	\$ -
<b>TOTAL TRANSIT SERVICES</b>		<b>\$ 1,544,750</b>	<b>\$ 765,500</b>	<b>\$ 779,250</b>		<b>\$ 12,420</b>	<b>\$ 766,830</b>	<b>\$ 352,285</b>	<b>\$ 414,545</b>	<b>\$ -</b>

Residential Development Charge Calculation		
Residential Share of 2024 - 2033 DC Eligible Costs	85%	\$351,890
10-Year Growth in Population in New Units		7,172
Unadjusted Development Charge Per Capita		<b>\$49.06</b>
Non-Residential Development Charge Calculation		
Non-Residential Share of 2024 - 2033 DC Eligible Costs	15%	\$62,655
10-Year Growth in Square Metres		89,390
Unadjusted Development Charge Per Square Metre		<b>\$0.70</b>

2019 DC Study Allocations			
Allocation	Year	Ridership	%
BTE	2024	132,423	50%
In-Period (Growth)	2024-2033	134,138	50%
<b>Total</b>		<b>266,561</b>	<b>100%</b>

Reserve Fund Balance	
Balance as at December 31, 2023	\$352,285

APPENDIX B.7

TABLE 2

TOWN OF COLLINGWOOD  
 CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
 TRANSIT SERVICES  
 RESIDENTIAL DEVELOPMENT CHARGE  
 (in \$000)

TRANSIT SERVICES	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
OPENING CASH BALANCE	\$299.04	(\$79.39)	(\$50.45)	(\$18.27)	\$17.29	\$56.16	\$46.32	\$37.03	\$28.43	\$14.10	
2024 - 2033 RESIDENTIAL FUNDING REQUIREMENTS											
- Transit Services: Prior Growth	\$299.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$299.0
- Transit Services: Non Inflated	\$111.8	\$1.1	\$1.1	\$1.1	\$1.1	\$47.2	\$47.2	\$47.2	\$47.2	\$47.2	\$351.9
- Transit Services: Inflated	\$410.9	\$1.1	\$1.1	\$1.1	\$1.2	\$52.1	\$53.1	\$54.2	\$55.3	\$56.4	\$686.3
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716	7,172
REVENUE											
- DC Receipts: Inflated	\$32.4	\$33.8	\$35.5	\$37.1	\$38.8	\$40.6	\$42.5	\$44.5	\$40.3	\$42.2	\$387.6
INTEREST											
- Interest on Opening Balance	\$10.5	(\$4.4)	(\$2.8)	(\$1.0)	\$0.6	\$2.0	\$1.6	\$1.3	\$1.0	\$0.5	\$9.3
- Interest on In-year Transactions	(\$10.4)	\$0.6	\$0.6	\$0.6	\$0.7	(\$0.3)	(\$0.3)	(\$0.3)	(\$0.4)	(\$0.4)	(\$9.6)
TOTAL REVENUE	\$32.4	\$30.0	\$33.3	\$36.7	\$40.0	\$42.2	\$43.8	\$45.6	\$40.9	\$42.3	\$387.3
CLOSING CASH BALANCE	(\$79.4)	(\$50.5)	(\$18.3)	\$17.3	\$56.2	\$46.3	\$37.0	\$28.4	\$14.1	\$0.0	

2024 Adjusted Charge Per Capita	\$49.26
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<b>Allocation of Capital Program</b>	
Residential Sector	84.9%
Non-Residential Sector	15.1%
<b>Rates for 2024</b>	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



APPENDIX B.7

TABLE 2

TOWN OF COLLINGWOOD  
 CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE  
 TRANSIT SERVICES  
 NON-RESIDENTIAL DEVELOPMENT CHARGE  
 (in \$000)

TRANSIT SERVICES	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
OPENING CASH BALANCE	\$53.2	(\$14.3)	(\$9.4)	(\$4.0)	\$1.8	\$8.1	\$5.5	\$2.8	\$0.1	(\$0.0)	
2024 - 2033 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Transit Services: Prior Growth	\$53.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$53.2
- Transit Services: Non Inflated	\$19.9	\$0.2	\$0.2	\$0.2	\$0.2	\$8.4	\$8.4	\$8.4	\$8.4	\$8.4	\$62.7
- Transit Services: Inflated	\$73.2	\$0.2	\$0.2	\$0.2	\$0.2	\$9.3	\$9.5	\$9.6	\$9.8	\$10.0	\$122.2
NEW NON-RESIDENTIAL DEVELOPMENT											
- Growth in Square Metres	7,910	8,050	8,120	8,190	8,260	8,330	8,400	8,470	11,760	11,900	89,390
REVENUE											
- DC Receipts: Inflated	\$5.6	\$5.8	\$6.0	\$6.1	\$6.3	\$6.5	\$6.7	\$6.9	\$9.7	\$10.0	\$69.7
INTEREST											
- Interest on Opening Balance	\$1.9	(\$0.8)	(\$0.5)	(\$0.2)	\$0.1	\$0.3	\$0.2	\$0.1	\$0.0	(\$0.0)	\$1.0
- Interest on In-year Transactions	(\$1.9)	\$0.1	\$0.1	\$0.1	\$0.1	(\$0.1)	(\$0.1)	(\$0.1)	(\$0.0)	\$0.0	(\$1.7)
TOTAL REVENUE	\$5.6	\$5.1	\$5.6	\$6.0	\$6.5	\$6.7	\$6.8	\$6.9	\$9.7	\$10.0	\$69.0
CLOSING CASH BALANCE	(\$14.3)	(\$9.4)	(\$4.0)	\$1.8	\$8.1	\$5.5	\$2.8	\$0.1	(\$0.0)	(\$0.0)	

2024 Adjusted Charge Per Square Metre	\$0.71
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<b>Allocation of Capital Program</b>	
Residential Sector	84.9%
Non-Residential Sector	15.1%
<b>Rates for 2024</b>	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



**Appendix C**  
**Engineering Infrastructure**  
**Technical Appendix**

# Appendix C – Engineered Services

## Technical Appendix

The Town’s Public Works, Engineering, and Environmental Services department is responsible for a wide-range of services in Collingwood including the development review and management of capital infrastructure projects as well as the implementation and support for land development processes.

This appendix outlines of the engineered services that are included in the 2024 DC Study including: Services Related to a Highway: Roads and Related, Water Services, Wastewater Services and Wastewater Treatment Plant. Consistent with the Town’s historical practice, Public Works infrastructure is included within the Roads and Related category of service. As part of the 2024 DC Study, infrastructure related to the Town’s Wastewater Treatment Plant is now a standalone category of service whereas historically, it has been combined with Wastewater Services linear infrastructure.

The technical tables for each service set out the capital forecast and the calculation of the development charges. The cost, quantum and description of the projects included in the forecast are based upon the Town’s 2024 capital budget, previous DC Studies, analysis provided by Tatham Engineering who was retained as part of the 2024 DC Study process to review and update engineering unit costs for roads, water and wastewater infrastructure. The findings from the analysis completed by Tatham Engineering are outlined in a report available under separate cover. This appendix includes all engineering projects that will meet the servicing demands within the Town. The development charges are calculated on a Town-wide basis.



The planning horizon utilized for all engineering services is 2024-2041. The following appendices comprise the Town's engineering related services:

- C.1 Services Related to a Highway: Roads and Related
- C.2 Water Services
- C.3 Wastewater Services
- C.4 Wastewater Treatment Plant

# **Appendix C.1**

## **Services Related to a Highway: Roads and Related Services**

## Appendix C.1 – Roads and Related Services

This appendix provides a brief outline of the infrastructure included in the Services Related to A Highway: Roads and Related development charge and includes both Public Works and Roads and Related infrastructure. The development-related projects outlined in this appendix are required to service the demands of new development to 2041. The benefits of the services are considered to be town-wide for the purposes of calculating the development charge.

The following discusses the individual components included in the Roads service category. The analysis is set out in the tables which follow.

Table C.1-1 15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope

Table C.1-2 2024-2041 Development-Related Capital Program

Table C.1-3 Calculation of the Unadjusted Development

Table C.1-4 Cash Flow Analysis

### **Table 1 15-Year Historical Service Levels and Calculation of Maximum Allowable Funding Envelope**

Public Works assets are included in the Roads and Related inventory. Public Works buildings occupy 33,360 square feet of space and includes offices, shops, storage containers, and other structures valued at \$5.63 million. These facilities occupy 10.0 acres of land valued at \$3.0 million. The furniture and equipment contained within these facilities are valued at \$675,200. In addition, the Public Works fleet numbers 60 vehicles worth \$11.26 million and the department contracts out three plows at a cost of \$1.14 million.

Table 1 demonstrates that the Town’s current road infrastructure is comprised of 15 kilometres of urban collector roads, 21 kilometres of semi-urban arterial roads, 47 kilometres of urban arterial roads and 30 kilometres of semi-urban arterial roads. The service level also includes 26 kilometres of sidewalks, 32 sets of traffic signals and 22 bridges and culverts.

The total inventory of Roads and Related capital assets has a full replacement value of \$697.09 million. This produces a 15-year historical service level of \$17,320.71 per capita and employment. The resulting maximum allowable funding envelope is \$232.91 million. The calculation of the maximum allowable funding envelope is summarized as follows:

**10-Year Funding Envelope Calculation**

15-Year Average Service Level (2009 – 2023)	\$17,320.71
Net Population & Employment Growth (2024 – 2041)	13,447
<b>Maximum Allowable Funding Envelope</b>	<b>\$232,911,587</b>

The existing facilities have been examined and consideration has been given to whether or not “excess capacity” exists within the Town’s infrastructure that may be available to partially meet the future servicing requirements. It has been determined that no “uncommitted excess capacity” exists within the Town’s Roads and Related infrastructure, and as such, no adjustments have been made to the service level calculations.

**Table 2 2024-2041 Development-Related Capital Program**

Table 2 provides a summary of the development-related capital program for Roads and Related services. Cost estimates for roads projects were prepared by Tatham Engineering.

As shown in Table 2, the gross Roads and Related capital program totals \$124.96 million. This includes \$107.89 million in road widening and upgrade projects and another \$10.80 million in intersection improvements such as

turning lanes and signalizations. The capital program also contains \$1.61 million of sidewalk projects and \$3.59 million for development-related vehicles. In addition, there will be two Transportation Master Plan updates during the planning horizon with a total value of \$650,000.

There are also two Public Works projects. An expansion of the Public Works headquarter building to accommodate staff from Water Services as well as future Public Works staff has roughly \$400,000 left to be funded. There is also a provision for future storage space valued at \$21,800.

Some offsetting contributions anticipated from developers for a total of \$1.95 million related to intersection improvements. The net municipal cost after those deductions is \$123.01 million.

Approximately \$22.72 million has been identified as a BTE share allocation and is removed from the DC eligible costs. BTE shares were determined by Tatham Engineering and are based on the value of replacing existing municipal assets, based on its existing road base and length, as part of growth-related projects. The shares therefore vary based on the scope of each project.

The BTE share for the expansion of the Public Works headquarters of 86% represents the incremental increase in square footage over the total expected square footage and is consistent with the assumption used in the 2019 DC Study.

The available Roads and Related reserve fund balance of \$13.17 million has been applied to projects occurring in the initial years of the 2024-2033 planning period. The portion of projects slated to benefit growth beyond 2041 are removed from the DC calculation and are deemed as the post-period benefit share. The share of these works amount to \$7.40 million and will be considered for recovery in subsequent by-law reviews. The DC recoverable share is therefore reduced to \$79.73 million.

### Table 3 Calculation of Unadjusted Development Charges

Table 3 displays the DC recoverable costs apportioned to the residential and non-residential sectors: 83% to residential and 17% to the non-residential, based on shares of anticipated shares of population and employment growth. The residential sector’s share of \$66.36 million in development-related net capital costs yields an “unadjusted” development charge of \$4,913.54 per capita. The non-residential sector’s share of \$13.37 million in development-related net capital costs results in an unadjusted charge of \$70.19 per square metre of GFA for the non-residential sector.

### Table 4 Cash Flow Analysis

After cash flow and reserve fund analysis, the residential and non-residential calculated charges both increase to \$5,145.58 per capita and \$75.12 per square metre, respectively. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the Roads and Related development charge:

<b>SERVICES RELATED TO A HIGHWAY: ROADS AND RELATED SUMMARY</b>					
2024 - 2033		Unadjusted		Adjusted	
Development-Related Capital Program		Development Charge		Development Charge	
Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$124,956,679	\$79,727,080	\$4,913.54	\$70.19	<b>\$5,145.58</b>	<b>\$75.12</b>

APPENDIX C.1  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED  
PUBLIC WORKS

BUILDINGS Facility Name	# of Square Feet															UNIT COST (\$/sq.ft.)	
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		
Office - 507 Tenth Line N (Public Works Portion Only) <sup>1</sup>	-	-	-	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	-	-	-	\$300
Shop - 507 Tenth Line N (Public Works Portion Only) <sup>2</sup>	-	-	-	6,270	6,270	6,270	6,270	6,270	6,270	6,270	6,270	6,270	6,270	-	-	-	\$225
Office - 545 Tenth Line N (Public Works Portion Only) <sup>3</sup>	4,720	4,720	4,720	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	\$300
Shop - 545 Tenth Line N (Public Works Portion Only) <sup>4</sup>	10,320	10,320	10,320	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	\$225
Sign Shed	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	\$150
Salt Shed	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	4,464	\$150
Sand Dome	8,176	8,176	8,176	8,176	8,176	8,176	8,176	8,176	8,176	8,176	8,176	8,176	8,176	8,176	8,176	8,176	\$40
Storage Containers	-	-	-	-	-	-	-	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	\$15
<b>Total (#)</b>	<b>25,216</b>	<b>25,216</b>	<b>25,216</b>	<b>36,595</b>	<b>36,595</b>	<b>36,595</b>	<b>38,514</b>	<b>38,515</b>	<b>38,515</b>	<b>38,515</b>	<b>38,515</b>	<b>38,515</b>	<b>38,515</b>	<b>30,296</b>	<b>30,296</b>	<b>33,360</b>	
<b>Total (\$000)</b>	<b>\$4,365.0</b>	<b>\$4,365.0</b>	<b>\$4,365.0</b>	<b>\$7,137.4</b>	<b>\$7,137.4</b>	<b>\$7,137.4</b>	<b>\$7,166.2</b>	<b>\$7,166.2</b>	<b>\$7,166.2</b>	<b>\$7,166.2</b>	<b>\$7,166.2</b>	<b>\$7,166.2</b>	<b>\$7,166.2</b>	<b>\$5,170.8</b>	<b>\$5,170.8</b>	<b>\$5,630.4</b>	

(1) Shared 60% Outdoor Rec and 40% Public Works (2009-2020). Transferred to Outdoor Rec in 2021.

(2) Shared 50% Outdoor Rec and 50% Public Works (2009-2020). Transferred fully to Outdoor Rec in 2021.

(3) Shared 16% Outdoor Rec and 84% Public Works (2009-2011). Transferred to Public Works in 2012.

(4) Shared 18% Outdoor Rec and 82% Public Works (2009-2011). Transferred to Public Works in 2012.

LAND Facility Name	# of Acres															UNIT COST (\$/acre)	
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		
Office & Shop - 507 Tenth Line N (Public Works Only) <sup>1</sup>	-	-	-	2.36	2.36	2.36	2.36	2.36	2.36	2.36	2.36	2.36	2.36	-	-	-	\$300,000
Works Yard - 545 Tenth Line (Public Works Only) <sup>2</sup>	8.26	8.26	8.26	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	\$300,000
<b>Total (acres)</b>	<b>8.26</b>	<b>8.26</b>	<b>8.26</b>	<b>12.36</b>	<b>12.36</b>	<b>12.36</b>	<b>12.36</b>	<b>12.36</b>	<b>12.36</b>	<b>12.36</b>	<b>12.36</b>	<b>12.36</b>	<b>12.36</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	
<b>Total (\$000)</b>	<b>\$2,478.0</b>	<b>\$2,478.0</b>	<b>\$2,478.0</b>	<b>\$3,708.0</b>	<b>\$3,708.0</b>	<b>\$3,708.0</b>	<b>\$3,708.0</b>	<b>\$3,708.0</b>	<b>\$3,708.0</b>	<b>\$3,708.0</b>	<b>\$3,708.0</b>	<b>\$3,708.0</b>	<b>\$3,708.0</b>	<b>\$3,000.0</b>	<b>\$3,000.0</b>	<b>\$3,000.0</b>	

(1) Land area is based on shares of gross floor area associated with Outdoor Rec (3,160 sf or 17%) and Public Works (15,040 sf or 83%). Transferred to Outdoor Rec in 2021.

(2) Land area is based on shares of gross floor area associated with Outdoor Rec (9,193 sf or 53%) and Public Works (8,219 sf or 47%). Transferred to Public Works in 2012.

FURNITURE AND EQUIPMENT Description	Total Value of Furniture & Equipment (\$000)														
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Public Works Office Building - 545 Tenth Line	\$343,000	\$343,000	\$343,000	\$407,000	\$407,000	\$407,000	\$407,000	\$407,000	\$407,000	\$407,000	\$407,000	\$407,000	\$407,000	\$436,000	\$436,000
Office - 507 Tenth Line N - Shared 60% Parks / 40% PW	\$0	\$0	\$0	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000
Shop - 507 Tenth Line N - Shared 50% Parks / 50% PW	\$0	\$0	\$0	\$182,000	\$182,000	\$182,000	\$182,000	\$182,000	\$182,000	\$182,000	\$182,000	\$182,000	\$182,000	\$182,000	\$182,000
Emergency Generator	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170	\$170	\$170	\$170	\$170	\$170	\$170
<b>Total (\$000)</b>	<b>\$343.0</b>	<b>\$343.0</b>	<b>\$343.0</b>	<b>\$646.0</b>	<b>\$646.0</b>	<b>\$646.0</b>	<b>\$646.0</b>	<b>\$646.0</b>	<b>\$646.2</b>	<b>\$646.2</b>	<b>\$646.2</b>	<b>\$646.2</b>	<b>\$646.2</b>	<b>\$675.2</b>	<b>\$675.2</b>

APPENDIX C.1  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED  
PUBLIC WORKS

FLEET Description	# of Vehicles															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
2004 Ford F150 1/2 Ton Pickup 301	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$68,500
2018 Ford F150 1/2 Ton Pick-up 301	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$68,500
1996 Chev 1/2 Ton Pickup	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$68,500
2011 Dodge Pickup 302	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	\$68,500
2007 Ford F150 1/2 Ton Pickup 303	1	1	1	1	1	1	1	1	-	-	-	-	-	-	-	\$68,500
2018 Ford F150 1/2 Ton Pick-up 303	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$68,500
2000 Dodge 1/2 Ton Pickup 304	1	1	1	1	1	1	-	-	-	-	-	-	-	-	-	\$68,500
2014 Chevrolet Silverado 304	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$68,500
2006 Sterling Plow/Dump/Sander 305	1	1	1	1	1	1	1	1	1	1	1	1	1	-	-	\$262,000
2002 Ford 1 Ton Dump 306	1	1	1	1	1	1	1	1	1	-	-	-	-	-	-	\$95,000
2018 Dodge Ram 5500 Dump 306	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$95,000
2000 Dodge 1/2 Ton Pickup 307	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	\$68,500
2014 Chevrolet Silverado 307	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$68,500
2004 Chevrolet Silverado 1 Ton 308	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$110,000
2021 Dodge 1 Ton Dump	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$110,000
2007 Ford F150 Pickup 309	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$68,500
2020 Ford F150	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$68,500
1996 Ford 5 Ton Dump and Viking Sander	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	\$262,000
2012 International Durastar 4400 Hook Lift/ Flat Deck / Sander 310	-	-	-	-	1	1	1	1	1	1	1	1	1	1	1	\$300,000
2001 International Plow/Sander 311	1	1	1	1	1	1	1	-	-	-	-	-	-	-	-	\$385,000
2016 Freightliner 114SD Tandem Plow Sander 311	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$400,000
2001 International 5 Ton Dump and Snowplow 312	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$385,000
2020 International Plow/Dump Combo	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$385,000
2006 Sterling Dump Plow 314	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$385,000
1996 Ford 5 Ton Dump and Snowplow	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$262,000
2010 Freightliner Plow/Dump 315	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$385,000
2007 Sterling Plow 316	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$385,000
1995 Ford 5 Ton Dump, Snowplow and Flusher	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$262,000
2012 International 7400 SFA 4X2 Plow / Comb. Sander / Dump 317	-	-	-	-	1	1	1	1	1	1	1	1	1	1	-	\$385,000



APPENDIX C.1  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED  
PUBLIC WORKS

FLEET Description	# of Vehicles															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
2023 International Plow/Dump Combo	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$385,000
2003 Freightliner Tandem 318	1	1	1	1	1	1	1	1	1	1	1	-	-	-	-	\$385,000
2020 International Plow/Dump Combo	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1	\$385,000
2003 Ford Escape SUV 354	1	1	1	1	1	1	1	1	-	-	-	-	-	-	-	\$50,000
2007 Sterling Sander with Slush Blade 323	1	1	1	1	1	1	1	1	1	1	1	-	-	-	-	\$385,000
2020 International Plow/Dump Combo 319	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1	\$385,000
2020 International Plow/Dump Combo 320	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1	\$385,000
2017 Freightliner 114 SD Tandem Sander 321	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$400,000
2015 Case Front End Loader 621F	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	\$290,000
2022 Dodge 2500 - 323	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$90,000
2007 Ford F150 1/2 Ton Pickup 324	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$68,500
2018 Ford F150 1/2 Ton Pick-up 324	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$68,500
2007 John Deere Backhoe-Loader 410 G - 325	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$210,000
2019 JCB Backhoe -Loader with Forks/thumb - 325	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$210,000
2021 Ford F150 - 326	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1	\$68,500
2009 Ford F150 Pickup 326	-	1	1	1	1	1	1	1	1	1	1	1	-	-	-	\$68,500
2021 Ford F150 - 326	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	\$68,500
2009 Chevrolet Silverado W/T 327	-	1	1	1	1	1	1	1	1	1	1	1	1	1	-	\$68,500
2023 Ford F150 - 327	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$68,500
2011 Dodge Pickup 328	-	-	-	1	1	1	1	1	1	1	1	1	1	-	-	\$68,500
2021 Ford F150 - 328	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	\$68,500
2011 Ford F450 Dump 329	-	-	-	1	1	1	1	1	1	1	1	1	1	-	-	\$110,000
2022 Ford 1 Ton Dump	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$110,000
2022 International Plow/Dump Combo - 330	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$385,000
1990 Champion 730A Road Grader 331	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$450,000
2016 Freightliner 114 SD Tandem Sander 332	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$400,000
2015 Kubota Sidewalk Tractor M8540 - 333	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$135,000
2008 Sterling Vector Sewer Flusher 319	1	1	1	1	1	1	1	1	1	1	1	-	-	-	-	\$550,000
2020 Western Star - Sewer Flushing with Hydro-Vac - 334	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1	\$550,000
2018 Ford F150 1/2 Ton Pick-up 335	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$68,500
2016 Elgin Street Sweeper	-	-	-	-	-	-	-	-	1	1	1	1	1	1	-	\$378,000
2023 Elgin Sweeper - Pelican - 336	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$378,000
1966 Thompson Steam Jenny	1	1	1	1	1	1	1	1	1	1	1	1	1	1	-	\$25,000
2023 Thompson Steamer - 337	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$25,000
2019 Izuzu Garbage Compactor Truck - 338	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$230,000

APPENDIX C.1  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED  
PUBLIC WORKS

FLEET Description	# of Vehicles															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
2007 Jeep Patriot 339	-	-	-	-	-	-	-	1	1	-	1	1	1	1	1	\$50,000
2016 Ford F150 Pick-up 340	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	\$68,500
2019 Outlander Hybrid	-	-	-	-	-	-	-	-	-	4	1	1	1	1	1	\$65,000
2017 Ford Escape SUV 352	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$50,000
2010 Ford Escape 354	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$50,000
2008 Jeep Compass 355	1	1	1	1	1	1	1	1	1	-	-	-	-	-	-	\$50,000
2007 Ford Escape XLT 4 Wheel Drive 356	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	\$50,000
1993 John Deere 544 G Wheel Loader	1	1	1	1	1	1	1	1	1	1	1	1	-	-	-	\$290,000
2020 JD Loader - Unit 361	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1	\$290,000
1982 Canox 300 Amp Portable Welder	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$25,000
2000 Trackless Tractor, Blower, and Sidewalk Sander	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	\$190,000
2007 Sidewalk Plow - MacLean Engineering	1	1	1	1	1	1	1	1	1	1	1	1	-	-	-	\$210,000
2020 Trackless Tractor/Blower/Plow/Sander - 374	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1	\$210,000
2008 Macleans Sidewalk Plow	1	1	1	1	1	1	1	1	1	1	1	1	1	-	-	\$210,000
2021 Trackless Tractor/Blower/Plow/Sander - 375	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	\$210,000
2011 Macleans Sidewalk Plow	-	-	-	1	1	1	1	1	1	1	1	1	-	-	-	\$210,000
2020 Trackless Tractor/Blower/Plow/Sander - 376	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1	\$210,000
2011 Macleans Sidewalk Plow	-	-	-	1	1	1	1	1	1	1	1	-	-	-	-	\$210,000
2020 Trackless Tractor/Blower/Plow/Sander - 377	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1	\$210,000
2003 Trackless Tractor, Blower, and Sidewalk Sander	1	1	1	1	1	1	1	1	1	-	-	-	-	-	-	\$210,000
2021 Trackless Tractor/Blower/Plow/Sander - 378	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$210,000
2023 Trackless Tractor/Plow/Blower/Sander	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$210,000
2011 McConnel Boom Flail Mower	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	\$25,000
Shop Air Compressor 7.5 HP	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	\$4,000
Vehicle Hoist - Rotary :Lift SM014EL2	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$35,000
2011 Ford F450 Dump 308	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	\$75,000
2005 Toromont CAT 928G Wheel Loader and Forks	1	1	1	1	1	1	-	-	-	-	-	-	-	-	-	\$320,000
2002 Rhino Disc Mower	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	\$20,000
2004 Johnston 3000 Sweeper	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$350,000
1983 Eeger Beaver Brush Chipper	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$70,000
2009 Allianz 3000 Sweeper	-	1	1	1	1	1	1	1	1	-	-	-	-	-	-	\$350,000
1996 Ford 5 Ton Dump and Plow	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	\$260,000
Seasonal Lease of Tree Truck with Boom	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$320,000
2019 Silverado 1500 WT	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$75,000
2019 Ford 550	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$75,000
<b>Total (#)</b>	<b>36</b>	<b>35</b>	<b>35</b>	<b>39</b>	<b>41</b>	<b>43</b>	<b>43</b>	<b>45</b>	<b>46</b>	<b>57</b>	<b>56</b>	<b>58</b>	<b>58</b>	<b>59</b>	<b>60</b>	
<b>Total (\$000)</b>	<b>\$7,532.5</b>	<b>\$7,077.0</b>	<b>\$7,200.0</b>	<b>\$7,432.5</b>	<b>\$8,117.5</b>	<b>\$8,254.5</b>	<b>\$8,206.0</b>	<b>\$7,974.5</b>	<b>\$8,659.0</b>	<b>\$10,013.0</b>	<b>\$10,381.0</b>	<b>\$10,834.5</b>	<b>\$10,834.5</b>	<b>\$11,047.5</b>	<b>\$11,257.5</b>	

APPENDIX C.1  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED  
PUBLIC WORKS

FLEET CONTRACTED SERVICES Description	# of Vehicles and Equipment															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Contract Seasonal Sander	1	1	1	1	1	1	1	1	-	-	-	-	-	-	-	\$380,000
Contract Seasonal 5 Ton Plow	1	1	1	1	1	1	1	1	-	-	-	-	-	-	-	\$380,000
Contract Seasonal 5 Ton Plow	1	1	1	1	1	1	1	1	-	-	-	-	-	-	-	\$380,000
Contract Seasonal 1 Ton Plow	1	1	1	1	1	1	1	1	-	-	-	-	-	-	-	\$380,000
Contract Seasonal 5 Ton Plow	1	1	1	1	1	1	1	1	-	-	-	-	-	-	-	\$380,000
Contract Seasonal Tandem Plow Sander	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$380,000
Contract Seasonal Tandem Plow Sander	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$380,000
Contract Seasonal Single Axle Plow	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$380,000
Contract Seasonal Pick-up Plow Sander	-	-	-	-	-	-	-	-	1	1	1	1	-	-	-	\$110,000
<b>Total (#)</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	
<b>Total (\$000)</b>	<b>\$1,900.0</b>	<b>\$1,900.0</b>	<b>\$1,900.0</b>	<b>\$1,900.0</b>	<b>\$1,900.0</b>	<b>\$1,900.0</b>	<b>\$1,900.0</b>	<b>\$1,900.0</b>	<b>\$1,250.0</b>	<b>\$1,250.0</b>	<b>\$1,250.0</b>	<b>\$1,250.0</b>	<b>\$1,140.0</b>	<b>\$1,140.0</b>	<b>\$1,140.0</b>	<b>\$1,140.0</b>

APPENDIX C.1  
TABLE 1

TOWN OF COLLINGWOOD  
INVENTORY OF CAPITAL ASSETS  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED  
ROADS

ROADS Type of Road	Lane Kilometres															UNIT COST (\$/km)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Arterial Roads Urban	37.6	39.7	39.7	39.7	39.7	39.7	40.1	40.1	40.1	40.1	41.4	42.7	43.9	45.2	46.5	\$7,253,000
Arterial Roads Semi Urban	42.8	42.8	42.8	42.8	42.8	28.2	28.2	28.2	28.2	28.2	28.5	28.9	29.2	29.6	29.9	\$4,621,000
Collector Roads Urban	13.8	13.8	13.8	13.8	13.8	13.8	15.3	15.3	15.3	15.3	15.2	15.0	14.9	14.7	14.6	\$5,537,000
Collector Roads Semi Urban	24.2	25.3	25.3	25.3	25.3	21.6	21.6	21.6	21.6	21.6	21.4	21.3	21.1	21.0	20.8	\$2,396,000
<b>Total (km)</b>	<b>118.4</b>	<b>121.6</b>	<b>121.6</b>	<b>121.6</b>	<b>121.6</b>	<b>103</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>107</b>	<b>108</b>	<b>109</b>	<b>110</b>	<b>112</b>	
<b>Total (\$000)</b>	<b>\$604,885.4</b>	<b>\$622,752.3</b>	<b>\$622,752.3</b>	<b>\$622,752.3</b>	<b>\$622,752.3</b>	<b>\$546,420.5</b>	<b>\$557,627.2</b>	<b>\$557,627.2</b>	<b>\$557,627.2</b>	<b>\$557,627.2</b>	<b>\$567,323.6</b>	<b>\$577,020.1</b>	<b>\$586,716.5</b>	<b>\$596,413.0</b>	<b>\$606,109.4</b>	

SIDEWALKS Description	km of Sidewalks															UNIT COST (\$/km)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Sidewalks	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	\$204,000
<b>Total (km)</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>	
<b>Total (\$000)</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	<b>\$5,344.8</b>	

TRAFFIC SIGNALS Description	Signals															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Intersection Traffic Signal Sets	23	23	23	23	24	24	26	26	26	26	27.0	27.0	28.0	28.0	28.0	\$321,000
Mid Block Pedestrian Signals	-	-	-	-	-	-	-	-	-	-	1.0	1.0	2.0	3.0	4.0	\$124,000
<b>Total (units)</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>24.0</b>	<b>24.0</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>	<b>28.0</b>	<b>28.0</b>	<b>30.0</b>	<b>31.0</b>	<b>32.0</b>	
<b>Total (\$000)</b>	<b>\$7,383.0</b>	<b>\$7,383.0</b>	<b>\$7,383.0</b>	<b>\$7,383.0</b>	<b>\$7,704.0</b>	<b>\$7,704.0</b>	<b>\$8,346.0</b>	<b>\$8,346.0</b>	<b>\$8,346.0</b>	<b>\$8,346.0</b>	<b>\$8,791.0</b>	<b>\$8,791.0</b>	<b>\$9,236.0</b>	<b>\$9,360.0</b>	<b>\$9,484.0</b>	

BRIDGES & CULVERTS Description	Bridges/Culverts															UNIT COST (\$/unit)
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Bridges & Culverts	24.0	24.0	24.0	24.0	24.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	22.0	22.0	\$2,475,000
<b>Total (units)</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>22.0</b>	<b>22.0</b>	
<b>Total (\$000)</b>	<b>\$59,400.0</b>	<b>\$59,400.0</b>	<b>\$59,400.0</b>	<b>\$59,400.0</b>	<b>\$59,400.0</b>	<b>\$51,975.0</b>	<b>\$51,975.0</b>	<b>\$51,975.0</b>	<b>\$51,975.0</b>	<b>\$51,975.0</b>	<b>\$51,975.0</b>	<b>\$51,975.0</b>	<b>\$51,975.0</b>	<b>\$54,450.0</b>	<b>\$54,450.0</b>	

APPENDIX C.1  
TABLE 1

TOWN OF COLLINGWOOD  
CALCULATION OF SERVICE LEVELS  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Historical Population	25,054	25,674	26,309	26,608	26,923	27,256	27,608	27,976	28,537	29,113	29,704	30,311	30,937	31,463	32,000
Historical Employment	10,161	10,197	10,233	10,351	10,469	10,589	10,710	10,832	10,968	11,105	11,244	11,385	11,527	11,639	11,751
Total Historical Pop. & Emp.	35,215	35,871	36,542	36,959	37,392	37,845	38,318	38,808	39,505	40,218	40,948	41,696	42,464	43,102	43,751

INVENTORY SUMMARY (\$000)

Public Works	\$16,618.5	\$16,163.0	\$16,286.0	\$20,823.9	\$21,508.9	\$21,645.9	\$21,626.2	\$20,744.7	\$21,429.4	\$22,783.4	\$23,151.4	\$23,494.9	\$20,791.5	\$21,033.5	\$21,703.1
Roads	\$677,013.2	\$694,880.1	\$694,880.1	\$694,880.1	\$695,201.1	\$611,444.3	\$623,293.0	\$623,293.0	\$623,293.0	\$623,293.0	\$633,434.4	\$643,130.9	\$653,272.3	\$665,567.8	\$675,388.2
<b>Total (\$000)</b>	<b>\$693,631.7</b>	<b>\$711,043.1</b>	<b>\$711,166.1</b>	<b>\$715,704.0</b>	<b>\$716,710.0</b>	<b>\$633,090.2</b>	<b>\$644,919.2</b>	<b>\$644,037.7</b>	<b>\$644,722.4</b>	<b>\$646,076.4</b>	<b>\$656,585.8</b>	<b>\$666,625.8</b>	<b>\$674,063.8</b>	<b>\$686,601.3</b>	<b>\$697,091.3</b>

Average  
Service  
Level

SERVICE LEVEL (\$/pop & emp)

Public Works	\$471.92	\$450.59	\$445.67	\$563.43	\$575.23	\$571.96	\$564.39	\$534.54	\$542.45	\$566.50	\$565.39	\$563.48	\$489.62	\$487.99	\$496.06	\$525.95
Roads	\$19,225.14	\$19,371.64	\$19,015.67	\$18,801.38	\$18,592.24	\$16,156.54	\$16,266.32	\$16,060.75	\$15,777.57	\$15,497.86	\$15,469.24	\$15,424.28	\$15,384.07	\$15,441.69	\$15,437.09	\$16,794.77
<b>Total (\$/pop &amp; emp)</b>	<b>\$19,697.05</b>	<b>\$19,822.23</b>	<b>\$19,461.35</b>	<b>\$19,364.81</b>	<b>\$19,167.47</b>	<b>\$16,728.50</b>	<b>\$16,830.71</b>	<b>\$16,595.29</b>	<b>\$16,320.02</b>	<b>\$16,064.36</b>	<b>\$16,034.63</b>	<b>\$15,987.76</b>	<b>\$15,873.70</b>	<b>\$15,929.68</b>	<b>\$15,933.15</b>	<b>\$17,320.71</b>

TOWN OF COLLINGWOOD  
CALCULATION OF MAXIMUM ALLOWABLE  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED

<b>Funding Envelope Calculation</b>	
15 Year Average Service Level 2009 - 2023	\$17,320.71
Net Population & Employment Growth 2024 - 2041	13,447
<b>Maximum Allowable Funding Envelope</b>	<b>\$232,911,587</b>

APPENDIX C.1  
TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED

NO.	Location	Type	Description / Remarks	Length (metres)	Timing	Gross Cost	Grants, Subsidies & Other	Net Municipal Costs	Replacement/Benefit to Existing	Total DC Eligible Costs	Available DC Reserves	DC Eligible Costs 2024-2041	Post Period Allocation	
<b>Widenings and Upgrades</b>														
1	Hwy 26: Harbour Street West to Silver Creek Drive	Arterial	Upgrade & widen 3 lane rural to 5 lane urban	3,600	2041 - 2041	\$22,233,000	\$0	\$22,233,000	11%	\$2,473,000	\$19,760,000	\$0	\$13,013,700 34%	\$6,746,300
2	Mountain Road: Tenth Line to Eleventh Line	Arterial	Upgrade 2 lane rural to 2 lane rural 3 m trail on one side	1,130	2029 - 2029	\$4,556,500	\$0	\$4,556,500	24%	\$1,088,500	\$3,468,000	\$0	\$3,468,000 0%	\$0
3	Sixth Line: Poplar Sideroad to Sandford Fleming Dr	Collector	Upgrade 2 lane rural to 2 lane rural	680	2031 - 2031	\$2,952,000	\$0	\$2,952,000	16%	\$477,600	\$2,474,400	\$0	\$2,474,400 0%	\$0
4	Hurontario Street: Hume Street to Collins Street	Arterial	Widen 2 lane urban to 3 lane urban	780	2027 - 2027	\$5,241,100	\$0	\$5,241,100	12%	\$606,400	\$4,634,700	\$0	\$4,634,700 0%	\$0
5	Collins Street: Ste. Marie Street to Katherine Street	Collector	Upgrade 2 lane rural to 2 lane urban 1.5 m wide sidewalk on both sides	360	2028 - 2028	\$2,258,400	\$0	\$2,258,400	15%	\$332,100	\$1,926,300	\$0	\$1,926,300 0%	\$0
6	High Street: Third Street to Fifth Street	Arterial	Widen 4 lane urban to 5 lane urban West: 3 m wide sidewalk; East: 1.5 m wide sidewalk	450	2027 - 2027	\$3,495,100	\$0	\$3,495,100	30%	\$1,048,500	\$2,446,600	\$0	\$2,446,600 0%	\$0
7	Tenth Line: Sixth Street to Mountain Road	Collector	Upgrade 2 lane rural to 2 lane urban 4 m wide trail on one side	1,240	2030 - 2030	\$8,147,700	\$0	\$8,147,700	10%	\$844,700	\$7,303,000	\$0	\$7,303,000 0%	\$0
8	High Street: Poplar Sideroad to Tenth Street	Arterial	Upgrade & widen 2 lane rural to 4 lane urban 3 m wide trail on one side	1,400	2027 - 2027	\$10,734,500	\$0	\$10,734,500	34%	\$3,607,900	\$7,126,600	\$0	\$7,126,600 0%	\$0
9	Third Street: High Street to Birch Street	Collector	Upgrade 2 lane rural to 2 lane urban 1.5 m wide sidewalk on both sides	865	2028 - 2028	\$5,275,800	\$0	\$5,275,800	38%	\$2,023,800	\$3,252,000	\$0	\$3,252,000 0%	\$0
10	Cameron Street: Hurontario St to Walnut St	Collector	Upgrade 2 lane rural to 2 lane urban 1.5 m wide sidewalk on both sides	830	2028 - 2028	\$5,176,900	\$0	\$5,176,900	40%	\$2,062,300	\$3,114,600	\$0	\$3,114,600 0%	\$0
11	Mountain Road: Cambridge Street to Tenth Line	Arterial	Upgrade & widen 3 lane rural to 5 lane urban North: 1.5 m wide sidewalk; South: 4 m wide sidewalk	1,075	2024 - 2024	\$15,347,675	\$0	\$15,347,675	16%	\$2,526,300	\$12,821,375	\$12,821,375	\$0 0%	\$0
12	Peel Street: Hume Street to Bush Street	Collector	Upgrade 2 lane rural to 2 lane urban 1.5 m wide sidewalk on both sides	365	2026 - 2026	\$2,655,900	\$0	\$2,655,900	40%	\$1,052,000	\$1,603,900	\$0	\$1,603,900 0%	\$0
13	Peel Street: Ontario Street to Hume Street	Collector	Upgrade 2 lane rural to 2 lane urban 1.5 m wide sidewalk on both sides	560	2031 - 2031	\$3,700,500	\$0	\$3,700,500	40%	\$1,490,700	\$2,209,800	\$0	\$2,209,800 0%	\$0
14	Sixth Street: Tenth Line to High Street	Arterial	Widen 2 lane rural to 3 lane urban 1.5 m wide sidewalk on both sides	1,320	2035 - 2035	\$8,874,500	\$0	\$8,874,500	15%	\$1,334,800	\$7,539,700	\$0	\$7,539,700 0%	\$0
15	Tenth Line: Mountain Road to Harbour Street	Collector	Upgrade 2 lane rural to 2 lane urban 1.5 m wide sidewalk on both sides	620	2032 - 2032	\$3,364,900	\$0	\$3,364,900	42%	\$1,402,900	\$1,962,000	\$0	\$1,962,000 0%	\$0
16	Harbour Street Extension: Tenth Line to Georgian Trail	Collector	Extend 2 lane rural through unopened R.O.W.	560	2032 - 2032	\$3,872,800	\$0	\$3,872,800	0%	\$0	\$3,872,800	\$0	\$3,872,800 0%	\$0
<b>Subtotal: Widenings and Upgrades</b>						<b>\$107,887,275</b>	<b>\$0</b>	<b>\$107,887,275</b>		<b>\$22,371,500</b>	<b>\$85,515,775</b>	<b>\$12,821,375</b>	<b>\$65,948,100</b>	<b>\$6,746,300</b>

APPENDIX C.1  
TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED

NO.	Location	Type	Description / Remarks	Length (metres)	Timing	Gross Cost	Grants, Subsidies & Other	Net Municipal Costs	Replacement/ Benefit to Existing	Total DC Eligible Costs	Available DC Reserves	DC Eligible Costs 2024-2041	Post Period Allocation	
<b>Intersection Improvements</b>														
17	Highway 26 and Silver Creek Drive		Left turn lane		2025 - 2025	\$1,191,000	\$0	\$1,191,000	0%	\$0	\$0	\$1,191,000	0%	\$0
18	Highway 26 and Cranberry Trail E/Gun Club Road		Signalization, left turn lanes		2025 - 2025	\$819,000	\$0	\$819,000	0%	\$0	\$0	\$819,000	0%	\$0
19	High Street and First Street (Phase 1)		Additional turning lanes and revise timing		2029 - 2029	\$819,000	\$0	\$819,000	0%	\$0	\$0	\$819,000	0%	\$0
20	High Street and Home Depot Access		Relocate access to 3rd Street or Cambridge Street (widening)		2027 - 2027	\$176,904	\$176,904	\$0	0%	\$0	\$0	\$0	0%	\$0
21	Mountain Road / First Street Extension / Cambridge Street (Phase 1)		Additional turning lanes		2030 - 2030	\$1,309,000	\$0	\$1,309,000	0%	\$0	\$0	\$1,309,000	0%	\$0
22	High Street and Third Street		Signalization, left turn lanes and phases		2028 - 2028	\$1,965,600	\$1,769,040	\$196,560	0%	\$0	\$0	\$196,560	0%	\$0
23	High Street and Campbell Street		Double lane roundabout		2028 - 2028	\$1,638,000	\$0	\$1,638,000	0%	\$0	\$0	\$1,638,000	0%	\$0
24	Highway 26 and Harbour Street / Balsam Street		Additional turning lanes		2030 - 2030	\$982,800	\$0	\$982,800	0%	\$0	\$0	\$982,800	0%	\$0
25	High Street and First Street (Phase 2)		Additional turning lane		2041 - 2041	\$595,000	\$0	\$595,000	0%	\$0	\$0	\$391,900	34%	\$203,100
26	Mountain Road / First Street Extension / Cambridge Street (Phase 2)		Additional turning lane		2041 - 2041	\$595,000	\$0	\$595,000	0%	\$0	\$0	\$391,900	34%	\$203,100
27	High Street and Sixth Street		Additional turning lanes		2041 - 2041	\$710,500	\$0	\$710,500	0%	\$0	\$0	\$467,900	34%	\$242,600
<b>Subtotal: Intersection Improvements</b>						<b>\$10,801,804</b>	<b>\$1,945,944</b>	<b>\$8,855,860</b>		<b>\$0</b>	<b>\$8,855,860</b>	<b>\$0</b>	<b>\$8,207,060</b>	<b>\$648,800</b>
<b>Sidewalks</b>														
28	Poplar Sideroad: Hurontario to High St		north 3m wide trail		2025 - 2025	\$316,600	\$0	\$316,600	0%	\$0	\$0	\$316,600	0%	\$0
29	Highway 26: osler Bluff Road to Silver Glen Blvd		3m wide trail on one side		2033 - 2033	\$618,800	\$0	\$618,800	0%	\$0	\$0	\$618,800	0%	\$0
30	Tenth Line: Poplar Sideroad to Sixth St		3m wide trail on one side		2033 - 2033	\$673,400	\$0	\$673,400	0%	\$0	\$0	\$673,400	0%	\$0
<b>Subtotal: Sidewalks</b>						<b>\$1,608,800</b>	<b>\$0</b>	<b>\$1,608,800</b>		<b>\$0</b>	<b>\$1,608,800</b>	<b>\$0</b>	<b>\$1,608,800</b>	<b>\$0</b>
<b>Rolling Stock</b>														
31	Provision for Development-Related Vehicles				2024 - 2024	\$387,000	\$0	\$387,000	0%	\$0	\$351,680	\$35,320	0%	\$0
32	Provision for Development-Related Vehicles				2025 - 2041	\$3,200,000	\$0	\$3,200,000	0%	\$0	\$0	\$3,200,000	0%	\$0
<b>Subtotal: Rolling Stock</b>						<b>\$3,587,000</b>	<b>\$0</b>	<b>\$3,587,000</b>		<b>\$0</b>	<b>\$351,680</b>	<b>\$3,235,320</b>		<b>\$0</b>

APPENDIX C.1  
TABLE 2

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED

NO.	Location	Type	Description / Remarks	Length (metres)	Timing	Gross Cost	Grants, Subsidies & Other	Net Municipal Costs	Replacement/ Benefit to Existing	Total DC Eligible Costs	Available DC Reserves	DC Eligible Costs 2024-2041	Post Period Allocation	
<b>Public Works Facilities</b>														
33	New Accommodation - P/W Building and Shop renovations - tied to Accommodation Plan				2024 - 2024	\$400,000	\$0	\$400,000	86%	\$344,000	\$56,000	\$56,000	0%	\$0
34	Provision for New Storage Space (Containers)				2029 - 2031	\$21,800	\$0	\$21,800	0%	\$0	\$21,800	\$21,800	0%	\$0
<b>Subtotal: Public Works Facilities</b>						<b>\$421,800</b>	<b>\$0</b>	<b>\$421,800</b>		<b>\$344,000</b>	<b>\$77,800</b>	<b>\$77,800</b>		<b>\$0</b>
<b>Studies</b>														
35	Transportation Master Plan				2024 - 2024	\$400,000	\$0	\$400,000	0%	\$0	\$400,000	\$400,000	0%	\$0
36	Transportation Master Plan Update				2029 - 2029	\$250,000	\$0	\$250,000	0%	\$0	\$250,000	\$250,000	0%	\$0
<b>Subtotal: Studies</b>						<b>\$650,000</b>	<b>\$0</b>	<b>\$650,000</b>		<b>\$0</b>	<b>\$650,000</b>	<b>\$650,000</b>		<b>\$0</b>
<b>TOTAL Roads &amp; Related Projects</b>						<b>\$124,956,679</b>	<b>\$1,945,944</b>	<b>\$123,010,735</b>		<b>\$22,715,500</b>	<b>\$100,295,235</b>	<b>\$13,173,056</b>	<b>\$79,727,080</b>	<b>\$7,395,100</b>

2024 - 2041 Net Funding Envelope	\$232,911,587
Reserve Fund Balance Balance as at December 31, 2023	\$13,173,056



APPENDIX C.1

TABLE 3

TOWN OF COLLINGWOOD  
 SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES  
 SERVICES RELATED TO A HIGHWAY: ROADS & RELATED

2024-2041 Growth in Population in New Units	13,505
2024-2041 Employment Growth	2,721
2024-2041 Growth in Square Meters	190,470

	Development-Related Capital Forecast 2024-2041						Residential Share		Non-Residential Share	
	Gross Project Cost	Benefit to Existing Share	Grants/ Subsidies Contributions	Available DC Reserves	Post Period Allocation	Total Net Capital Costs After Adjustments	%	\$000	%	\$000
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)				
<b>SERVICES RELATED TO A HIGHWAY: ROADS &amp; RELATED</b>										
Widenings and Upgrades	\$107,887.28	\$22,371.50	\$0.00	\$13,173.06	\$6,746.30	\$65,596.42	83%	\$54,596.31	17%	\$11,000.11
Intersection Improvements	\$10,801.80	\$0.00	\$1,945.94	\$0.00	\$648.80	\$8,207.06	83%	\$6,830.79	17%	\$1,376.27
Sidewalks	\$1,608.80	\$0.00	\$0.00	\$0.00	\$0.00	\$1,608.80	83%	\$1,339.01	17%	\$269.79
Rolling Stock	\$3,587.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,587.00	83%	\$2,985.48	17%	\$601.52
Public Works Facilities	\$421.80	\$344.00	\$0.00	\$0.00	\$0.00	\$77.80	83%	\$64.75	17%	\$13.05
Studies	\$650.00	\$0.00	\$0.00	\$0.00	\$0.00	\$650.00	83%	\$541.00	17%	\$109.00
<b>TOTAL SERVICES RELATED TO A HIGHWAY: ROADS &amp; RELATED</b>	<b>\$124,956.68</b>	<b>\$22,715.50</b>	<b>\$1,945.94</b>	<b>\$13,173.06</b>	<b>\$7,395.10</b>	<b>\$79,727.08</b>		<b>\$66,357.34</b>		<b>\$13,369.74</b>
<b>Unadjusted Development Charge</b>								<b>\$4,913.54</b>		<b>\$70.19</b>

APPENDIX C.1  
TABLE 4

TOWN OF COLLINGWOOD  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE

ROADS: RESIDENTIAL	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING CASH BALANCE (\$000)	\$10,964.0	\$3,135.7	\$4,667.1	\$7,020.9	(\$1,820.4)	(\$7,309.2)	(\$7,824.9)	(\$13,123.4)	(\$13,859.1)	(\$16,326.3)
2019 TO 2031 RESIDENTIAL FUNDING REQUIREMENTS										
Prior Growth	\$10,964.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Roads: Residential: Non Inflated	\$408.9	\$2,093.1	\$1,491.6	\$11,982.0	\$8,585.8	\$3,938.9	\$8,148.5	\$4,061.4	\$5,013.0	\$1,232.2
Roads: Residential: Inflated	\$11,372.9	\$2,135.0	\$1,551.9	\$12,715.4	\$9,293.6	\$4,348.9	\$9,176.6	\$4,665.3	\$5,873.5	\$1,472.6
NEW RESIDENTIAL DEVELOPMENT										
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716
REVENUE										
- DC Receipts: Inflated	\$3,380.6	\$3,532.2	\$3,704.6	\$3,871.5	\$4,049.2	\$4,238.1	\$4,438.8	\$4,651.7	\$4,214.2	\$4,403.0
INTEREST										
- Interest on Opening Balance	\$383.7	\$109.7	\$163.3	\$245.7	(\$100.1)	(\$402.0)	(\$430.4)	(\$721.8)	(\$762.3)	(\$897.9)
- Interest on In-year Transactions	(\$219.8)	\$24.5	\$37.7	(\$243.2)	(\$144.2)	(\$3.0)	(\$130.3)	(\$0.4)	(\$45.6)	\$51.3
TOTAL REVENUE	\$3,544.6	\$3,666.4	\$3,905.6	\$3,874.0	\$3,804.9	\$3,833.1	\$3,878.1	\$3,929.5	\$3,406.3	\$3,556.3
CLOSING CASH BALANCE	\$3,135.7	\$4,667.1	\$7,020.9	(\$1,820.4)	(\$7,309.2)	(\$7,824.9)	(\$13,123.4)	(\$13,859.1)	(\$16,326.3)	(\$14,242.6)

ROADS: RESIDENTIAL	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE (\$000)	(\$14,242.6)	(\$10,554.8)	(\$14,435.5)	(\$10,351.9)	(\$5,824.4)	(\$835.3)	\$4,661.2	\$10,606.9	
2019 TO 2031 RESIDENTIAL FUNDING REQUIREMENTS									
Prior Growth : Non: Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$10,964.0
Roads: Residential: Non: Inflated	\$156.7	\$6,432.0	\$156.7	\$156.7	\$156.7	\$156.7	\$156.7	\$12,029.8	\$66,357.3
Roads: Residential: Inflated	\$191.0	\$7,997.4	\$198.7	\$202.7	\$206.7	\$210.9	\$215.1	\$16,844.7	\$88,672.6
NEW RESIDENTIAL DEVELOPMENT									
- Population Growth in New Units	731	748	765	783	799	817	835	855	13,505
REVENUE									
- DC Receipts: Inflated	\$4,585.2	\$4,785.6	\$4,992.3	\$5,211.9	\$5,424.8	\$5,658.0	\$5,898.3	\$6,160.3	\$83,200.3
INTEREST									
- Interest on Opening Balance	(\$783.3)	(\$580.5)	(\$794.0)	(\$569.4)	(\$320.3)	(\$45.9)	\$163.1	\$371.2	(\$4,971.0)
- Interest on In-year Transactions	\$76.9	(\$88.3)	\$83.9	\$87.7	\$91.3	\$95.3	\$99.5	(\$293.8)	(\$520.7)
TOTAL REVENUE	\$3,878.7	\$4,116.8	\$4,282.2	\$4,730.2	\$5,195.8	\$5,707.3	\$6,160.9	\$6,237.7	\$77,708.6
CLOSING CASH BALANCE	(\$10,554.8)	(\$14,435.5)	(\$10,351.9)	(\$5,824.4)	(\$835.3)	\$4,661.2	\$10,606.9	\$0.0	

2024 Adjusted Charge Per Capita	\$5,145.58
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<b>Allocation of Capital Program</b>	
Residential Sector	83.2%
Non-Residential Sector	16.8%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

**APPENDIX C.1  
TABLE 4**

**TOWN OF COLLINGWOOD  
SERVICES RELATED TO A HIGHWAY: ROADS & RELATED  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE**

<b>ROADS: NON-RESIDENTIAL</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
OPENING CASH BALANCE (\$000)	\$2,209.0	\$542.5	\$751.4	\$1,105.3	(\$817.5)	(\$2,096.3)	(\$2,402.0)	(\$3,703.7)	(\$4,122.2)	(\$4,501.3)
<b>NON-RESIDENTIAL FUNDING REQUIREMENTS</b>										
Prior Growth	\$2,209.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Roads: Non-Residential: Non: Inflated	\$82.4	\$421.7	\$300.5	\$2,414.1	\$1,729.9	\$793.6	\$1,641.8	\$818.3	\$1,010.0	\$248.3
Roads: Non-Residential: Inflated	\$2,291.4	\$430.2	\$312.7	\$2,561.9	\$1,872.5	\$876.2	\$1,848.9	\$940.0	\$1,183.4	\$296.7
<b>NEW NON-RESIDENTIAL DEVELOPMENT</b>										
- New Building GFA - square metres	7,910	8,050	8,120	8,190	8,260	8,330	8,400	8,470	11,760	11,900
<b>REVENUE</b>										
- DC Receipts: Inflated	\$594.2	\$616.8	\$634.6	\$652.9	\$671.7	\$690.9	\$710.6	\$730.9	\$1,035.1	\$1,068.4
<b>INTEREST</b>										
- Interest on Opening Balance	\$77.3	\$19.0	\$26.3	\$38.7	(\$45.0)	(\$115.3)	(\$132.1)	(\$203.7)	(\$226.7)	(\$247.6)
- Interest on In-year Transactions	(\$46.7)	\$3.3	\$5.6	(\$52.5)	(\$33.0)	(\$5.1)	(\$31.3)	(\$5.7)	(\$4.1)	\$13.5
<b>TOTAL REVENUE</b>	<b>\$624.9</b>	<b>\$639.1</b>	<b>\$666.6</b>	<b>\$639.1</b>	<b>\$593.7</b>	<b>\$570.5</b>	<b>\$547.2</b>	<b>\$521.4</b>	<b>\$804.3</b>	<b>\$834.3</b>
<b>CLOSING CASH BALANCE</b>	<b>\$542.5</b>	<b>\$751.4</b>	<b>\$1,105.3</b>	<b>(\$817.5)</b>	<b>(\$2,096.3)</b>	<b>(\$2,402.0)</b>	<b>(\$3,703.7)</b>	<b>(\$4,122.2)</b>	<b>(\$4,501.3)</b>	<b>(\$3,963.7)</b>

<b>ROADS: NON-RESIDENTIAL</b>	<b>2034</b>	<b>2035</b>	<b>2036</b>	<b>2037</b>	<b>2038</b>	<b>2039</b>	<b>2040</b>	<b>2041</b>	<b>TOTAL</b>
OPENING CASH BALANCE (\$000)	(\$3,963.7)	(\$3,099.0)	(\$3,749.4)	(\$2,795.3)	(\$1,751.6)	(\$605.4)	\$643.1	\$1,987.7	
<b>NON-RESIDENTIAL FUNDING REQUIREMENTS</b>									
Prior Growth	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$2,209.0</b>
Roads: Non-Residential: Non: Inflated	\$31.6	\$1,295.9	\$31.6	\$31.6	\$31.6	\$31.6	\$31.6	\$2,423.8	<b>\$13,369.7</b>
Roads: Non-Residential: Inflated	\$38.5	\$1,611.3	\$40.0	\$40.8	\$41.7	\$42.5	\$43.3	\$3,393.9	<b>\$17,865.8</b>
<b>NEW RESIDENTIAL DEVELOPMENT</b>									
- New Building GFA - square metres	12,040	12,250	12,390	12,530	12,740	12,880	13,020	13,230	<b>190,470</b>
<b>REVENUE</b>									
- DC Receipts: Inflated	\$1,102.6	\$1,144.2	\$1,180.4	\$1,217.7	\$1,262.8	\$1,302.2	\$1,342.7	\$1,391.7	<b>\$17,350.4</b>
<b>INTEREST</b>									
- Interest on Opening Balance	(\$218.0)	(\$170.4)	(\$206.2)	(\$153.7)	(\$96.3)	(\$33.3)	\$22.5	\$69.6	<b>(\$1,595.0)</b>
- Interest on In-year Transactions	\$18.6	(\$12.8)	\$20.0	\$20.6	\$21.4	\$22.0	\$22.7	(\$55.1)	<b>(\$98.6)</b>
<b>TOTAL REVENUE</b>	<b>\$903.2</b>	<b>\$960.9</b>	<b>\$994.2</b>	<b>\$1,084.5</b>	<b>\$1,187.9</b>	<b>\$1,291.0</b>	<b>\$1,388.0</b>	<b>\$1,406.2</b>	<b>\$15,656.8</b>
<b>CLOSING CASH BALANCE</b>	<b>(\$3,099.0)</b>	<b>(\$3,749.4)</b>	<b>(\$2,795.3)</b>	<b>(\$1,751.6)</b>	<b>(\$605.4)</b>	<b>\$643.1</b>	<b>\$1,987.7</b>	<b>\$0.0</b>	

<b>2024 Adjusted Charge Per Square Metre</b>	<b>\$75.12</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	83.2%
Non-Residential Sector	16.8%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

# Appendix C.2

## Water Services

## Appendix C.2 – Water Services

This appendix provides a brief outline of the infrastructure included in the Water Services development charge. The development-related projects outlined in this appendix are required to service the demands of new development to 2041. A separate DC Study has been prepared for the Town’s Water Treatment Plant. The details regarding the development forecast, capital program and DC rate calculation are provided in the [2024 Development Charges Background Study: Water Treatment Plant](#).

The benefits of the services are considered to be Town-wide for the purposes of calculating the development charge.

The following discusses the individual components included in the Water Services category. The water infrastructure included in the DC capital forecast is required to achieve health and safety standards as identified in relevant legislation, including Provincial regulations. As such, in accordance with section 4(3) of O.Reg. 82/98, the 15-year historical service level does not apply.

The analysis is set out in the tables which follow. The tables include:

- Table C.2-1      2024-2041 Development-Related Capital Program
- Table C.2-2      Calculation of the Unadjusted Development Charges
- Table C.2-3      Cash Flow Analysis

### **Table 1      2024–2041 Development-Related Capital Program**

The gross development-related capital program for Water Services amounts to \$100.78 million and is required to service future development. The capital program includes \$59.48 million of water distribution projects such as watermain upsizing and extension projects. Water facility projects add another \$39.71 million to the capital program and two Water Master Plan

Updates (each cost \$175,000) will add a further \$350,000. In addition, \$1.24 million worth of water valve projects are included in the capital program.

No grants, subsidies or other recoveries are identified for the Water Services projects. Approximately \$13.80 million in BTE shares have been removed from the project costs. BTE shares are determined on a project-by-project basis and are based on the replacement of existing assets, including existing diameter and length, as part of growth-related projects. The net municipal cost of the capital program is thereby reduced to \$86.98 million.

The available Water Services reserve fund balance of \$2.85 million is applied to projects occurring early in the recovery period. Another \$15.86 million is considered to be related to projects that will benefit growth beyond 2041; these projects will be considered for recovery under future DC by-laws. The resulting in-period DC-eligible costs total \$68.25 million.

## **Table 2    Calculation of Unadjusted Development Charges**

The in-period DC-eligible cost is allocated 83% to the residential sector and 17% to the non-residential sector (based on shares of future population and employment growth). As such, the residential sector share totals \$56.80 million of the development-related capital program. This cost, divided by the anticipated population growth in new units yields an unadjusted charge of \$4,205.91 per capita. The non-residential costs of \$11.44 million is divided by the anticipated new non-residential floor space, which yields a charge of \$60.08 per square metre.

## **Table 3    Cash Flow Analysis**

After cash flow and reserve fund analysis, the residential calculated charge increases to \$4,690.09 per capita and the non-residential calculated charge increases to \$68.54 per square metre. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the Water Services development charge:

<b>WATER SERVICES SUMMARY</b>					
2024 - 2033		Unadjusted		Adjusted	
Development-Related Capital Program		Development Charge		Development Charge	
Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$100,777,200	\$68,245,149	\$4,205.91	\$60.08	<b>\$4,690.09</b>	<b>\$68.54</b>

APPENDIX C.2  
TABLE 1  
TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
WATER SERVICES

NO.	Infrastructure Requirement	Description / Remarks	Length (metres)	Timing	Gross Cost	Grants, Subsidies & Other Contributions	Net Municipal Cost	Replacement/ Benefit to Existing	Total DC Eligible Costs	Available DC Reserves	DC In-Period Eligible Costs	Post Period Allocation		
<b>Water Distribution Projects</b>														
1	Poplar Sideroad: Raglan Street to Beachwood Road	Trunk watermain extension	2000	2029 - 2029	\$5,485,300	\$0	\$5,485,300	0%	\$0	\$5,485,300	\$0	\$5,485,300	0%	\$0
2	Sixth Line: Poplar Sideroad to Sandford Fleming Drive	Trunk watermain extension	650	2031 - 2031	\$1,694,400	\$0	\$1,694,400	0%	\$0	\$1,694,400	\$0	\$1,694,400	0%	\$0
3	Poplar Sideroad: Rowland Street to Tenth Line	Trunk watermain extension	920	2032 - 2032	\$2,763,700	\$0	\$2,763,700	0%	\$0	\$2,763,700	\$0	\$2,763,700	0%	\$0
4	High Street: Findlay Drive to Campbell Street	Trunk watermain extension	300	2028 - 2028	\$825,300	\$0	\$825,300	15%	\$123,800	\$701,500	\$0	\$701,500	0%	\$0
5	Tenth Line: Poplar Sideroad to Sixth Street	Trunk watermain extension	1850	2044 - 2044	\$5,321,500	\$0	\$5,321,500	0%	\$0	\$5,321,500	\$0	\$0	100%	\$5,321,500
6	Tenth Line: Sixth Street to Mountain Road	Trunk watermain extension	1125	2026 - 2026	\$3,257,300	\$0	\$3,257,300	0%	\$0	\$3,257,300	\$2,750,051	\$507,249	0%	\$0
7	Sixth Street: Georgian Meadows Drive to Tenth Line	Trunk watermain extension	275	2026 - 2026	\$894,200	\$0	\$894,200	0%	\$0	\$894,200	\$0	\$894,200	0%	\$0
8	Future Secondary Plan Develop: Tenth Line to Conc. 11/12	Oversizing of trunk watermain through future development	1000	2031 - 2031	\$120,600	\$0	\$120,600	0%	\$0	\$120,600	\$0	\$120,600	0%	\$0
9	Future Secondary Plan Develop: Conc. 11/12 to Osler Bluff	Oversizing of trunk watermain through future development	1200	2044 - 2044	\$147,400	\$0	\$147,400	0%	\$0	\$147,400	\$0	\$0	100%	\$147,400
10	Future Secondary Plan Develop: South Extension of 11th Line	Oversizing of trunk watermain through future development	1100	2032 - 2032	\$137,400	\$0	\$137,400	0%	\$0	\$137,400	\$0	\$137,400	0%	\$0
11	Future Secondary Plan Develop: Sixth Street to Mountain Rd.	Oversizing of trunk watermain through future development	1450	2044 - 2044	\$179,300	\$0	\$179,300	0%	\$0	\$179,300	\$0	\$0	100%	\$179,300
12	Mountain Road: Thomas Drive to Tenth Line	Trunk watermain extension	700	2027 - 2027	\$178,300	\$0	\$178,300	0%	\$0	\$178,300	\$0	\$178,300	0%	\$0
13	Watermain Loop along Eleventh Line and Georgian Trail*	Trunk watermain extension	3300	2031 - 2031	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%	\$0
14	Cranberry Development to the Georgian Trail*	Oversizing of trunk watermain through future development	250	2031 - 2031	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%	\$0
15	Harbour Street Extension to Tenth Line	Trunk watermain extension	565	2025 - 2025	\$801,800	\$0	\$801,800	15%	\$120,300	\$681,500	\$0	\$681,500	0%	\$0
16	North of First Street: Maple Street to Hickory Street	Trunk watermain extension	785	2027 - 2027	\$2,255,300	\$0	\$2,255,300	15%	\$338,300	\$1,917,000	\$0	\$1,917,000	0%	\$0
17	North of First Street: Hickory Street to Highway 26	Trunk watermain extension	420	2030 - 2030	\$1,155,500	\$0	\$1,155,500	15%	\$173,300	\$982,200	\$0	\$982,200	0%	\$0
18	Simcoe Street: Heritage Street to Water Treatment Plant	Upsize existing watermain from 300 to 500 mm	1365	2040 - 2040	\$4,962,200	\$0	\$4,962,200	15%	\$744,300	\$4,217,900	\$0	\$2,777,800	34%	\$1,440,100
19	Hwy 26: Old Mountain Road to Carmichael Pumping Station	Upsize existing watermain from 300 to 400 mm	2122	2045 - 2045	\$7,136,600	\$0	\$7,136,600	15%	\$1,070,500	\$6,066,100	\$0	\$0	100%	\$6,066,100
20	Sixth Street: Hurontario Street to High Street	Upsize existing watermain from 300 to 400 mm	1960	2025 - 2025	\$6,375,600	\$0	\$6,375,600	15%	\$956,300	\$5,419,300	\$0	\$5,419,300	0%	\$0
21	High Street: Old Mountain Road to Fifth Street	Upsize existing watermain from 300 to 450 mm	1225	2030 - 2030	\$4,374,900	\$0	\$4,374,900	15%	\$656,200	\$3,718,700	\$0	\$3,718,700	0%	\$0
22	St. Paul Street: Side Launch Way to Hume Street	Upsize existing watermain from 300 to 400 mm	830	2026 - 2041	\$2,807,500	\$0	\$2,807,500	15%	\$421,100	\$2,386,400	\$0	\$2,386,400	0%	\$0
23	High Street: Sixth Street to Campbell Street	Upsize / add new watermain from 200 to 450 mm	1468	2028 - 2028	\$4,610,900	\$0	\$4,610,900	50%	\$2,305,500	\$2,305,400	\$0	\$2,305,400	0%	\$0
24	Poplar Sideroad: Clark Street to Rowland Street	Trunk watermain extension	720	2035 - 2035	\$1,825,300	\$0	\$1,825,300	0%	\$0	\$1,825,300	\$0	\$1,825,300	0%	\$0
25	Hume Street: Pretty River Parkway to Raglan Street North	Upsize existing watermain to 400 mm	410	2035 - 2035	\$1,340,700	\$0	\$1,340,700	85%	\$1,139,600	\$201,100	\$0	\$201,100	0%	\$0
26	Raglan Street: Erie Street to Oliver Crescent	Upsize existing watermain from 300 to 400 mm	250	2035 - 2035	\$829,200	\$0	\$829,200	15%	\$124,400	\$704,800	\$0	\$704,800	0%	\$0
<b>Subtotal Water Distribution Projects</b>					<b>\$59,480,200</b>	<b>\$0</b>	<b>\$59,480,200</b>		<b>\$8,173,600</b>	<b>\$51,306,600</b>	<b>\$2,750,051</b>	<b>\$35,402,149</b>		<b>\$13,154,400</b>

\* Projects are anticipated to be funded by developer (local infrastructure)



APPENDIX C.2

TABLE 1

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
WATER SERVICES

NO.	Infrastructure Requirement	Description / Remarks	Length (metres)	Timing	Gross Cost	Grants, Subsidies & Other Contributions	Net Municipal Cost	Replacement/Benefit to Existing	Total DC Eligible Costs	Available DC Reserves	DC In-Period Eligible Costs	Post Period Allocation
<b>Water Facilities Projects</b>												
27	Expansion of Public Works Headquarters to Accommodate Staff (Shared Facility Public Works & Water)			2024 - 2024	\$690,000	\$0	\$690,000	86%	\$593,000	\$97,000	\$97,000	\$0
28	Stewart Road Booster Pumping Station and Reservoir (Phase 1)	Zone 2 BPS & Reservoir		2026 - 2026	\$17,000,000	\$0	\$17,000,000	0%	\$0	\$17,000,000	\$0	\$17,000,000
29	Stewart Road Booster Pumping Station and Reservoir (Phase 2)	Zone 2 BPS & Reservoir		2041 - 2041	\$7,000,000	\$0	\$7,000,000	0%	\$0	\$7,000,000	\$0	\$4,610,100
30	Stewart Road Ultimate Pump Upgrades	Required for Stewart Road Reservoir Phase 2		2038 - 2038	\$1,000,000	\$0	\$1,000,000	0%	\$0	\$1,000,000	\$0	\$658,600
31	Decommissioning Georgian Meadows BPS	Decommission BPS after Stewart Road BPS is commissioned		2028 - 2028	\$300,000	\$0	\$300,000	0%	\$0	\$300,000	\$0	\$300,000
32	Ted Carmichael West End Reservoir (Highway 26 West)	West End BPS Improvements		2024 - 2025	\$3,400,000	\$0	\$3,400,000	0%	\$0	\$3,400,000	\$0	\$3,400,000
33	New Elevated Tank (Location TBD)	Replacement and enhancement of existing tank		2030 - 2030	\$10,000,000	\$0	\$10,000,000	50%	\$5,000,000	\$5,000,000	\$0	\$5,000,000
34	Water Efficiency Measures			2024 - 2041	\$320,000	\$0	\$320,000	0%	\$0	\$320,000	\$0	\$320,000
<b>Subtotal Water Facilities Projects</b>					<b>\$39,710,000</b>	<b>\$0</b>	<b>\$39,710,000</b>		<b>\$5,593,000</b>	<b>\$34,117,000</b>	<b>\$97,000</b>	<b>\$31,288,700</b>
<b>Studies</b>												
35	Water Master Plan Update			2025 - 2025	\$175,000	\$0	\$175,000	0%	\$0	\$175,000	\$0	\$175,000
36	Water Master Plan Update			2030 - 2030	\$175,000	\$0	\$175,000	0%	\$0	\$175,000	\$0	\$175,000
<b>Subtotal Studies</b>					<b>\$350,000</b>	<b>\$0</b>	<b>\$350,000</b>		<b>\$0</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$350,000</b>
<b>Water Valves</b>												
37	Osler Bluff Road PRV, Check Valve and Decommission Osler Booster Pumps	Create valve configuration to feed zone 1A or 2 in emergency		2029 - 2029	\$742,000	\$0	\$742,000	0%	\$0	\$742,000	\$0	\$742,000
38	Mountain Road PRV and Chamber Installation	New valve to feed Mountain Road low pressure & fire from zone 2		2029 - 2029	\$218,000	\$0	\$218,000	15%	\$32,700	\$185,300	\$0	\$185,300
39	Pretty River Check Valve	New check valve to supply zone 2 in emergency		2029 - 2029	\$73,000	\$0	\$73,000	0%	\$0	\$73,000	\$0	\$73,000
40	Sixth Line PRV and Chamber Installation	New valve to supply zone 2 in emergency		2035 - 2035	\$204,000	\$0	\$204,000	0%	\$0	\$204,000	\$0	\$204,000
<b>Subtotal Water Valves</b>					<b>\$1,237,000</b>	<b>\$0</b>	<b>\$1,237,000</b>		<b>\$32,700</b>	<b>\$1,204,300</b>	<b>\$0</b>	<b>\$1,204,300</b>
<b>Total Water Projects</b>					<b>\$100,777,200</b>	<b>\$0</b>	<b>\$100,777,200</b>		<b>\$13,799,300</b>	<b>\$86,977,900</b>	<b>\$2,847,051</b>	<b>\$68,245,149</b>

Reserve Fund Balance	
Balance as at December 31, 2023	\$2,847,051

APPENDIX C.2

TABLE 2

TOWN OF COLLINGWOOD  
 SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES  
 WATER SERVICES

2024-2041 Growth in Population in New Units	13,505
2024-2041 Employment Growth	2,721
2024-2041 Growth in Square Meters	190,470

	Development-Related Capital Forecast 2024-2041								
	Gross Project Cost (\$000)	Benefit to Existing Share (\$000)	Available DC Reserves (\$000)	Post Period Allocation (\$000)	Total Net Capital Costs After Discount (\$000)	Residential Share		Non-Residential Share	
						%	\$000	%	\$000
<b>WATER SERVICES</b>									
Water Distribution Projects	\$59,480.20	\$8,173.60	\$2,847.05	\$13,154.40	\$35,305.15	83%	\$29,384.69	17%	\$5,920.46
Water Facilities Projects	\$39,710.00	\$5,593.00	\$0.00	\$2,731.30	\$31,385.70	83%	\$26,122.51	17%	\$5,263.19
Studies	\$350.00	\$0.00	\$0.00	\$0.00	\$350.00	83%	\$291.31	17%	\$58.69
Water Valves	\$1,237.00	\$32.70	\$0.00	\$0.00	\$1,204.30	83%	\$1,002.35	17%	\$201.95
<b>TOTAL WATER SERVICES</b>	<b>\$100,777.20</b>	<b>\$13,799.30</b>	<b>\$2,847.05</b>	<b>\$15,885.70</b>	<b>\$68,245.15</b>		<b>\$56,800.86</b>		<b>\$11,444.29</b>
<b>Unadjusted Development Charge</b>							<b>\$4,205.91</b>		<b>\$60.08</b>

**APPENDIX C.2  
TABLE 3**

**TOWN OF COLLINGWOOD  
WATER SERVICES  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE**

<b>WATER: RESIDENTIAL</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
OPENING CASH BALANCE (\$000)	\$2,369.6	\$4,051.0	\$528.1	(\$14,951.9)	(\$14,216.7)	(\$14,427.7)	(\$17,533.4)	(\$24,012.7)	(\$22,947.3)	(\$23,345.2)
<b>RESIDENTIAL FUNDING REQUIREMENTS</b>										
Prior Growth	\$80.7	\$0.0	\$2,288.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Water: Residential: Non Inflated	\$1,429.7	\$6,653.1	\$15,454.6	\$1,882.9	\$2,891.3	\$5,536.9	\$8,358.7	\$1,649.6	\$2,553.5	\$138.9
Water: Residential: Inflated	\$1,510.5	\$6,786.2	\$18,460.3	\$1,998.1	\$3,129.6	\$6,113.2	\$9,413.3	\$1,894.8	\$2,991.9	\$166.0
<b>NEW RESIDENTIAL DEVELOPMENT</b>										
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716
<b>REVENUE</b>										
- DC Receipts: Inflated	\$3,081.4	\$3,219.6	\$3,376.7	\$3,528.8	\$3,690.8	\$3,863.0	\$4,045.9	\$4,239.9	\$3,841.1	\$4,013.2
<b>INTEREST</b>										
- Interest on Opening Balance	\$82.9	\$141.8	\$18.5	(\$822.4)	(\$781.9)	(\$793.5)	(\$964.3)	(\$1,320.7)	(\$1,262.1)	(\$1,284.0)
- Interest on In-year Transactions	\$27.5	(\$98.1)	(\$414.8)	\$26.8	\$9.8	(\$61.9)	(\$147.6)	\$41.0	\$14.9	\$67.3
<b>TOTAL REVENUE</b>	<b>\$3,191.8</b>	<b>\$3,263.3</b>	<b>\$2,980.3</b>	<b>\$2,733.2</b>	<b>\$2,918.7</b>	<b>\$3,007.6</b>	<b>\$2,933.9</b>	<b>\$2,960.3</b>	<b>\$2,593.9</b>	<b>\$2,796.6</b>
CLOSING CASH BALANCE	\$4,051.0	\$528.1	(\$14,951.9)	(\$14,216.7)	(\$14,427.7)	(\$17,533.4)	(\$24,012.7)	(\$22,947.3)	(\$23,345.2)	(\$20,714.7)

<b>WATER: RESIDENTIAL</b>	<b>2034</b>	<b>2035</b>	<b>2036</b>	<b>2037</b>	<b>2038</b>	<b>2039</b>	<b>2040</b>	<b>2041</b>	<b>TOTAL</b>
OPENING CASH BALANCE (\$000)	(\$20,714.7)	(\$17,773.9)	(\$17,579.6)	(\$14,095.8)	(\$10,220.3)	(\$6,673.7)	(\$1,983.7)	(\$46.0)	
<b>RESIDENTIAL FUNDING REQUIREMENTS</b>									
Prior Growth	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$2,369.6</b>
Water: Residential: Non: Inflated	\$138.9	\$2,581.9	\$138.9	\$138.9	\$687.1	\$138.9	\$2,450.9	\$3,975.9	<b>\$56,800.9</b>
Water: Residential: Inflated	\$169.4	\$3,210.3	\$176.2	\$179.7	\$906.6	\$187.0	\$3,364.6	\$5,567.3	<b>\$66,224.9</b>
<b>NEW RESIDENTIAL DEVELOPMENT</b>									
- Population Growth in New Units	731	748	765	783	799	817	835	855	<b>13,505</b>
<b>REVENUE</b>									
- DC Receipts: Inflated	\$4,179.3	\$4,362.0	\$4,550.4	\$4,750.6	\$4,944.6	\$5,157.1	\$5,376.1	\$5,615.0	<b>\$75,835.4</b>
<b>INTEREST</b>									
- Interest on Opening Balance	(\$1,139.3)	(\$977.6)	(\$966.9)	(\$775.3)	(\$562.1)	(\$367.1)	(\$109.1)	(\$2.5)	<b>(\$11,885.5)</b>
- Interest on In-year Transactions	\$70.2	\$20.2	\$76.5	\$80.0	\$70.7	\$87.0	\$35.2	\$0.8	<b>(\$94.5)</b>
<b>TOTAL REVENUE</b>	<b>\$3,110.1</b>	<b>\$3,404.6</b>	<b>\$3,660.0</b>	<b>\$4,055.3</b>	<b>\$4,453.1</b>	<b>\$4,877.0</b>	<b>\$5,302.2</b>	<b>\$5,613.3</b>	<b>\$63,855.3</b>
CLOSING CASH BALANCE	(\$17,773.9)	(\$17,579.6)	(\$14,095.8)	(\$10,220.3)	(\$6,673.7)	(\$1,983.7)	(\$46.0)	(\$0.0)	

<b>2024 Adjusted Charge Per Capita</b>	<b>\$4,690.09</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	83.2%
Non-Residential Sector	16.8%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

**APPENDIX C.2  
TABLE 3**

**TOWN OF COLLINGWOOD  
WATER SERVICES  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE**

<b>WATER: NON-RESIDENTIAL</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
OPENING CASH BALANCE (\$000)	\$477.4	\$736.1	(\$64.7)	(\$3,295.0)	(\$3,279.7)	(\$3,478.4)	(\$4,287.5)	(\$5,805.9)	(\$5,835.1)	(\$5,808.5)
<b>NON-RESIDENTIAL FUNDING REQUIREMENTS</b>										
Prior Growth	\$16.3	\$0.0	\$461.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Water: Non-Residential: Non: Inflated	\$288.1	\$1,340.5	\$3,113.8	\$379.4	\$582.5	\$1,115.6	\$1,684.1	\$332.4	\$514.5	\$28.0
Water: Non-Residential: Inflated	\$304.3	\$1,367.3	\$3,719.4	\$402.6	\$630.6	\$1,231.7	\$1,896.6	\$381.8	\$602.8	\$33.5
<b>NEW NON-RESIDENTIAL DEVELOPMENT</b>										
- New Building GFA - square metres	7,910	8,050	8,120	8,190	8,260	8,330	8,400	8,470	11,760	11,900
<b>REVENUE</b>										
- DC Receipts: Inflated	\$542.2	\$562.8	\$579.0	\$595.7	\$612.8	\$630.4	\$648.4	\$666.9	\$944.4	\$974.8
<b>INTEREST</b>										
- Interest on Opening Balance	\$16.7	\$25.8	(\$3.6)	(\$181.2)	(\$180.4)	(\$191.3)	(\$235.8)	(\$319.3)	(\$320.9)	(\$319.5)
- Interest on In-year Transactions	\$4.2	(\$22.1)	(\$86.4)	\$3.4	(\$0.5)	(\$16.5)	(\$34.3)	\$5.0	\$6.0	\$16.5
<b>TOTAL REVENUE</b>	<b>\$563.0</b>	<b>\$566.4</b>	<b>\$489.1</b>	<b>\$417.9</b>	<b>\$431.9</b>	<b>\$422.5</b>	<b>\$378.2</b>	<b>\$352.5</b>	<b>\$629.4</b>	<b>\$671.8</b>
<b>CLOSING CASH BALANCE</b>	<b>\$736.1</b>	<b>(\$64.7)</b>	<b>(\$3,295.0)</b>	<b>(\$3,279.7)</b>	<b>(\$3,478.4)</b>	<b>(\$4,287.5)</b>	<b>(\$5,805.9)</b>	<b>(\$5,835.1)</b>	<b>(\$5,808.5)</b>	<b>(\$5,170.2)</b>

<b>WATER: NON-RESIDENTIAL</b>	<b>2034</b>	<b>2035</b>	<b>2036</b>	<b>2037</b>	<b>2038</b>	<b>2039</b>	<b>2040</b>	<b>2041</b>	<b>TOTAL</b>
OPENING CASH BALANCE (\$000)	(\$5,170.2)	(\$4,465.7)	(\$4,307.2)	(\$3,484.4)	(\$2,582.5)	(\$1,738.0)	(\$663.0)	(\$142.8)	
<b>NON-RESIDENTIAL FUNDING REQUIREMENTS</b>									
Prior Growth	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$477.4</b>
Water: Non-Residential: Non: Inflated	\$28.0	\$520.2	\$28.0	\$28.0	\$138.4	\$28.0	\$493.8	\$801.1	<b>\$11,444.3</b>
Water: Non-Residential: Inflated	\$34.1	\$646.8	\$35.5	\$36.2	\$182.7	\$37.7	\$677.9	\$1,121.7	<b>\$13,343.1</b>
<b>NEW RESIDENTIAL DEVELOPMENT</b>									
- New Building GFA - square metres	12,040	12,250	12,390	12,530	12,740	12,880	13,020	13,230	<b>190,470</b>
<b>REVENUE</b>									
- DC Receipts: Inflated	\$1,005.9	\$1,044.0	\$1,077.0	\$1,111.0	\$1,152.2	\$1,188.1	\$1,225.1	\$1,269.7	<b>\$15,830.2</b>
<b>INTEREST</b>									
- Interest on Opening Balance	(\$284.4)	(\$245.6)	(\$236.9)	(\$191.6)	(\$142.0)	(\$95.6)	(\$36.5)	(\$7.9)	<b>(\$2,950.0)</b>
- Interest on In-year Transactions	\$17.0	\$7.0	\$18.2	\$18.8	\$17.0	\$20.1	\$9.6	\$2.6	<b>(\$14.6)</b>
<b>TOTAL REVENUE</b>	<b>\$738.6</b>	<b>\$805.3</b>	<b>\$858.3</b>	<b>\$938.1</b>	<b>\$1,027.1</b>	<b>\$1,112.7</b>	<b>\$1,198.2</b>	<b>\$1,264.5</b>	<b>\$12,865.6</b>
<b>CLOSING CASH BALANCE</b>	<b>(\$4,465.7)</b>	<b>(\$4,307.2)</b>	<b>(\$3,484.4)</b>	<b>(\$2,582.5)</b>	<b>(\$1,738.0)</b>	<b>(\$663.0)</b>	<b>(\$142.8)</b>	<b>(\$0.0)</b>	

<b>2024 Adjusted Charge Per Square Metre</b>	<b>\$68.54</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	83.2%
Non-Residential Sector	16.8%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

# Appendix C.3

## Wastewater Services

## Appendix C.3 – Wastewater Services

This appendix provides a brief outline of the infrastructure included in the Wastewater Services development charge. The development-related projects outlined in this appendix are required to service the demands of new development to 2041. The benefits of the services are considered to be Town-wide for the purposes of calculating the development charge.

Wastewater infrastructure included in the DC capital forecast is required to achieve health and safety standards as identified in relevant legislation, including Provincial regulations. As such, in accordance with section 4(3) of O.Reg. 82/98, the 15-year historical service level does not apply.

The analysis is set out in the tables which follow. The tables include:

Table C.3-1 2024-2041 Development-Related Capital Program

Table C.3-2 Calculation of the Unadjusted Development Charges

Table C.3-3 Cash Flow Analysis

### **Table 1 2024–2041 Development-Related Capital Program**

The capital program for Wastewater Services projects amounts to \$9.81 million. The program includes sewer projects (\$7.97 million), studies and environmental assessments (\$1.84 million).

No grants, subsidies or other contributions are expected, and so the net municipal cost of the capital program remains at \$9.81 million. A BTE of \$294,700 is deducted for the proposed Stormwater Master Plan and is based on shares of population and employment growth over the 2041 planning horizon. As a result, the total eligible costs brought forward to the DC calculation amounts to \$9.52 million.

The Wastewater Services reserve fund balance of \$5.65 million has been applied to projects occurring in the initial years of the planning horizon. Another \$1.13 million has been deemed a post-period benefit that will benefit growth occurring after 2041 and will be considered for recovery under future DC by-laws. The remaining in-period DC eligible costs total \$2.74 million.

## Table 2 Calculation of Unadjusted Development Charges

In total, \$2.74 million is brought forward to the DC calculation, and allocated 83% to the residential sector and 17% to the non-residential sector (based on shares of future population and employment growth). This yields a calculated charge of \$168.99 per capita and \$2.41 per square metre.

## Table 3 Cash Flow Analysis

After cash flow and reserve fund analysis, the residential calculated charge decreases to \$121.85 per capita and the non-residential charge decreases to \$1.76 per square metre. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the Wastewater development charge:

<b>WASTEWATER SERVICES SUMMARY</b>					
2024 - 2033		Unadjusted		Adjusted	
Development-Related Capital Program		Development Charge		Development Charge	
Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$9,810,000	\$2,742,027	\$168.99	\$2.41	<b>\$121.85</b>	<b>\$1.76</b>

APPENDIX C.3  
TABLE 1

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
WASTEWATER SERVICES

NO.	Infrastructure Requirement	Description / Remarks	Length (metres)	Timing	Gross Cost	Grants, Subsidies & Other Contributions	Net Municipal Cost	Benefit to Existing Share	Total DC Eligible Costs	DC Reserves	DC In-Period Eligible Costs	Post Period Allocation		
<b>Sewers</b>														
1	Mountain Road: Eleventh Line to the West	Extension of the existing trunk sewer	650	2041 - 2041	\$2,873,000	\$0	\$2,873,000	0%	\$0	\$2,873,000	\$0	\$1,892,100	34%	\$980,900
2	North of Mountain Road: Tenth Line to the West	Oversizing of trunk sewer through future development	1900	2029 - 2041	\$255,000	\$0	\$255,000	0%	\$0	\$255,000	\$167,900	\$0	34%	\$87,100
3	Black Ash Creek Trunk Main: South of Sixth Street	Oversizing of trunk sewer through future development	900	2044 - 2044	\$60,000	\$0	\$60,000	0%	\$0	\$60,000	\$0	\$0	100%	\$60,000
4	Mountain Road: Improvements West of Balsam Street	Trunk sewer to replace the existing sewer	100	2032 - 2032	\$476,000	\$0	\$476,000	0%	\$0	\$476,000	\$476,000	\$0	0%	\$0
5	Harbour Street: Georgian Trail to Tenth Line	Extension of the existing trunk sewer	650	2030 - 2030	\$937,000	\$0	\$937,000	0%	\$0	\$937,000	\$937,000	\$0	0%	\$0
6	Hurontario Street: Lockhart Road to Collins Street	Trunk sewer to replace the existing sewer	368	2027 - 2027	\$1,568,000	\$0	\$1,568,000	0%	\$0	\$1,568,000	\$1,568,000	\$0	0%	\$0
7	Black Ash Creek SPS Forcemain: SPS to WPCP (along trail)	Twin forcemain to provide additional capacity	1390	2036 - 2036	\$1,800,000	\$0	\$1,800,000	0%	\$0	\$1,800,000	\$950,073	\$849,927	0%	\$0
<b>Subtotal Sewer Projects</b>					<b>\$7,969,000</b>	<b>\$0</b>	<b>\$7,969,000</b>		<b>\$0</b>	<b>\$7,969,000</b>	<b>\$4,098,973</b>	<b>\$2,742,027</b>		<b>\$1,128,000</b>
<b>Studies</b>														
8	Wastewater Plan Update			2025 - 2026	\$175,000	\$0	\$175,000	0%	\$0	\$175,000	\$175,000	\$0	0%	\$0
9	WPCP Municipal Class EA Update & Assimilative Capacity Update			2024 - 2025	\$1,091,000	\$0	\$1,091,000	0%	\$0	\$1,091,000	\$1,091,000	\$0	0%	\$0
10	Wastewater Plan Update			2033 - 2034	\$175,000	\$0	\$175,000	0%	\$0	\$175,000	\$175,000	\$0	0%	\$0
11	Stormwater Master Plan			2025 - 2026	\$400,000	\$0	\$400,000	74%	\$294,682	\$105,318	\$105,318	\$0	0%	\$0
<b>Subtotal Studies</b>					<b>\$1,841,000</b>	<b>\$0</b>	<b>\$1,841,000</b>		<b>\$294,682</b>	<b>\$1,546,318</b>	<b>\$1,546,318</b>	<b>\$0</b>		<b>\$0</b>
<b>Total Wastewater Projects</b>					<b>\$9,810,000</b>	<b>\$0</b>	<b>\$9,810,000</b>		<b>\$294,682</b>	<b>\$9,515,318</b>	<b>\$5,645,291</b>	<b>\$2,742,027</b>		<b>\$1,128,000</b>

Reserve Fund Balance Balance as at December 31, 2023	\$5,645,291
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APPENDIX C.3

TABLE 2

TOWN OF COLLINGWOOD  
 SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES  
 WASTEWATER SERVICES

2024-2041 Growth in Population in New Units	13,505
2024-2041 Employment Growth	2,721
2024-2041 Growth in Square Meters	190,470

	Development-Related Capital Forecast 2024-2041								
	Net Project Cost (\$000)	Benefit to Existing Share (\$000)	Available DC Reserves (\$000)	Post Period Allocation (\$000)	Total Net Capital Costs After Discount (\$000)	Residential Share		Non-Residential Share	
						%	\$000	%	\$000
<b>WASTEWATER SERVICES</b>									
Sewers	\$7,969.00	\$0.00	\$4,098.97	\$1,128.00	\$2,742.03	83%	\$2,282.21	17%	\$459.82
Studies	\$1,841.00	\$294.68	\$1,546.32	\$0.00	\$0.00	83%	\$0.00	17%	\$0.00
<b>TOTAL WASTEWATER SERVICES</b>	<b>\$9,810.00</b>	<b>\$294.68</b>	<b>\$5,645.29</b>	<b>\$1,128.00</b>	<b>\$2,742.03</b>		<b>\$2,282.21</b>		<b>\$459.82</b>
<b>Unadjusted Development Charge</b>							<b>\$168.99</b>		<b>\$2.41</b>

**APPENDIX C.3  
TABLE 3**

**TOWN OF COLLINGWOOD  
WASTEWATER SERVICES  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE**

<b>WASTEWATER: RESIDENTIAL</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
OPENING CASH BALANCE (\$000)	\$4,698.6	\$4,478.8	\$4,123.4	\$4,233.2	\$3,052.5	\$3,256.9	\$3,460.9	\$2,775.2	\$2,971.9	\$2,688.5
<b>RESIDENTIAL FUNDING REQUIREMENTS</b>										
Prior Growth	\$454.0	\$570.7	\$116.7	\$1,305.1	\$0.0	\$10.7	\$790.6	\$10.7	\$406.9	\$83.6
Wastewater: Residential: Non Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Wastewater: Residential: Inflated	\$454.0	\$582.1	\$121.4	\$1,384.9	\$0.0	\$11.9	\$890.4	\$12.3	\$476.8	\$99.9
<b>NEW RESIDENTIAL DEVELOPMENT</b>										
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716
<b>REVENUE</b>										
- DC Receipts: Inflated	\$80.1	\$83.6	\$87.7	\$91.7	\$95.9	\$100.4	\$105.1	\$110.2	\$99.8	\$104.3
<b>INTEREST</b>										
- Interest on Opening Balance	\$164.5	\$156.8	\$144.3	\$148.2	\$106.8	\$114.0	\$121.1	\$97.1	\$104.0	\$94.1
- Interest on In-year Transactions	(\$10.3)	(\$13.7)	(\$0.9)	(\$35.6)	\$1.7	\$1.5	(\$21.6)	\$1.7	(\$10.4)	\$0.1
<b>TOTAL REVENUE</b>	<b>\$234.2</b>	<b>\$226.7</b>	<b>\$231.1</b>	<b>\$204.3</b>	<b>\$204.4</b>	<b>\$215.9</b>	<b>\$204.7</b>	<b>\$209.0</b>	<b>\$193.4</b>	<b>\$198.4</b>
CLOSING CASH BALANCE	\$4,478.8	\$4,123.4	\$4,233.2	\$3,052.5	\$3,256.9	\$3,460.9	\$2,775.2	\$2,971.9	\$2,688.5	\$2,787.1

<b>WASTEWATER: RESIDENTIAL</b>	<b>2034</b>	<b>2035</b>	<b>2036</b>	<b>2037</b>	<b>2038</b>	<b>2039</b>	<b>2040</b>	<b>2041</b>	<b>TOTAL</b>
OPENING CASH BALANCE (\$000)	\$2,787.1	\$2,891.5	\$3,094.4	\$1,357.9	\$1,516.8	\$1,686.2	\$1,866.8	\$2,059.3	
<b>RESIDENTIAL FUNDING REQUIREMENTS</b>									
Prior Growth	\$83.6	\$10.7	\$801.5	\$10.7	\$10.7	\$10.7	\$10.7	\$10.7	<b>\$4,698.6</b>
Wastewater: Residential: Non: Inflated	\$0.0	\$0.0	\$707.4	\$0.0	\$0.0	\$0.0	\$0.0	\$1,574.8	<b>\$2,282.2</b>
Wastewater: Residential: Inflated	\$101.9	\$13.4	\$1,913.7	\$13.9	\$14.2	\$14.5	\$14.8	\$2,220.2	<b>\$8,340.0</b>
<b>NEW RESIDENTIAL DEVELOPMENT</b>									
- Population Growth in New Units	731	748	765	783	799	817	835	855	<b>13,505</b>
<b>REVENUE</b>									
- DC Receipts: Inflated	\$108.6	\$113.3	\$118.2	\$123.4	\$128.5	\$134.0	\$139.7	\$145.9	<b>\$1,970.2</b>
<b>INTEREST</b>									
- Interest on Opening Balance	\$97.5	\$101.2	\$108.3	\$47.5	\$53.1	\$59.0	\$65.3	\$72.1	<b>\$1,855.0</b>
- Interest on In-year Transactions	\$0.1	\$1.7	(\$49.4)	\$1.9	\$2.0	\$2.1	\$2.2	(\$57.0)	<b>(\$183.8)</b>
<b>TOTAL REVENUE</b>	<b>\$206.2</b>	<b>\$216.3</b>	<b>\$177.1</b>	<b>\$172.9</b>	<b>\$183.5</b>	<b>\$195.1</b>	<b>\$207.2</b>	<b>\$160.9</b>	<b>\$3,641.4</b>
CLOSING CASH BALANCE	\$2,891.5	\$3,094.4	\$1,357.9	\$1,516.8	\$1,686.2	\$1,866.8	\$2,059.3	(\$0.0)	

<b>2024 Adjusted Charge Per Capita</b>	<b>\$121.85</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	83.2%
Non-Residential Sector	16.8%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

**APPENDIX C.3  
TABLE 3**

**TOWN OF COLLINGWOOD  
WASTEWATER SERVICES  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE**

<b>WASTEWATER: NON-RESIDENTIAL</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
OPENING CASH BALANCE (\$000)	\$946.7	\$900.1	\$825.9	\$845.0	\$603.5	\$640.7	\$677.1	\$533.6	\$567.1	\$513.1
<b>NON-RESIDENTIAL FUNDING REQUIREMENTS</b>										
Prior Growth	\$91.5	\$115.0	\$23.5	\$262.9	\$0.0	\$2.2	\$159.3	\$2.2	\$82.0	\$16.8
Wastewater: Non-Residential: Non: Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Wastewater: Non-Residential: Inflated	\$91.5	\$117.3	\$24.5	\$279.0	\$0.0	\$2.4	\$179.4	\$2.5	\$96.1	\$20.1
<b>NEW NON-RESIDENTIAL DEVELOPMENT</b>										
- New Building GFA - square metres	7,910	8,050	8,120	8,190	8,260	8,330	8,400	8,470	11,760	11,900
<b>REVENUE</b>										
- DC Receipts: Inflated	\$13.9	\$14.4	\$14.9	\$15.3	\$15.7	\$16.2	\$16.6	\$17.1	\$24.2	\$25.0
<b>INTEREST</b>										
- Interest on Opening Balance	\$33.1	\$31.5	\$28.9	\$29.6	\$21.1	\$22.4	\$23.7	\$18.7	\$19.8	\$18.0
- Interest on In-year Transactions	(\$2.1)	(\$2.8)	(\$0.3)	(\$7.3)	\$0.3	\$0.2	(\$4.5)	\$0.3	(\$2.0)	\$0.1
<b>TOTAL REVENUE</b>	<b>\$44.9</b>	<b>\$43.1</b>	<b>\$43.5</b>	<b>\$37.6</b>	<b>\$37.1</b>	<b>\$38.8</b>	<b>\$35.9</b>	<b>\$36.0</b>	<b>\$42.1</b>	<b>\$43.0</b>
CLOSING CASH BALANCE	\$900.1	\$825.9	\$845.0	\$603.5	\$640.7	\$677.1	\$533.6	\$567.1	\$513.1	\$536.1

<b>WASTEWATER: NON-RESIDENTIAL</b>	<b>2034</b>	<b>2035</b>	<b>2036</b>	<b>2037</b>	<b>2038</b>	<b>2039</b>	<b>2040</b>	<b>2041</b>	<b>TOTAL</b>
OPENING CASH BALANCE (\$000)	\$536.1	\$560.2	\$604.3	\$257.7	\$292.8	\$330.3	\$369.9	\$411.7	
<b>NON-RESIDENTIAL FUNDING REQUIREMENTS</b>									
Prior Growth	\$16.8	\$2.2	\$161.5	\$2.2	\$2.2	\$2.2	\$2.2	\$2.2	<b>\$946.7</b>
Wastewater: Non-Residential: Non: Inflated	\$0.0	\$0.0	\$142.5	\$0.0	\$0.0	\$0.0	\$0.0	\$317.3	<b>\$459.8</b>
Wastewater: Non-Residential: Inflated	\$20.5	\$2.7	\$385.6	\$2.8	\$2.9	\$2.9	\$3.0	\$447.3	<b>\$1,680.4</b>
<b>NEW NON-RESIDENTIAL DEVELOPMENT</b>									
- New Building GFA - square metres	12,040	12,250	12,390	12,530	12,740	12,880	13,020	13,230	<b>190,470</b>
<b>REVENUE</b>									
- DC Receipts: Inflated	\$25.8	\$26.8	\$27.6	\$28.5	\$29.6	\$30.5	\$31.4	\$32.6	<b>\$406.0</b>
<b>INTEREST</b>									
- Interest on Opening Balance	\$18.8	\$19.6	\$21.2	\$9.0	\$10.2	\$11.6	\$12.9	\$14.4	<b>\$364.6</b>
- Interest on In-year Transactions	\$0.1	\$0.4	(\$9.8)	\$0.4	\$0.5	\$0.5	\$0.5	(\$11.4)	<b>(\$36.9)</b>
<b>TOTAL REVENUE</b>	<b>\$44.7</b>	<b>\$46.8</b>	<b>\$38.9</b>	<b>\$38.0</b>	<b>\$40.3</b>	<b>\$42.5</b>	<b>\$44.9</b>	<b>\$35.6</b>	<b>\$733.7</b>
CLOSING CASH BALANCE	\$560.2	\$604.3	\$257.7	\$292.8	\$330.3	\$369.9	\$411.7	\$0.0	

<b>2024 Adjusted Charge Per Square Metre</b>	<b>\$1.76</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	83.2%
Non-Residential Sector	16.8%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

# Appendix C.4

## Wastewater Treatment Plant

# Appendix C.4 – Wastewater Treatment Plant

This appendix provides a brief outline of the infrastructure included in the Wastewater Treatment Plant (WWTP) development charge. The development-related projects outlined in this appendix are required to service the demands of new development to 2041. The benefits of the services are considered to be Town-wide for the purposes of calculating the development charge.

The following discusses the individual components included in the WWTP service category. WWTP infrastructure included in the DC capital forecast is required to achieve health and safety standards as identified in relevant legislation, including Provincial regulations. As such, in accordance with section 4(3) of O.Reg. 82/98, the 15-year historical service level does not apply.

The analysis is set out in the tables which follow. The tables include:

Table C.4-1      2024-2041 Development-Related Capital Program

Table C.4-2      Unadjusted Development Charge

Table C.4-3      Cash Flow Analysis

## **Table 1      2024–2041 Development-Related Capital Program**

The capital program for WWTP Services projects amounts to \$234.60 million and is related to the recovery of two projects: Water Pollution Control Plant – Outfall Improvements (\$4.60 million) and the Water Pollution Control Plant Expansion (\$230.00 million). Cost estimates have been provided by Tatham Engineering and are informed by current tenders. However, it is recognized that the Town’s tender for the expansion of the Water Treatment Plant came

in significantly higher than initially estimated. Town staff and Tatham Engineering are continuing to review the reasonableness of the \$230.00 million cost estimate for the WWTP Expansion and may be further adjusted prior to the passage of the new DC By-law(s).

No grants, subsidies or other contributions are expected, and as such municipal cost of the capital program remains \$234.60 million. A BTE share of \$13.80 million is deducted for the proposed Water Pollution Control Plant expansion and is consistent with the allocation identified in the 2019 DC study. As a result, the total eligible costs brought forward to the DC calculation amounts to \$220.80 million.

The WWTP reserve fund balance of \$13.17 million has been applied to both projects. Another \$106.71 million has been deemed a post-period benefit that will benefit growth occurring after 2041 based on anticipated servicing capacity and these costs will be considered for recovery under future DC by-laws. The remaining in-period DC eligible costs total \$100.91 million.

## **Table 2 Calculation of Unadjusted Development Charges**

In total, \$100.91 million is brought forward to the DC calculation, and is allocated 83% to the residential sector and 17% to the non-residential sector (based on shares of future population and employment growth). This yields a calculated charge of \$6,219.34 per capita and \$88.85 per square metre.

## **Table 3 Cash Flow Analysis**

After cash flow and reserve fund analysis, the residential calculated charge increases to \$6,506.80 per capita and the non-residential charge increases to \$94.80 per square metre. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the WWTP development charge:

<b>WASTEWATER TREATMENT PLANT SUMMARY</b>					
2024 - 2033		Unadjusted		Adjusted	
Development-Related Capital Program		Development Charge		Development Charge	
Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$234,600,000	\$100,914,956	\$6,219.34	\$88.85	<b>\$6,506.80</b>	<b>\$94.80</b>

APPENDIX C.4

TABLE 1

TOWN OF COLLINGWOOD  
DEVELOPMENT-RELATED CAPITAL PROGRAM  
WASTEWATER TREATMENT PLANT

NO.	Infrastructure Requirement	Description / Remarks	Length (metres)	Timing	Gross Cost	Grants, Subsidies & Other Contributions	Net Municipal Cost	Benefit to Existing Share	Total DC Eligible Costs	DC Reserves	DC In-Period Eligible Costs	Post Period Allocation		
<b>Wastewater Facilities</b>														
1	Water Pollution Control Plant - Outfall Improvements	Plant Outfall Improvements		2027 - 2027	\$4,600,000	\$0	\$4,600,000	0%	\$0	\$4,600,000	\$4,600,000	\$0	0%	\$0
2	Water Pollution Control Plant	Expansion of the WPCP to increase the capacity by 12,000 m3/day		2026 - 2036	\$230,000,000	\$0	\$230,000,000	6%	\$13,800,000	\$216,200,000	\$8,572,344	\$100,914,956	49%	\$106,712,700
<b>Subtotal Wastewater Facilities</b>					<b>\$234,600,000</b>	<b>\$0</b>	<b>\$234,600,000</b>		<b>\$13,800,000</b>	<b>\$220,800,000</b>	<b>\$13,172,344</b>	<b>\$100,914,956</b>		<b>\$106,712,700</b>
<b>Total Wastewater Projects</b>					<b>\$234,600,000</b>	<b>\$0</b>	<b>\$234,600,000</b>		<b>\$13,800,000</b>	<b>\$220,800,000</b>	<b>\$13,172,344</b>	<b>\$100,914,956</b>		<b>\$106,712,700</b>

Water Pollution Control Plant: In-Period Capacity Calculation

Identified Need	
Weighted Demand (Res & Non-Res) per capita	0.45 m3/d per capita
Residential Growth 2024-2041	13,505 gross pop
<b>Total Residential and Non-Residential Need 2024-2041</b>	<b>6,077 m3/d</b>
Total Additional Capacity	12,000
<b>Total In-Period DC Eligible Share</b>	<b>51%</b>
<b>Total Post-Period Share</b>	<b>49%</b>

Reserve Fund Balance	
Balance as at December 31, 2023	\$13,172,344



APPENDIX C.4

TABLE 2

TOWN OF COLLINGWOOD  
 SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES  
 WASTEWATER TREATMENT PLANT

2024-2041 Growth in Population in New Units	13,505
2024-2041 Employment Growth	2,721
2024-2041 Growth in Square Meters	190,470

	Development-Related Capital Forecast 2024-2041								
	Gross Project Cost (\$000)	Benefit to Existing Share (\$000)	Available DC Reserves (\$000)	Post Period Allocation (\$000)	Total Net Capital Costs After Discount (\$000)	Residential Share		Non-Residential Share	
						%	\$000	%	\$000
<b>WASTEWATER TREATMENT PLANT</b>									
Wastewater Facilities	\$234,600.00	\$13,800.00	\$13,172.34	\$106,712.70	\$100,914.96	83%	\$83,992.14	17%	\$16,922.81
<b>TOTAL WASTEWATER TREATMENT PLANT</b>	<b>\$234,600.00</b>	<b>\$13,800.00</b>	<b>\$13,172.34</b>	<b>\$106,712.70</b>	<b>\$100,914.96</b>		<b>\$83,992.14</b>		<b>\$16,922.81</b>
<b>Unadjusted Development Charge</b>							<b>\$6,219.34</b>		<b>\$88.85</b>

**APPENDIX C.4  
TABLE 3**

**TOWN OF COLLINGWOOD  
WASTEWATER TREATMENT PLANT  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE**

<b>WASTEWATER TREATMENT PLANT: RESIDENTIAL</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
OPENING CASH BALANCE (\$000)	\$10,963.4	\$15,696.9	\$20,791.1	\$17,476.3	\$9,910.5	\$6,304.8	\$2,634.1	(\$1,092.3)	(\$4,886.1)	(\$9,652.5)
<b>RESIDENTIAL FUNDING REQUIREMENTS</b>										
Prior Growth	\$0.0	\$0.0	\$648.6	\$4,477.2	\$648.6	\$648.6	\$648.6	\$648.6	\$648.6	\$648.6
Wastewater Treatment Plant: Residential: Non Inflated	\$0.0	\$0.0	\$7,635.6	\$7,635.6	\$7,635.6	\$7,635.6	\$7,635.6	\$7,635.6	\$7,635.6	\$7,635.6
Wastewater Treatment Plant: Residential: Inflated	\$0.0	\$0.0	\$8,619.0	\$12,854.3	\$8,967.2	\$9,146.5	\$9,329.4	\$9,516.0	\$9,706.3	\$9,900.5
<b>NEW RESIDENTIAL DEVELOPMENT</b>										
- Population Growth in New Units	657	673	692	709	727	746	766	787	699	716
<b>REVENUE</b>										
- DC Receipts: Inflated	\$4,275.0	\$4,466.7	\$4,684.6	\$4,895.7	\$5,120.4	\$5,359.3	\$5,613.0	\$5,882.2	\$5,329.0	\$5,567.8
<b>INTEREST</b>										
- Interest on Opening Balance	\$383.7	\$549.4	\$727.7	\$611.7	\$346.9	\$220.7	\$92.2	(\$60.1)	(\$268.7)	(\$530.9)
- Interest on In-year Transactions	\$74.8	\$78.2	(\$108.2)	(\$218.9)	(\$105.8)	(\$104.1)	(\$102.2)	(\$99.9)	(\$120.4)	(\$119.1)
<b>TOTAL REVENUE</b>	<b>\$4,733.5</b>	<b>\$5,094.2</b>	<b>\$5,304.1</b>	<b>\$5,288.5</b>	<b>\$5,361.5</b>	<b>\$5,475.8</b>	<b>\$5,603.0</b>	<b>\$5,722.2</b>	<b>\$4,939.9</b>	<b>\$4,917.7</b>
CLOSING CASH BALANCE	\$15,696.9	\$20,791.1	\$17,476.3	\$9,910.5	\$6,304.8	\$2,634.1	(\$1,092.3)	(\$4,886.1)	(\$9,652.5)	(\$14,635.2)

<b>WASTEWATER TREATMENT PLANT: RESIDENTIAL</b>	<b>2034</b>	<b>2035</b>	<b>2036</b>	<b>2037</b>	<b>2038</b>	<b>2039</b>	<b>2040</b>	<b>2041</b>	<b>TOTAL</b>
OPENING CASH BALANCE (\$000)	(\$14,635.2)	(\$19,858.8)	(\$25,316.7)	(\$31,018.0)	(\$26,017.9)	(\$20,469.0)	(\$14,314.9)	(\$7,513.1)	
<b>RESIDENTIAL FUNDING REQUIREMENTS</b>									
Prior Growth	\$648.6	\$648.6	\$648.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$10,963.4</b>
Wastewater Treatment Plant: Residential: Non: Inflated	\$7,635.6	\$7,635.6	\$7,635.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$83,992.1</b>
Wastewater Treatment Plant: Residential: Inflated	\$10,098.5	\$10,300.4	\$10,506.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$108,944.5</b>
<b>NEW RESIDENTIAL DEVELOPMENT</b>									
- Population Growth in New Units	731	748	765	783	799	817	835	855	<b>13,505</b>
<b>REVENUE</b>									
- DC Receipts: Inflated	\$5,798.1	\$6,051.6	\$6,312.9	\$6,590.7	\$6,859.9	\$7,154.7	\$7,458.6	\$7,790.0	<b>\$105,210.2</b>
<b>INTEREST</b>									
- Interest on Opening Balance	(\$804.9)	(\$1,092.2)	(\$1,392.4)	(\$1,706.0)	(\$1,431.0)	(\$1,125.8)	(\$787.3)	(\$413.2)	<b>(\$6,680.4)</b>
- Interest on In-year Transactions	(\$118.3)	(\$116.8)	(\$115.3)	\$115.3	\$120.0	\$125.2	\$130.5	\$136.3	<b>(\$548.7)</b>
<b>TOTAL REVENUE</b>	<b>\$4,874.9</b>	<b>\$4,842.5</b>	<b>\$4,805.2</b>	<b>\$5,000.0</b>	<b>\$5,548.9</b>	<b>\$6,154.1</b>	<b>\$6,801.8</b>	<b>\$7,513.1</b>	<b>\$97,981.1</b>
CLOSING CASH BALANCE	(\$19,858.8)	(\$25,316.7)	(\$31,018.0)	(\$26,017.9)	(\$20,469.0)	(\$14,314.9)	(\$7,513.1)	\$0.0	

<b>2024 Adjusted Charge Per Capita</b>	<b>\$6,506.80</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	83.2%
Non-Residential Sector	16.8%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

**APPENDIX C.3  
TABLE 3**

**TOWN OF COLLINGWOOD  
WASTEWATER TREATMENT PLANT  
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE**

<b>WASTEWATER TREATMENT PLANT: NON-RESIDENTIAL</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
OPENING CASH BALANCE (\$000)	\$2,208.92	\$3,049.3	\$3,948.0	\$3,124.9	\$1,419.7	\$484.0	(\$496.7)	(\$1,533.9)	(\$2,640.6)	(\$3,453.0)
<b>NON-RESIDENTIAL FUNDING REQUIREMENTS</b>										
Prior Growth	\$0.0	\$0.0	\$130.7	\$902.1	\$130.7	\$130.7	\$130.7	\$130.7	\$130.7	\$130.7
Wastewater Treatment Plant: Non-Residential: Non: Inflated	\$0.0	\$0.0	\$1,538.4	\$1,538.4	\$1,538.4	\$1,538.4	\$1,538.4	\$1,538.4	\$1,538.4	\$1,538.4
Wastewater Treatment Plant: Non-Residential: Inflated	\$0.0	\$0.0	\$1,736.6	\$2,589.9	\$1,806.7	\$1,842.8	\$1,879.7	\$1,917.3	\$1,955.6	\$1,994.8
<b>NEW NON-RESIDENTIAL DEVELOPMENT</b>										
- New Building GFA - square metres	7,910	8,050	8,120	8,190	8,260	8,330	8,400	8,470	11,760	11,900
<b>REVENUE</b>										
- DC Receipts: Inflated	\$749.9	\$778.4	\$800.9	\$824.0	\$847.6	\$871.9	\$896.8	\$922.4	\$1,306.3	\$1,348.3
<b>INTEREST</b>										
- Interest on Opening Balance	\$77.3	\$106.7	\$138.2	\$109.4	\$49.7	\$16.9	(\$27.3)	(\$84.4)	(\$145.2)	(\$189.9)
- Interest on In-year Transactions	\$13.1	\$13.6	(\$25.7)	(\$48.6)	(\$26.4)	(\$26.7)	(\$27.0)	(\$27.4)	(\$17.9)	(\$17.8)
<b>TOTAL REVENUE</b>	<b>\$840.3</b>	<b>\$898.8</b>	<b>\$913.4</b>	<b>\$884.8</b>	<b>\$871.0</b>	<b>\$862.2</b>	<b>\$842.5</b>	<b>\$810.7</b>	<b>\$1,143.2</b>	<b>\$1,140.6</b>
<b>CLOSING CASH BALANCE</b>	<b>\$3,049.3</b>	<b>\$3,948.0</b>	<b>\$3,124.9</b>	<b>\$1,419.7</b>	<b>\$484.0</b>	<b>(\$496.7)</b>	<b>(\$1,533.9)</b>	<b>(\$2,640.6)</b>	<b>(\$3,453.0)</b>	<b>(\$4,307.2)</b>

<b>WASTEWATER TREATMENT PLANT: NON-RESIDENTIAL</b>	<b>2034</b>	<b>2035</b>	<b>2036</b>	<b>2037</b>	<b>2038</b>	<b>2039</b>	<b>2040</b>	<b>2041</b>	<b>TOTAL</b>
OPENING CASH BALANCE (\$000)	(\$4,307.2)	(\$5,205.0)	(\$6,140.0)	(\$7,122.1)	(\$5,950.2)	(\$4,655.9)	(\$3,239.8)	(\$1,693.8)	
<b>NON-RESIDENTIAL FUNDING REQUIREMENTS</b>									
Prior Growth	\$130.7	\$130.7	\$130.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$2,208.9</b>
Wastewater Treatment Plant: Non-Residential: Non: Inflated	\$1,538.4	\$1,538.4	\$1,538.4	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$16,922.8</b>
Wastewater Treatment Plant: Non-Residential: Inflated	\$2,034.7	\$2,075.3	\$2,116.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	<b>\$21,950.2</b>
<b>NEW NON-RESIDENTIAL DEVELOPMENT</b>									
- New Building GFA - square metres	12,040	12,250	12,390	12,530	12,740	12,880	13,020	13,230	<b>190,470</b>
<b>REVENUE</b>									
- DC Receipts: Inflated	\$1,391.4	\$1,444.0	\$1,489.7	\$1,536.7	\$1,593.7	\$1,643.4	\$1,694.5	\$1,756.3	<b>\$21,896.2</b>
<b>INTEREST</b>									
- Interest on Opening Balance	(\$236.9)	(\$286.3)	(\$337.7)	(\$391.7)	(\$327.3)	(\$256.1)	(\$178.2)	(\$93.2)	<b>(\$2,055.9)</b>
- Interest on In-year Transactions	(\$17.7)	(\$17.4)	(\$17.2)	\$26.9	\$27.9	\$28.8	\$29.7	\$30.7	<b>(\$99.0)</b>
<b>TOTAL REVENUE</b>	<b>\$1,136.8</b>	<b>\$1,140.4</b>	<b>\$1,134.8</b>	<b>\$1,171.9</b>	<b>\$1,294.3</b>	<b>\$1,416.1</b>	<b>\$1,546.0</b>	<b>\$1,693.8</b>	<b>\$19,741.3</b>
<b>CLOSING CASH BALANCE</b>	<b>(\$5,205.0)</b>	<b>(\$6,140.0)</b>	<b>(\$7,122.1)</b>	<b>(\$5,950.2)</b>	<b>(\$4,655.9)</b>	<b>(\$3,239.8)</b>	<b>(\$1,693.8)</b>	<b>\$0.0</b>	

<b>2024 Adjusted Charge Per Square Metre</b>	<b>\$94.80</b>
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<b>Allocation of Capital Program</b>	
Residential Sector	83.2%
Non-Residential Sector	16.8%
<b>Rates for 2024</b>	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

# Appendix D

## Reserve Fund Balances

# Appendix D – Development charges

## Reserve Fund Unallocated Balances

The DCA requires that a reserve fund be established for each service for which development charges are collected. Table 1 presents the uncommitted reserve fund balances that are available to help fund the growth-related net capital costs identified in this study. The opening balances of the development charges reserve funds as of December 31, 2023 have been adjusted to account for existing commitments and adjustments to reserve fund projects as well as outstanding intra fund borrowing.

As shown on Table 1, the December 31, 2023 total adjusted reserve fund balance was in a positive position of \$39.12 million. The application of the available uncommitted balance in each of the reserve funds is discussed in the appendix section related to each service. The funds are assigned to projects in the initial years of the capital program for each service. This has the effect of reducing and deferring capital costs brought forward to the development charges calculation and the cash flow analysis.

**APPENDIX D  
TABLE 1**

**TOWN OF COLLINGWOOD  
DEVELOPMENT CHARGE RESERVE FUND BALANCE BY ACCOUNT  
YEAR ENDING DECEMBER 31, 2023**

<b>Service</b>	<b>Reserve Fund Balance as at Dec. 31, 2023</b>
Library Services	(\$395,004)
Fire Protection Services	\$90,582
By-Law Services <sup>1</sup>	\$0
Outdoor Recreation	(\$678,193)
Indoor Recreation	\$3,893,946
Transit Services	\$352,285
Administration	\$310,484
Services Related To A Highway: Roads & Related	\$13,173,056
Water Services	\$2,847,051
Water Treatment Plant	\$711,763
Wastewater Services	\$5,645,291
Wastewater Treatment Plant	\$13,172,344
<b>Total Development Charge Reserves</b>	<b>\$39,123,604</b>

*1 New service therefore no reserve fund currently exists*

# Appendix E

## Cost of Growth Analysis

# Appendix E – Cost of Growth Analysis

## Asset Management Plan

The DCA requires that municipalities complete an Asset Management Plan before passing a development charges by-law. A key function of the Asset Management Plan is to demonstrate that all assets funded under the development charges by-law are financially sustainable over their full life cycle.

## Asset Types

A summary of the future municipal-owned assets and estimated useful life assumptions for eligible DC services considered as part of the study are outlined in Table E-1 and Table E-2. The useful lives, where possible, have been sourced from the Town’s Asset Management Plan. Although all capital assets considered in the study have been identified, not all assets necessitate future replacement or ongoing maintenance activities. The exception and the justification is as follows:

- Some of the works identified may represent one-time expenditures and may be temporary in nature. Therefore, the assets would not be required to be replaced and no ongoing operation and maintenance costs exist. Such assets are identified as “not a long-term asset” in the table.
- Some projects do not relate to the emplacement of a tangible capital asset– some examples include the acquisition of land or the undertaking of development-related studies. These projects/costs do not necessarily require future replacement or ongoing maintenance. Such projects are identified as “not infrastructure” in the table.



- For assets that have been constructed (i.e. recovery of past commitments) it is assumed that the related contribution is already included within the Town’s annual provision. As such, these projects are identified as “not applicable” in the table.

It should be noted that the capital cost estimates prepared for each of the projects identified in this section include grouped costs of various individual elements, which, as a stand-alone item, may have its own useful life (ex. New buildings include: HVAC, structural elements, roof, etc.). Accordingly, the average useful life assumptions noted below are applicable to all project components.

**Table E-1 – Summary of Assets Considered Town-wide General Services**

<b>Service and Amenities</b>	<b>Estimated Useful Life</b>
<p><b>Library</b></p> <ul style="list-style-type: none"> <li>▪ Recovery of Negative Reserve Fund Balance</li> <li>▪ Debt Recovery</li> <li>▪ Land</li> <li>▪ Buildings</li> <li>▪ Collection Materials</li> <li>▪ Furniture &amp; Equipment</li> </ul>	<p>Not applicable Not applicable Not infrastructure 70 years 10 years 10 years</p>
<p><b>Fire Services</b></p> <ul style="list-style-type: none"> <li>▪ Recovery of Past Commitments</li> <li>▪ Debt Recovery</li> <li>▪ Buildings</li> <li>▪ Land</li> <li>▪ Heavy Duty Vehicles</li> <li>▪ Equipment</li> </ul>	<p>Not applicable Not applicable 70 years Not infrastructure 13 years 10 years</p>
<p><b>By-law Services</b></p> <ul style="list-style-type: none"> <li>▪ Vehicles</li> <li>▪ Officer Outfitting</li> </ul>	<p>12 years 10 years</p>

<b>Service and Amenities</b>	<b>Estimated Useful Life</b>
<b>Outdoor Recreation</b> <ul style="list-style-type: none"> <li>▪ Recovery of Negative Reserve Fund Balance</li> <li>▪ Land Improvements</li> <li>▪ Buildings</li> <li>▪ Trail Development</li> <li>▪ Vehicles &amp; Equipment</li> </ul>	Not applicable 30 years 70 years 30 years 12 years
<b>Indoor Recreation</b> <ul style="list-style-type: none"> <li>▪ Buildings</li> <li>▪ Vehicles</li> </ul>	70 years 12 years
<b>Administration</b> <ul style="list-style-type: none"> <li>▪ Development-related studies, etc.</li> </ul>	Not infrastructure
<b>Transit</b> <ul style="list-style-type: none"> <li>▪ Buses</li> <li>▪ Bus Shelters</li> <li>▪ Studies</li> </ul>	12 years 15 years Not infrastructure

**Table E-2 – Summary of Assets Considered Engineered Services**

<b>Service and Amenities</b>	<b>Estimated Useful Life</b>
<b>Roads and Related</b> <ul style="list-style-type: none"> <li>▪ Linear Roads Infrastructure</li> <li>▪ Intersection Improvements</li> <li>▪ Sidewalks</li> <li>▪ Vehicles</li> <li>▪ Buildings</li> <li>▪ Studies</li> </ul>	50 years 50 years 75 years 10 years 70 years Not infrastructure
<b>Water Services</b> <ul style="list-style-type: none"> <li>▪ Linear Water Infrastructure</li> <li>▪ Water Facilities Projects</li> <li>▪ Studies</li> </ul>	75 years 70 years Not infrastructure

<b>Service and Amenities</b>	<b>Estimated Useful Life</b>
<ul style="list-style-type: none"> <li>▪ Valves</li> </ul>	75 years
<b>Wastewater Services</b> <ul style="list-style-type: none"> <li>▪ Wastewater Infrastructure</li> <li>▪ Studies</li> </ul>	75 years Not infrastructure
<b>Wastewater Treatment Plant</b> <ul style="list-style-type: none"> <li>▪ Wastewater Treatment Plant</li> </ul>	70 years

### **Annual Provision**

When assets require rehabilitation or are due for replacement, the source of funds is limited to reserves or contributions from operating. Capital expenditures to carry out the rehabilitation and replacement of aging infrastructure are not growth-related and are therefore not eligible for funding through development charge revenues or other developer contributions.

Based on the information obtained from Town staff regarding useful life assumptions and the capital cost of acquiring and/or replacing each asset, a provision for infrastructure replacement has been calculated for both the general and engineered services. Provisions for infrastructure replacement are initially calculated for each asset based on their useful life and the anticipated cost of replacement. The aggregate of all individual provisions form the required annual capital provision. In calculating the annual provisions, a number of assumptions are made to account for inflation (2.0 per cent) and interest (3.5 per cent).

Consistent with the requirements of the DCA, assets that are proposed to be funded under the development charges by-law have been included in the analysis. As a result, the total calculated annual provision for development charge related infrastructure has been netted down to consider the replacement of existing infrastructure or benefit-to-existing development.

However, for reference, the annual replacement provisions associated with the non-development charge funded costs, including benefit-to-existing and post-period benefit shares have also been calculated.

Table E-3 and E-4 provide the calculated annual asset management contribution for both the gross capital expenditures and the share related to the 2024-2033 and 2024-2041 DC recoverable portion. The year 2034 and 2042 have been included to calculate the annual contribution for the 2024-2033 and 2024-2041 periods as the expenditures in 2033 and 2041 will not trigger asset management contributions until 2034 and 2042, respectively. As shown in Table E-3, by 2034, the Town will need to fund an additional \$1.72 million per annum in order to properly fund the full life cycle costs of the new assets related to general services supported under the development charges by-law.

Table E-4 provides a separate analysis of the annual provisions required for the protection and engineered services capital program as the program extends to 2042. As shown in Table E-4, the annual provision in 2042 amounts to \$5.05 million.

**Table E-3 – Annual Asset Management Contributions General Services**

General Services	2024-2033 Capital Program		Calculated Annual AMP Provision by 2034	
	DC-Eligible	Non DC Eligible	DC-Related	Non-DC Related
Library Services	\$3,417,000	\$5,440,000	\$95,000	\$192,000
Fire Protection Services	\$3,872,000	\$14,727,000	\$129,000	\$462,000
By-Law Services	\$59,000	\$51,000	\$5,000	\$5,000
Outdoor Recreation	\$31,407,000	\$40,082,000	\$1,097,000	\$1,125,000
Indoor Recreation	\$22,168,000	\$78,242,000	\$330,000	\$1,110,000
Administration	\$1,166,000	\$399,000	\$0	\$0
Transit Services	\$767,000	\$778,000	\$62,000	\$68,000
<b>Total</b>	<b>\$62,856,000</b>	<b>\$139,719,000</b>	<b>\$1,718,000</b>	<b>\$2,962,000</b>

**Table E-4 – Annual Asset Management Contributions Engineered Services**

Engineered Services	2024-2033 Capital Program		Calculated Annual AMP Provision by 2034	
	DC-Eligible	Non DC Eligible	DC-Related	Non-DC Related
Roads & Related	\$92,900,000	\$32,057,000	\$2,369,000	\$752,000
Water Services	\$71,092,000	\$29,685,000	\$1,016,000	\$259,000
Wastewater Services	\$8,387,000	\$1,423,000	\$71,000	\$1,000
Wastewater Treatment Plant	\$114,087,000	\$120,513,000	\$1,589,000	\$1,677,000
<b>Total</b>	<b>\$286,466,000</b>	<b>\$183,678,000</b>	<b>\$5,045,000</b>	<b>\$2,689,000</b>

**Transit Asset Management in the Town**

The Town of Collingwood currently operates three regularly scheduled routes, with one main transit terminal. In addition, there are Transit Links to the Town of Wasaga Beach and the Town of The Blue Mountains. The Town of Collingwood also operates an accessible transit service, Red Cross Para Transit.

The Town aims to maintain the transit fleet in state of good repair through regular maintenance and inspections to achieve public transit safety and reliability standards. The Town, through its annual budgeting process, also examines the financial sustainability of the proposed transit capital infrastructure, as well as the associated operating impacts and proposed revenue sources.

The Town currently plans to add two new buses and new bus shelters. In addition, the Town will conduct a Transit Study to identify future transit growth-related needs. The full cost of the capital program for Transit is valued at \$1.54 million over the ten-year planning period. Details on the capital projects and anticipated ridership forecast is found in Appendix B.

The additional buses and shelters are expected to have a yearly net operating impact of \$365,000 per year by 2033. As previously stated, the Town ensures that the transit system will be financially sustainable through yearly capital and operating budget reviews.

## **Financial Sustainability of the Program**

### **Future Revenue Growth**

The calculated annual funding provision should be considered within the context of the Town's projected growth. Over the next ten years (to 2033) the Town is projected to increase by approximately 3,530 households. In addition, the Town will also add nearly 1,280 new employees that will result in approximately 89,390 square metres of additional non-residential building space. By 2041, there will be an increase of nearly 6,680 new dwelling units and 190,470 square metres of non-residential building space. This growth will have the effect of increasing the overall assessment base and additional user fee and charges revenues to offset the capital asset provisions required to replace the infrastructure proposed to be funded under the development charges by-law. The collection of these funds is intended to be allocated to the Town's reserves for the future replacement of these assets.

## **Long-term Capital and Operating Impact Analysis**

As shown in Table E-5, by 2033, the Town's net operating costs are estimated to increase by \$10.83 million for property tax supported ten-year general services. In Table E-6, by 2041, net operating costs will increase by \$3.27 million engineered services. Increases in net operating costs will be experienced as new facilities such as the proposed fire station, library, and recreation facility are opened. Operating and maintenance costs will also increase as additions to the Town's road network are made. Water and Wastewater capital expenditures are expected to be offset by user fees and water/wastewater rates rather than property taxes and therefore no impact

is reflected in the analysis. Capital costs related to studies are not expected to have an impact on property tax supported operating costs.

Table E-7 summarizes the components of the development-related capital forecast that will require funding from non-DC sources. For general services with a ten-year benefitting period, \$13.20 million will need to be financed from non-DC sources as it relates to benefit to existing shares. In addition, \$125.32 million in interim DC financing related to post-period shares of projects may be required. However, because DC by-laws must be revisited at least every ten years, it is difficult to determine the quantum of interim financing that may be necessary.

For engineered services, \$50.61 million will need to be financed from non-DC sources over the 2024-2041 planning period, which is entirely related to the replacement of existing infrastructure that will benefit the existing community. In addition, \$131.12 million in interim DC financing may be necessary for post-period shares of projects.

All together, \$320.35 million will need to be financed from non-DC sources over the planning period for general and engineered services. Council is made aware of these factors so that they understand the operating and capital costs that will not be covered by DCs as it adopts the development-related capital forecast set out in the study

## **The Program is Deemed Financially Sustainable**

In summary, the asset management plan and long-term capital and operating analysis included in this appendix demonstrates that the Town can afford to invest and operate the identified general and engineered services infrastructure over the ten-year and long-term planning period.

Importantly, the Town's annual budget review allows staff to continue to monitor and implement mitigating measures should the program become less sustainable.



APPENDIX E  
TABLE 5

TOWN OF COLLINGWOOD  
ESTIMATED NET OPERATING COST OF THE PROPOSED DEVELOPMENT-RELATED CAPITAL PROGRAM (GENERAL SERVICES)

Service	Cost Driver (\$)	Unit Measure	Quantity	Additional Operating Costs at 2033	Source & Commentary
Library Services	\$0.13	per dollar of infrastructure	\$6,550,000	\$862,000	FIR & 2024 DC Study
Fire Protection Services	\$0.26	per dollar of infrastructure	\$16,784,000	\$4,280,000	FIR & 2024 DC Study
By-Law Services	\$0.13	per dollar of infrastructure	\$110,000	\$14,000	FIR & 2024 DC Study
Outdoor Recreation	\$0.02	per dollar of infrastructure	\$70,811,000	\$1,421,000	FIR & 2024 DC Study
Indoor Recreation	\$0.04	per dollar of infrastructure	\$100,410,000	\$3,891,000	FIR & 2024 DC Study
Administration	\$0.00	per dollar of infrastructure	\$0	\$0	FIR & 2024 DC Study
Transit Services	\$0.25	per dollar of infrastructure	\$1,458,000	\$365,000	FIR & 2024 DC Study
<b>Total</b>			<b>\$196,123,000</b>	<b>\$10,833,000</b>	-

APPENDIX E  
TABLE 6

TOWN OF COLLINGWOOD  
ESTIMATED NET OPERATING COST OF THE PROPOSED DEVELOPMENT-RELATED CAPITAL PROGRAM (ENGINEERED SERVICES)

Service	Cost Driver (\$)	Unit Measure	Quantity	Additional Operating Costs at 2041	Source & Commentary
Roads & Related	\$490.00	per household	6,676	\$3,271,000	FIR & 2024 DC Study
Wastewater Services	-	Rate supported service	-	-	
Wastewater Treatment Plant	-	Rate supported service	-	-	
Water Services	-	Rate supported service	-	-	
<b>Total</b>			<b>6,676</b>	<b>\$3,271,000</b>	-

APPENDIX E  
TABLE 7

**TOWN OF COLLINGWOOD**  
**SUMMARY OF DEVELOPMENT-RELATED CAPITAL PROGRAM**  
**FOR GENERALAND ENGINEERED SERVICES**  
(in \$000)

General Services	Development-Related Capital Program (2024-20233)				
	Net Municipal Cost (\$000)	Replacement & Benefit to Existing (\$000)	Available DC Reserves (\$000)	Post-2033 Benefit (\$000)	Total DC Eligible Costs for Recovery (\$000)
1.0 LIBRARY SERVICES	\$8,857.6	\$823.0	\$0.0	\$4,617.3	\$3,417.3
2.0 FIRE PROTECTION SERVICES	\$18,599.0	\$907.3	\$90.6	\$13,820.1	\$3,781.0
3.0 BY-LAW SERVICES	\$110.0	\$0.0	\$0.0	\$51.0	\$59.0
4.0 OUTDOOR RECREATION	\$71,052.8	\$10,755.2	\$0.0	\$28,890.6	\$31,407.0
5.0 INDOOR RECREATION	\$100,410.0	\$300.0	\$3,893.9	\$77,941.8	\$18,274.2
6.0 ADMINISTRATION	\$1,565.0	\$398.9	\$310.5	\$0.0	\$855.7
7.0 TRANSIT SERVICES	\$779.3	\$12.4	\$352.3	\$0.0	\$414.5
<b>TOTAL - GENERAL SERVICES (2024-2033)</b>	<b>\$201,373.7</b>	<b>\$13,196.8</b>	<b>\$4,647.3</b>	<b>\$125,320.8</b>	<b>\$58,208.8</b>

Engineered Services	Development-Related Capital Program (2024-2041)				
	Net Municipal Cost (\$000)	Replacement & Benefit to Existing (\$000)	Available DC Reserves (\$000)	Post-2041 Benefit (\$000)	Total DC Eligible Costs for Recovery (\$000)
1.0 SERVICES RELATED TO A HIGHWAY: ROADS & RELATED	\$123,010.7	\$22,715.5	\$13,173.1	\$7,395.1	\$79,727.1
2.0 WATER SERVICES	\$100,777.2	\$13,799.3	\$2,847.1	\$15,885.7	\$68,245.1
3.0 WASTEWATER SERVICES	\$9,810.0	\$294.7	\$5,645.3	\$1,128.0	\$2,742.0
4.0 WASTEWATER TREATMENT PLANT	\$234,600.0	\$13,800.0	\$13,172.3	\$106,712.7	\$100,915.0
<b>TOTAL - ENGINEERED SERVICES (2024-2041)</b>	<b>\$468,197.9</b>	<b>\$50,609.5</b>	<b>\$34,837.7</b>	<b>\$131,121.5</b>	<b>\$251,629.2</b>

<b>TOTAL GENERAL AND ENGINEERED SERVICES</b>	<b>\$669,571.6</b>	<b>\$63,806.3</b>	<b>\$39,485.0</b>	<b>\$256,442.3</b>	<b>\$309,838.0</b>
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**Appendix F**  
**Local Service**

# Appendix F – General Policy Guidelines on Development Charge and Local Service Funding for Town-Related Works

The following guidelines set out in general terms the size and nature of engineered infrastructure that is included in the Town of Collingwood 2024 DC Study. For a project to be eligible to be funded completely or in part by development charges, the following will apply:

1. The project will be identified in the most current Town of Collingwood DC Study.
2. If any infrastructure does not add any additional capacity over and above the capacity requirement for that development, these projects are assumed to be the sole responsibility of the developer.
3. Infrastructure that provides servicing or capacity for more than one development is not necessarily fully or partially funded from development charges. If a project is considered fully or partially local in nature, the Town will require the benefiting land owners to fund the works directly.

The following policy guidelines are general principles by which staff will be guided in considering development applications. However, each application will be considered on its own merits having regard to, among other factors, the nature, type and location of the development in any existing development and proposed development and the location and type of services required and their relationship to the proposed development and to existing and proposed development in the area, and subsection 59(2) of the DCA.

These local service policy guidelines are subject to review and amendment by the Town which may be independent of an amendment or update to the Town's development charge by-law(s).

The detailed engineering requirements for all work and/or development are governed by the Town of Collingwood Official Plan, or if not specified in the Official Plan, by the approved detailed engineering standards, and best management practices.

## **1.0 Roads and Related**

- 1.1 Local Roads internal to a development are a direct developer responsibility under s.59 of the DCA (as a local service).
- 1.2 Local Roads are two-lanes and generally have a 20.0 m right of way (ROW) including, but not limited to, the following;
  - Turn lanes;
  - Parking bays;
  - Bike lanes (on road and off road);
  - Streetlights;
  - Intersection improvements;
  - Streetscaping;
  - Utilities;
  - Municipal services;
  - Sidewalks and multi use paths; and
  - Storm water management facilities.
- 1.3 Collector Roads internal to development are a direct developer responsibility under s.59 of the DCA (as a local service).
- 1.4 Collector Roads external to development are a direct developer responsibility under s.59 of the DCA if considered to be a requirement related to development to which the plan relates; otherwise, collector roads external to a development are included in

the DC calculation to the extent permitted under s.5(1) of the DCA (dependent on local circumstances).

- 1.5 Stream crossing and rail crossing road works, excluding underground utilities but including all other works within lands to be dedicated to the Town or rail corridors are localized works to be borne by developers. Works associated with Collector Roads external to a development (as described in 1.4) are to be included in the DC calculation.
- 1.6 New arterial roads and arterial road improvements are included as part of road costing funded through DCs. Only the oversizing component would be recovered through DCs and the local road equivalent costs are considered to be a direct developer responsibility under s.59 of the DCA.

## **2.0 Traffic Signals**

- 2.1 Traffic signalization external to development are included in the DC calculation to the extent permitted under s.5(1) of the DCA.
- 2.2 Where a specific development warrants the need for traffic signals, the developer will pay for the cost of the signal under s.59 of the DCA (as a local service).

## **3.0 Intersection Improvements**

- 3.1 New roads (collector and arterial) and road (collector and arterial) improvements are included as part of road costing noted in Section 1, to limits of ROW.
- 3.2 Intersections improvements within specific developments and all works necessary to connect to entrances (private and specific subdivision) to the roadway are a direct developer responsibility under s.59 of DCA (as a local service).

- 3.3 Intersections with County roads and provincial highways are included in the DC calculation to the extent that they are Town responsibility.
- 3.4 Intersection improvements on other roads due to development growth increasing traffic are included in the DC calculation.

#### **4.0 Streetlights**

- 4.1 Streetlights on external roads are included in the DC calculation (linked to collector road funding described in Section 1). Streetlights external to a development but related to the subject lands are a direct developer responsibility through local service provisions (s.59 of the DCA).
- 4.2 Streetlights within specific developments or direct abutting roads are a direct developer responsibility under s.59 of DCA (as a local service).

#### **5.0 Sidewalks**

- 5.1 Sidewalks on MTO and County roads are included in the DC calculation or, in exceptional circumstances, may be local improvement or direct developer responsibility through local service provisions (s.59 of DCA).
- 5.2 Sidewalks external to a development but required and related to the subject lands are a direct developer responsibility through local service provisions (s.59 of the DCA).

#### **6.0 Bike Lanes/ Bike Paths/Multi-Use Trails/ Naturalized Walkways**

- 6.1 Bike lanes, within road allowance, external to development are included in DC road costs, consistent with the service standard provisions under s.5(1) of the DCA.



- 6.2 Bike paths/multi-use trails/naturalized walkways external to development are included in DCs consistent with the service standard provisions under s.5(1) of the DCA.
- 6.3 Bike lanes, within road allowance, internal to development are a direct developer responsibility under s.59 of the DCA (as a local service).
- 6.4 Bike paths/multi-use trails/naturalized walkways internal to development are a direct developer responsibility under s.59 of the DCA (as a local service).
- 6.5 Trail Bridges/Underpasses and associated works are included in DC calculation consistent with the service standard provisions of the under s.5(1) of the DCA.

## **7.0 Noise Abatement Measures**

- 7.1 Internal to development are a direct developer responsibility through local service provisions (s.59 of DCA).

## **8.0 Land Acquisition for Road Allowance**

- 8.1 Land Acquisition for arterial roads as dedicated under the Planning Act subdivision provisions (s.51) through development lands. However, in areas with limited or no development, included in the DC calculation (to the extent eligible under the DCA).
- 8.2 Land Acquisition for collector roads as dedicated under the Planning Act subdivision provision (s.51) through development lands (up to 26 metre right-of-way). However, in areas with limited or no development, are included in the DC calculation (to the extent eligible under the DCA).

8.3 Land Acquisition for grade separations (beyond normal dedication requirements) are included in the DC calculation to the extent eligible under the DCA.

## **9.0 Land Acquisition for Easements**

9.1 Easement costs external to or not directly associated with a specific subdivision shall be included in DC calculation.

## **10.0 Stormwater Management**

10.1 Stormwater facilities for quality water balance and/or quantity control management, including downstream erosion works, inclusive of land and all associated infrastructure, such as landscaping and perimeter fencing - direct developer responsibility under s. 59 of the DCA as a local service.

10.2 Storm sewer systems and drainage works that are required for a specific development, either internal or external to the area to which the plan relates - direct developer responsibility under s. 59 of the DCA as a local service.

## **11.0 Water**

11.1 Water supply, storage, treatment facilities and booster pumping stations infrastructure may be included in the DC calculation.

11.2 Watermains within a development that are larger than 300mm are to be included in the DC calculation. The amount of cost contribution for watermains within a development shall be calculated using tendered unit prices and shall be the difference between the cost of the actual pipe diameter and the cost of a 300mm pipe diameter including a 12% engineering fee. Only watermain and valves will be included in the calculation. Any costs related to the depth of pipe are the responsibility of the developer.

- 11.3 Watermains within the development that are 300mm and under are deemed to be a local service and are a direct funding responsibility of the developer.
- 11.4 Connections to trunk mains and pumping stations to service specific areas are to be a direct developer responsibility.
- 11.5 Trunk watermains, generally outside the development area, identified by a Class Environmental Assessment, Servicing Study or by Town Staff will be included in the development charge calculation.

## **12.0 Sanitary Sewer**

- 12.1 All sanitary sewage treatment facilities are to be included in the development charge calculation
- 12.2 Major sanitary trunk sewers, external to the development, and major pumping stations serving more than one development are to be included in the DC calculation. These services will be identified through a Class Environmental Assessment, Servicing Study or by Town staff.
- 12.3 Sewer collectors within the development that are 300mm and under are deemed to be a local service and are a direct funding responsibility of the developer. Sanitary sewers within the development that are larger than 300mm that also service upstream properties will have cost sharing calculated on the tendered unit prices and shall be the difference between the cost of the actual pipe diameter and the cost of a 300mm pipe including a 12% engineering fee. All other appurtenances with respect to oversizing and any costs related to the depth of pipe are the responsibility of the developer.
- 12.4 Connections to collectors and pumping stations to service specific areas are to be a direct developer responsibility.

12.5 Sewage pumping stations within the development or local pumping stations serving a small localized area are deemed to be a local service and are a direct funding responsibility of the developer or developers on a flow area or proportional basis, or by agreement between the developers.

### **13.0 Parkland Development**

13.1 For the purpose of parkland development, local service includes the requirement for the owner to undertake preparation of a conceptual park plan including proposed grading to demonstrate that the proposed park size, configuration and topography will allow for the construction of park facilities to the satisfaction of the Town.

13.2 The Town also requires the owner to dedicate parkland or provide cash-in-lieu, consistent with the Planning Act provisions. All of these costs are deemed a direct responsibility of the owner and have not been included in the DC calculation.

13.3 With respect to other parkland development costs, the Town policy is to include all other components of parkland development in the DC calculation, including detailed design and contract administration, finished grading, sodding, park furniture, electrical, water, sanitary sewer, signage, plant material, walkways, play courts, parking lots, sports fields, playground equipment, water play equipment, recreational trails, park shelters and lighting.

13.4 All costs associated with any recreational trails to be constructed within the development (as incorporated in Section D6 of the Official Plan) are a direct developer responsibility.

13.5 Rough grading and any associated infrastructure (bridges and abutments, guard and hand rails, retaining walls) of all recreational

trails and multi-use paths within the development are a direct developer responsibility.

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## **Appendix G**

### **By-Law**

**(To be provided under a separate cover)**