



2022 Comprehensive User Fees and Charges Review Study

Township of Springwater

Final Report – For Discussion Purposes

December 15, 2022

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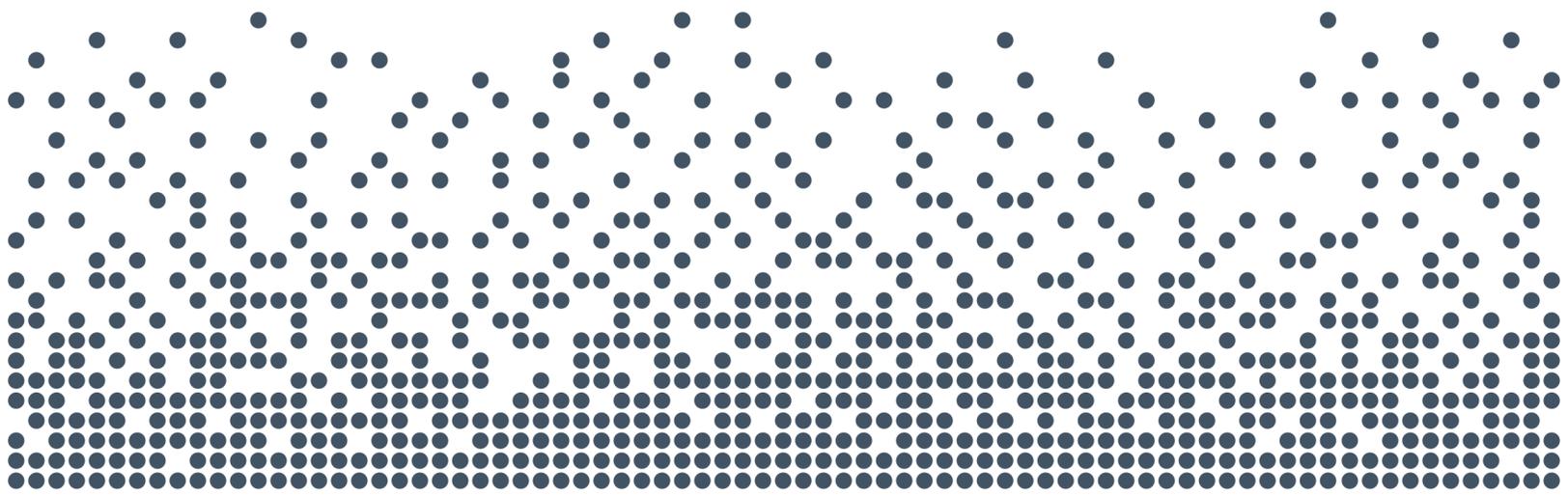
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Executive Summary



Executive Summary

Introduction

The Township of Springwater (Township) retained Watson & Associates Economists Ltd. (Watson) to conduct a comprehensive review and update of its user fees. The ultimate goal of the user fee review is to develop an activity-based costing model to substantiate the full costs of each service area within the scope of the review. The full cost assessment (i.e. direct, indirect, and capital costs) will be used to inform recommended rates and fees to increase user fee revenue and decrease the burden on property taxes.

The following service areas were included within the scope of the review:

Development Related

- Building Services; and
- Planning Services;

Non-Development Related

- Administrative Services (i.e., Clerks, Finance, Business Licenses, Special Events and Signs);
- Municipal By-law Enforcement (i.e. Animal Licensing and Animal Control);
- Infrastructure and Operational Services (i.e. Recreation, Parks, and Facilities and Roads/Feet) and Water and Wastewater services;
- Fire Services; and
- Other Municipal Services (i.e. Cemeteries).

The review consisted of the development of an activity-based costing user fee model to first substantiate the full cost of service before fee and policy recommendations were discussed with regard for the statutory requirements, the Township's market competitiveness, and fiscal position.

Methodology

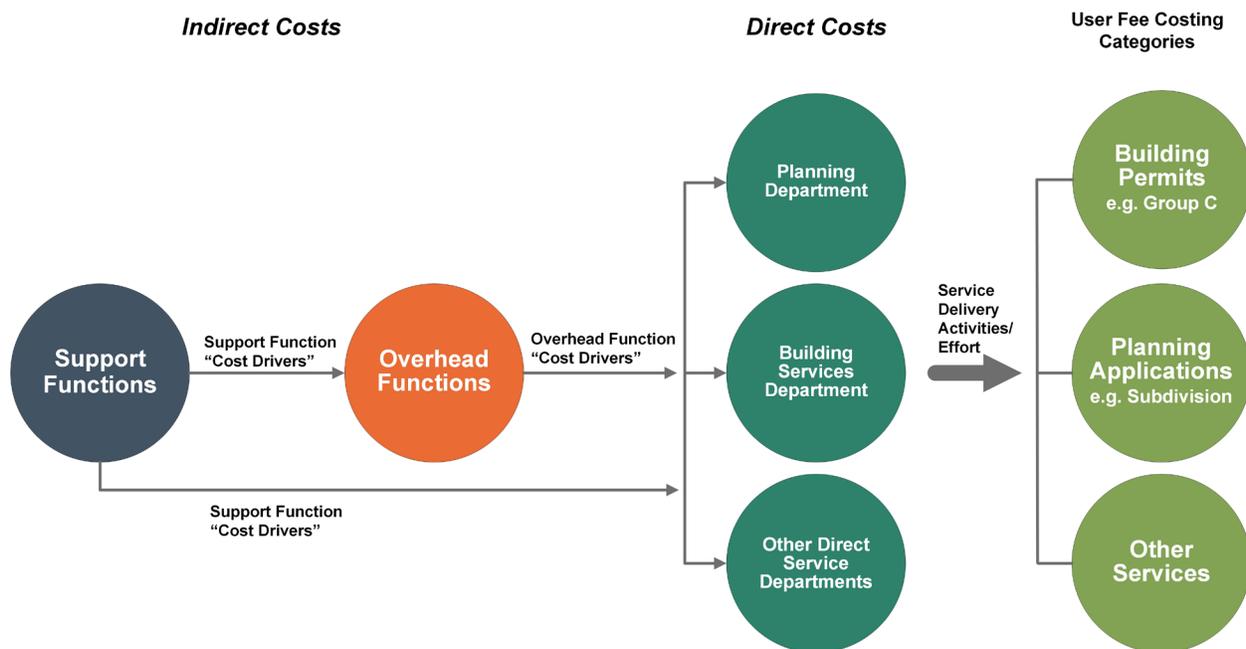
An activity-based costing (A.B.C.) methodology, as it pertains to municipal governments, assigns an organization's resource costs through activities to the services



provided to the public. Conventional municipal accounting structures are typically not well-suited to the costing challenges associated with application processing activities as these accounting structures are business unit focused and thereby inadequate for fully costing services with involvement from multiple business units. An A.B.C. approach better identifies the costs associated with the processing activities for specific application types and thus is an ideal method for determining the full cost of processing applications and other user fee activities.

As illustrated in Figure ES-1, an A.B.C. methodology attributes processing effort and associated costs from all participating municipal business units to the appropriate service categories (user fee costing categories). The resource costs attributed to processing activities and user fee costing categories include direct operating costs, indirect support costs, and capital costs.

Figure ES-1
Activity-Based Costing Conceptual Flow Diagram



The Township's business units deliver a variety of user fee related services; these services are captured in various cost objects or user fee categories. A critical component of the full cost user fees review is the selection of the costing categories. This is an important first step as the process design, effort estimation and subsequent costing is based on these categorization decisions. It is also important from a



compliance standpoint where, as noted previously, the *Planning Act* requires user fees to be cost justified by application type consistent with the categorization contained within the Township's tariff of fees. Moreover, it is equally important in costing building permit and other fees to understand the cost/revenue relationships for the individual activities provided by the Township beyond the statutory cost justification requirements at the service level.

To capture each participating Township staff member's relative level of effort in processing activities related to user fees, process estimates were obtained for each of the above-referenced costing categories (excluding parks and recreation fees). The effort estimates were applied against annual user fee volumes to assess the average annual processing time per position spent on each user fee category.

Annual processing effort per staff position was measured against available processing capacity to determine overall service levels. Table ES-1 summarizes the utilization by department for each of the broad service areas included within this review. Only staff involved in the user fee services included within the scope of this review have been included in Table ES-2. The utilization is presented as a percentage of available time and is also expressed on an FTE basis.



**Table ES-2
Staff Capacity Utilization by Department/Division**

Staff Utilization (%)		Service Area							
Department	# of Staff	Planning	Building	Development Engineering and Public Works	Finance, Administration, and Clerks	By-Law Enforcement / Animal Control / Cemetery	Fire	Parks and Recreation	Total
Clerk's Office	2.6				6.6%	1.4%			8.1%
By-Law Enforcement	1.7			0.4%	0.8%	3.1%			4.2%
Licensing	0.3				6.9%				6.9%
Finance	8.0		0.8%	0.0%	12.7%	0.0%			13.5%
Planning	6.0	44.2%			0.1%				44.3%
Fire & Emergency Services	4.0	0.2%	0.4%		0.5%		17.6%		18.7%
Building Services	11.0	1.9%	98.0%		0.1%				100.0%
Infrastructure & Operational Services	5.2	0.5%	1.4%	29.8%	1.8%				33.5%
Parks & Recreation	2.9	0.2%			0.2%			99.6%	100.0%
Library	1.0	0.1%							0.1%
Total	42.6	6.8%	25.7%	3.6%	3.2%	0.2%	1.7%	6.7%	47.9%

Staff Utilization (FTE)		Service Area							
Service Area	# of Staff	Planning	Building	Development Engineering and Public Works	Finance, Administration, and Clerks	By-Law Enforcement / Animal Control / Cemetery	Fire	Parks and Recreation	Total
Clerk's Office	2.6				0.17	0.04			0.21
By-Law Enforcement	1.7			0.01	0.01	0.05			0.07
Licensing	0.3				0.02				0.02
Finance	8.0		0.07	0.00	1.01	0.00			1.08
Planning	6.0	2.65			0.01				2.66
Fire & Emergency Services	4.0	0.01	0.02		0.02		0.71		0.75
Building Services	11.0	0.21	10.79		0.01				11.00
Infrastructure & Operational Services	5.2	0.03	0.07	1.54	0.09				1.73
Parks & Recreation	2.9	0.01			0.00			2.87	2.88
Library	1.0	0.00							0.00
Total	42.6	2.90	10.94	1.54	1.34	0.09	0.71	2.87	20.40



Full Cost of Service Assessment and Fee Recommendations

Table ES-3 presents the Township's annual costs related to each of the user fee service areas. The annual costs reflect the organizational direct, indirect, and capital costs associated with processing activities at average user fee volumes. In addition, annual revenues and cost recovery levels are shown for the current fees and the anticipated costs and revenues in 2023 with the imposition of the recommended fees as described below.

Through review with staff, full cost and policy driven fee recommendations have been made for each service area. These recommendations have been made with the objective of improving cost recovery levels while having regard for the competitiveness and affordability of fees. Moreover fee recommendations have been made in accordance with the governing legislation, as follows:

- Planning application fees governed by S.69 of the *Planning Act* have been designed to recover only the anticipated processing costs of each type of application.
- Building permit fees have been assessed to not exceed the anticipated reasonable costs of providing the service. The *Building Code Act* recognizes the legitimacy of creating a municipal reserve fund to provide for service stability and mitigate the financial and operational risk associated with a temporary downturn in building permit activity. The Township does not currently have an official reserve fund policy and through this review a target reserve fund balance has been recommended based on historical building permit activity and municipal practice across the Province. It is recommended that the Township's reserve fund target balance be equivalent to 2 years' annual direct costs of building permit review. Fee recommendations have been made to achieve the Township's reserve fund target of 2 times direct costs by 2027
- Part XII of the *Municipal Act* provides municipalities and local boards with broad powers to impose fees and charges via passage of a by-law. These powers include imposing fees "for services or activities provided or done by or on behalf of it". As such, fees for the service areas under the authority of the *Municipal Act*, have been designed to not exceed the full costs of service.



**Table ES-3
Full Cost of Service and Current Revenues**

Service Area	2022\$			2023\$			2023 Revenue Increase	
	Annual Costs	Annual Revenue - Current Fees	Cost Recovery %	Annual Costs	Annual Revenue - Proposed Fees	Cost Recovery %	%	\$
Animal Licensing and Control	69,103	9,121	13%	71,176	9,395	13%	3%	274
Cemetery	41,041	34,560	84%	42,273	42,118	100%	22%	7,558
Administration	176,933	68,766	39%	182,241	160,234	88%	133%	91,469
Parks and Recreation	4,145,500	476,435	11%	4,269,865	530,197	12%	11%	53,762
Planning	454,225	282,389	62%	467,852	449,274	96%	59%	166,885
Building	1,636,204	1,841,074	113%	1,685,291	1,940,386	115%	5%	99,312
Infrastructure and Operational Services - Roads and Fleet	337,470	189,445	56%	347,594	315,207	91%	66%	125,762
Water and Wastewater	9,629	4,893	51%	9,918	8,529	86%	74%	3,636
Fire	176,941	42,632	24%	182,249	55,953	31%	31%	13,321
Total	7,047,045	2,949,314	42%	7,258,457	3,511,293	48%	19%	561,979

In aggregate all across all service areas, fees are currently recovering 42% (\$2.9 million) of the \$7.3 million annual costs of service. Implementing the fee recommendations herein would provide an increase in user fee revenue by 19%, providing an additional \$562,000 in annual user fee revenue thereby decreasing the municipal tax funding required to support the provision of these services.

The following tables summarize the current and proposed 2023 fees included herein.



**Table ES-4
Recommended Planning Application Fees**

	Fee	Current Fee	Recommended Fee	Change (\$)	Change (%)
	Official Plan Amendment and Zoning By-Law Amendment				
1	Major Official Plan Amendment	7,000	n/a	n/a	n/a
2	Minor Official Plan Amendment	3,000	n/a	n/a	n/a
3	Official Plan Amendment	n/a	5,768	n/a	n/a
4	Zoning By-law Amendment - Major	3,000	5,768	2,768	92%
5	Zoning By-law Amendment - Minor ¹	1,500	2,575	1,075	72%
6	Zoning By-law Amendment - Lifting of Holding Provision	500	1,545	1,045	209%
7	Zoning By-law Amendment - Temporary Use By-Law	1,500	2,575	1,075	72%
8	Zoning By-law Amendment - Extension of Temporary Use	500	515	15	3%
9	Zoning By-law Amendment - Temporary Second Dwelling Units (Replacement Dwellings)	500	515	15	3%
	Site Plan				
10	Site Plan Agreement - Major (Over 10,000 sq.m.)	5,000	n/a	n/a	n/a
11	Site Plan Agreement - Minor	2,500	n/a	n/a	n/a
12	Site Plan Agreement				
	Application Fee. Base fee, plus:		2,575	n/a	n/a
	fee per sq.m. of Gross Floor Area	n/a	0.21	n/a	n/a
13	Site Plan - Amendment to Existing Agreement	1,000	1,030	30	3%
14	Site Plan - Amendment to Existing Agreement - Minor (Ownership Change or Schedule Update)	500	515	15	3%
	Subdivision				
15	Subdivision				
	Application Fee. Base fee, plus:	5,000	7,210	2,210	44%
	fee per unit (above 20)	150	155	5	3%
	Maximum fee	30,000	36,050	6,050	20%
16	Agreement/Clearance of Draft Plan Conditions Fee. Base fee, plus:	5,000	7,210	2,210	44%
	fee per unit (above 20)	150	155	5	3%
	Maximum fee	30,000	36,050	6,050	20%
17	Subdivision - Redline Revision	2,000	4,120	2,120	106%
18	Subdivision - Extension of Draft Plan Approval	1,000	2,060	1,060	106%
19	Model Home Agreement, Pre-Servicing Agreement, Tree Clearing Agreement		2,575	n/a	n/a
	Committee of Adjustments				
20	Consent	1,100	2,575	1,475	134%
21	Minor Variance	1,000	1,030	30	3%
22	Committee of Adjustments - Deferral Request	250	515	265	106%
23	Validation of Title	500	1,030	530	106%
24	Consent Agreement		5,150	n/a	n/a



Table ES-4 Cont'd
Recommended Planning Application Fees

	Fee	Current Fee	Recommended Fee	Change (\$)	Change (%)
	Other Applications				
25	Part Lot Control	2,500	2,575	75	3%
26	Plan of Condominium	4,000	4,635	635	16%
27	Condominium Exemption	-	1,803	n/a	n/a
28	Preliminary Development Application	400	2,112	1,712	428%
29	Telecommunications Tower Application	1,500	2,575	1,075	72%
30	Compliance letters (Zoning, Subdivision, Commercial)	50	155	105	209%
	-Rush Fee	100	309	209	209%
31	Preliminary Zoning Letter - NVCA	-	155	n/a	n/a
32	Private MZO Support Request	-	2,678	n/a	n/a
33	Deeming By-law	-	2,112	n/a	n/a
34	Preconsultation	250	927	677	271%
35	Foreclosure or Exercise of Power of Sale in a Mortgage	400	412	12	3%
36	Septic Review (Tech. Review for Planning Application)	100	103	3	3%
37	Any legal, engineering, hydrology, hydrogeology, environmental, and landscape consultants required to be retained by the Township ²		Actual cost plus a 15% administrative charge	n/a	n/a

Minor Zoning By-law Amendment applications required as a

1. condition of a consent. All other applications are major
- Imposition of charge is subjective to other cost recovery
2. agreements



**Table ES-5
Recommended Building Permit Fees**

Building Services	Current Fees		Recommended Fees		Change (\$)	Change (%)
Agricultural Use						
Farm Buildings (for bona fide Agricultural operations only excludes dwelling units)	per sq. ft.	\$ 0.20	per sq. ft.	\$ 0.21	\$ 0.01	5%
Commercial, Industrial, and Institutional Use						
Group A - Assembly	per sq. ft.	\$ 1.24	per sq. ft.	\$ 1.30	\$ 0.06	5%
Group B — Care and Detention	per sq. ft.	\$ 1.88	per sq. ft.	\$ 1.97	\$ 0.09	5%
Group D - Business and Personal Service	per sq. ft.	\$ 1.24	per sq. ft.	\$ 1.30	\$ 0.06	5%
Group E - Mercantile	per sq. ft.	\$ 1.24	per sq. ft.	\$ 1.30	\$ 0.06	5%
Group F — Industrial	per sq. ft.	\$ 0.58	per sq. ft.	\$ 0.61	\$ 0.03	5%
Pool - Public Only	Based on Construction Value		Based on Construction Value		n/a	n/a
Portable Classrooms (for School Boards only)	per request	\$ 285.00	per request	\$ 299.00	\$ 14.00	5%
Group C — Residential						
Dwelling - New House or Multi-Unit Building	per sq. ft.	\$ 1.27	per sq. ft.	\$ 1.33	\$ 0.06	5%
Addition	per sq. ft.	\$ 1.27	per sq. ft.	\$ 1.33	\$ 0.06	5%
Finish Basement	per sq. ft.	\$ 0.49	per sq. ft.	\$ 0.52	\$ 0.03	5%
Accessory Structures	per sq. ft.	\$ 0.49	per sq. ft.	\$ 0.52	\$ 0.03	5%
Review for Residential Certified Model	per model	\$ 259.00	per model	\$ 272.00	\$ 13.00	5%
Park Model Trailers (within licensed campgrounds)	per request	\$ 382.00	per request	\$ 401.00	\$ 19.00	5%
Pool Enclosure (Non-Public):						
for hot tubs, above-ground, and temporary pools	per request	\$ 113.00	per request	\$ 119.00	\$ 6.00	5%
for all other residential pools	per request	\$ 300.00	per request	\$ 315.00	\$ 15.00	5%
Solar Panels (House Application)	Based on Construction Value		Based on Construction Value		n/a	n/a
Miscellaneous Permits						
Change of Building Use (to review applicability of Section 10 of the Act)	per hour (1.5 hours min)	\$ 135.00	per hour (1.5 hours min)	\$ 142.00	\$ 7.00	5%
Change of Septic Use (to review potential reduction in performance level)	per hour (1.5 hours min)	\$ 135.00	per hour (1.5 hours min)	\$ 142.00	\$ 7.00	5%
Demolition:						
where Division C — 1.2.2.3 is applicable	Based on Construction Value		Based on Construction Value		n/a	n/a
where Division C — 1.2.2.3 is not applicable	per permit	\$ 192.00	per permit	\$ 202.00	\$ 10.00	5%
Plumbing Fixtures	Per Fixture	\$ 26.00	Per Fixture	\$ 27.30	\$ 1.30	5%
Sewage System						
Repair (See Note 2)	per request	\$ 192.00	per request	\$ 202.00	\$ 10.00	5%
Class 2 or 3 system	per request	\$ 192.00	per request	\$ 202.00	\$ 10.00	5%
Class 4 or 5 system — NEW	per request	\$ 764.00	per request	\$ 802.00	\$ 38.00	5%
Class 4 or 5 system — REPLACEMENT	per request	\$ 572.00	per request	\$ 601.00	\$ 29.00	5%
Solid Fuel Burning Device (e.g. masonry stove, outdoor furnace, including chimneys and appliances)	per 1.5 hour	\$ 135.00	per 1.5 hour	\$ 142.00	\$ 7.00	5%
Temporary (event) Tents	per sq. ft.	\$ 0.16	per sq. ft.	\$ 0.17	\$ 0.01	5%



**Table ES-5 Cont'd
Recommended Building Permit Fees**

Building Services	Current Fees		Recommended Fees		Change (\$)	Change (%)
Related Fees						
Building Permit Maintenance Fee	per annum	\$ 56.00	per annum	\$ 59.00	\$ 3.00	5%
Compliance Letters — General: Mailed reply within 15 business days: •Building Search or •Septic Search	per request	\$ 50.00	per request	\$ 154.50	\$ 104.50	209%
Compliance Letters — Rush: Faxed reply within three business days •Building Search •Septic Search	per request	\$ 100.00	per request	\$ 309.00	\$ 209.00	209%
Construction commenced prior to Permit Issuance	per violation	Twice the permit fee	per violation	Twice the permit fee	n/a	n/a
Deposits:						
Lot Grading (for new Single Dwelling Units) -Deposit becomes non-refundable three years after payment	per lot	\$ 2,000.00	per lot	\$ 2,100.00	\$ 100.00	5%
Re-inspection Deposit	based on four "Site Inspections" for deposit	380	based on four "Site Inspections" for deposit	\$ 399.00	\$ 19.00	5%
Lot Grading Fee			Invoiced at actual cost Per hour fee when undertaken by a municipal engineer	\$ -	n/a	n/a
Permit Renewal	per request	\$ 382.00	per request	\$ 401.00	\$ 19.00	5%
Minimum Fee (unless otherwise determined by this by-law)	per permit	\$ 149.00	per permit	\$ 150.00	\$ 1.00	1%
Residential Sprinkler Rebate	per request	\$ 0.10	per request	\$ 0.11	\$ 0.01	10%
Administration rate (for reports, routine disclosures etc....)	per hour	\$ 59.00	per hour (\$30 minimum)	\$ 62.00	\$ 3.00	5%
Review Rate: by Building Officials (includes, review of revisions to plans by Building Official)	per hour	\$ 135.00	per hour	\$ 142.00	\$ 7.00	5%
Septic Use Permit (copy of)	per copy	\$ 32.00	per copy	\$ 33.60	\$ 1.60	5%
Site Inspection	per inspection	\$ 95.00	per inspection	\$ 100.00	\$ 5.00	5%
Transfer of Permit	Based on Construction Value		per request	\$ 257.50	n/a	n/a
Conditional Permit	Full permit fee		Full permit fee		n/a	n/a
Permit Revisions	Based on Construction Value		Minimum fee plus hour fee for complex revisions	\$ 97.85	n/a	n/a
High Wind Resistance APA Compliant Construction Rebate	per request	\$ 0.10	per request	\$ 0.11	\$ 0.01	0%
Administration Fees						
Municipal Number Sign (Blade)	each	20	each	\$ 31.00	\$ 11.00	55%
Post	each	17.5	each	\$ 30.90	\$ 13.40	77%
Civic Address Assignment (when no post or blade provided)	each	2.5	each	\$ 2.63	\$ 0.13	5%
Fee based on Construction Value Includes: construction value for designated structures including solar panels and all projects not otherwise determined by this By-law.	per construction value (first \$1,000)	\$ 149.00	per construction value (first \$1,000)	\$ 150.00	\$ 1.00	1%
Each additional \$1,000 or part there of		\$ 11.98		\$ 12.58	\$ 0.60	5%



**Table ES-6
Recommended Administrative Services Fees**

	Fee	Current Fees	Proposed Fees	Change (\$)	Change (%)
Clerks					
1	Commissioning	100	105	5	5%
2	Application under Line Fences Act	300	310	10	3%
3	Burial Permits	10	15	5	50%
4	History Books	15	15	-	0%
5	Freedom of Information Request (legislated)	5	5	-	0%
6	Freedom of Information Search Fee (legislated) per hour	7.50	7.50	-	0%
7	Municipal Clearance Letter (LLBO)	-	50	50	n/a
8	Routine Disclosure	-	30	30	n/a
Finance					
9	Tax Certificate	50	50	-	0%
	- RUSH	100	105	5	5%
10	Returned Item - Cheque or Pre-authorized withdrawal	20	20	-	0%
11	Additional copy of Receipt	10	10	-	0%
12	Additional copy of Bill (Property Tax and/or Water & Wastewater)	10	15	5	50%
13	Statement of Account	10	15	5	50%
14	Add unpaid balance to property tax roll (Utility and/or A/R)	10	15	5	50%
15	Mortgage Company Account Administration Fee	7	10	3	43%
16	Development Charges Inquiries			-	n/a
17	Tax - Ownership Change		10	10	n/a
18	New Tax Account Set-up (per property)		30	30	n/a
19	Overdue Tax Notices		7	7	n/a
20	Administration Fees on Subdivider accounts		20	20	n/a
21	WAMCO Appointment Fee (No Show)		18	18	n/a
22	Final Meter Reading		25	25	n/a
23	New Property Water Account Setup Fee	25	25	-	0%
24	New Account Fee		20	20	n/a
Business Licenses					
25	Hobby or Boarding Kennel	200	270	70	35%
26	Commercial Breeding Kennel (Require proof of certification and papers)	300	310	10	3%
27	Seasonal Recreation Campground	200	270	70	35%
28	Seasonal Park Model Trailer Campground	200	270	70	35%
29	Annual Refreshment Vehicle License	300	360	60	20%
30	Temporary Event Refreshment Vehicle License	50	50	-	0%
31	Auctioneer	100	100	-	0%
32	Reinstatement Following Revocation	50	50	-	0%
33	Replacement for Lost or Destroyed License	15	15	-	0%
34	Gun Club or Shooting Range	1	1	-	0%
35	Chicken License - Intial Application	25	25	-	0%
36	Chicken License - Renewal Application	10	10	-	0%
Special Events					
37	Special Events (Up to 1,000)	100	100	-	0%
	Non-Profit Event (Up to 1,000)	-	-	-	n/a
38	Major Events (Over 1,000)	500	515	15	3%
	Non-Profit Event (Over 1,000)	500	515	15	3%
Signs					
39	Temporary Sign	50	50	-	0%
40	Permanent Sign	75	75	-	0%



Table ES-7
Recommended Animal Control and Licensing Fees

Description	Current Fees	Proposed Fees	Change	
			\$	%
Animal Control				
Animal Control - Pick up	225	225	-	0%
Daily Boarding	35	n/a	n/a	n/a
Euthanize and Disposal Fee	550	n/a	n/a	n/a
Quarantine Fee	85	n/a	n/a	n/a
Disposal Fee	200	n/a	n/a	n/a
Rabies Suspect/Isolation	85	n/a	n/a	n/a
Special Assessment - Including vet expenses, etc.	full cost	full cost	-	0%
Animal Licensing				
Altered Dog	20	20	-	0%
Unaltered Dog	25	25	-	0%
Service Dogs	no charge	no charge	-	0%
Dangerous Dog (Under Section 5)	200	200	-	0%
Replacement Tags	7	7	-	0%



Table ES-8
Recommended Infrastructure and Operational Services – Roads and Fleet Services Fees

	Description	Fee	Fee	Change (\$)	Change (%)
1	Entrance Permit - New	75	144	69	87%
2	Entrance Permit - Revision	no charge	no charge	n/a	n/a
	Excess Load Permit		0		
3	a)Single Move Permit	50	103	53	100%
4	b)Annual Permit	300	427	127	38%
5	c)Special Annual Permit	300	427	127	38%
	Cut & Fill Permit		-		
6	* Permitted Works less than 1000 m ³	\$125 + \$0.80/m ³	\$150 + \$0.80/m ³	n/a	n/a
7	* Permitted Works between 1000 m ³ and 5000m ³	\$250 + \$0.70/m ³	\$250 + \$0.70/m ³	n/a	n/a
8	* Permitted Works between 5000 m ³ and 10,000m ³	\$500 + \$0.60/m ³	\$750 + \$0.60/m ³	n/a	n/a
9	* Permitted Works greater than 10,000 m ³	\$1750 + \$0.50/m ³	\$1750 + \$0.50/m ³	n/a	n/a
10	* Fees doubled in a regulated area		0		
11	Expired permit renewal	200	283	83	38%
12	Engineering Site Inspection	250	515	265	100%
13	Any legal, engineering, hydrology, hydrogeology, environmental, and landscape consultants required to be retained by the Township	Actual cost plus a 15% administrative charge	Actual cost plus a 25% administrative charge	n/a	n/a
	Right of Way		-		
14	Temporary Road Occupancy	110	144	34	27%
15	Temporary Road Occupancy Permit - with Road Cut	300	711	411	130%
16	Utility Installation (Permit still required)	no charge	no charge	n/a	n/a
17	Social, recreation, community or athletic events (Permit still required)	no charge	no charge	n/a	n/a
	Equipment		-		
18	Equipment time to be billed for Non Township work	Current MTO Rental Rates (OPSS 127)	Current MTO Rental Rates (OPSS 127)	n/a	n/a
	Set fines per Sec. 61, Provincial Offences Act 1990		-		
19	Permit or cause the temporary occupancy or closure of a highway without a permit	250	258	n/a	n/a
20	Move or deface barricade, device, detour sign or notice	250	258	n/a	n/a
21	Use or permit the use of a Highway closed to vehicular traffic	250	258	n/a	n/a



Table ES-9
Suggested Parks and Recreation Fees (2022\$)

	Service or Item	Unit of Measure	Current Fee	Proposed Fees	% Increase
	ELMVALE ARENA				
1	Ice Rental Rates				
2	Minor	per hour	186.50	216.50	16%
3	Minor Groups Non-Prime	per hour	143.98	173.98	21%
4	Adult Groups	per hour	240.70	270.00	12%
5	Non-Resident Adult	per hour	250.53	280.00	12%
6	Daytime (Monday - Friday 8:00 to 4:00 pm)	per hour	92.44	155.00	68%
	Additional Fees:				
7	Snack Bar includes utilities	per month	450.00	450.00	0%
8	Pro Shop	per month	100.00	100.00	0%
9	Minor Hockey Lockers	per locker/ per year	15.00	15.00	0%
10	Elmvale Skating Club Storage	per year	75.00	75.00	0%
	Family Skating (Every Sunday starting mid-October)				
11	Adults	per session	3.00	3.50	17%
12	High School Students	per session	2.00	2.50	25%
13	Children	per session	1.00	1.50	50%
	Arena Floor				
14	Youth	per hour	47.75	70.00	47%
15	Adult Ball Hockey	per hour	58.35	80.00	37%
16	Daily Rental	per day	663.06	909.08	37%
17	Two Consecutive Day Event	per event	795.68	1,090.91	37%
	Advertising Rates				
18	4' x 8' wall sign	per year	\$175.00 - \$200.00	\$175.00 - \$200.00	0%
19	32" x 8' wall sign (South & West Wall)	per year	175.00	175.00	0%
20	Arena Boards	per year	350.00	350.00	0%
21	Zamboni (Left side, Right side or Front)	per year	750.00	750.00	0%
22	Zamboni (entire machine)	per year	2,000.00	2,000.00	0%
23	Lobby	per year	150.00	150.00	0%
24	Digital Message Board	per month	100.00	100.00	0%
25	Ice Logos	per year	750.00	750.00	0%



Table ES-9 (Cont'd)
Suggested Parks and Recreation Fees (2022\$)

	Service or Item	Unit of Measure	Current Fee	Proposed Fees	% Increase
	FACILITY/SITE RENTALS				
	Anten Mills Community Centre				
26	Weekends (Friday - Sunday) - Licensed Event	per day	200.00	220.00	10%
27	Hall Rental - Full Day	per day	150.00	165.00	10%
28	Hall Rental - Hourly	per hour	30.00	33.00	10%
29	All Inclusive day	per day	180.00	198.00	10%
30	Refundable Security Deposit	per event	150.00	165.00	10%
	Doran Park				
31	Park Pavilion	per event	60.00	66.00	10%
32	Youth Sports Pavilion Permit	per hour	9.52	10.47	10%
	Elmvale Community Hall				
33	Weekends (Friday - Sunday)	per day	450.00	495.00	10%
34	Weekday day rental	per day	275.00	302.50	10%
35	Non-Profit Weekday	per day	150.00	165.00	10%
36	Hall Rental - Hourly	per hour	45.00	49.50	10%
37	Fitness/Instructional Rental	per hour	30.00	33.00	10%
38	Auctions - Janitor	per hour	30.00	33.00	10%
39	Day Before Set-up (Night before 6pm - 11pm)	per day	100.00	110.00	10%
40	Refundable Security Deposit	per event	150.00	165.00	10%
	Grenfell Community Centre				
41	Weekends (Friday - Sunday) - Licensed Event	per day	200.00	220.00	10%
42	Hall Rental - Full Day	per day	150.00	165.00	10%
43	Hall Rental - Hourly	per hour	30.00	33.00	10%
44	Park Pavilion	per event	60.00	66.00	10%
45	Youth Sports Pavilion Permit	per hour	9.52	10.47	10%
46	Refundable Security Deposit	per event	150.00	165.00	10%
	Heritage Park				
47	Pavilion - Resident	per event	60.00	66.00	10%
48	Pavilion - Non-resident	per event	75.00	82.50	10%
49	Amphitheatre - Resident	per event	25.00	27.50	10%
50	Amphitheatre - Non-resident	per event	35.00	38.50	10%
51	Amphitheatre - Hydro	per event	10.00	11.00	10%
	Hillsdale Community Centre				
52	Weekends (Friday - Sunday) - Licensed Event	per day	200.00	220.00	10%
53	Hall Rental - Full Day	per day	150.00	165.00	10%
54	Hall Rental - Hourly	per hour	30.00	33.00	10%
55	Park Pavilion	per event	60.00	66.00	10%
56	Youth Sports Pavilion Permit	per hour	9.52	10.47	10%
57	Refundable Security Deposit	per event	150.00	165.00	10%
	Midhurst Community Centre				
58	Licensed Event	per day	250.00	275.00	10%
59	Hall Rental - Full Day (unlicensed event)	per day	150.00	165.00	10%
60	Hall Rental - Hourly	per hour	30.00	33.00	10%
61	Wedding	per day	425.00	467.50	10%
62	Refundable Security Deposit	per event	150.00	165.00	10%
	Minesing Community Centre				
63	Regular Rental (Wedding, Buck & Doe, Licensed Event)	per event	360.00	396.00	10%
64	Decorating / setup fee	per event	100.00	110.00	10%
65	Hall Rental - Full Day	per day	150.00	165.00	10%
66	Hall Rental - Hourly	per hour	45.00	49.50	10%
67	Fitness/Instructional Rental	per hour	30.00	33.00	10%
68	Local School & Church Group	per event	75.00	82.50	10%
69	Bowling Alley	per event	100.00	110.00	10%
70	Pavilion	per day	60.00	66.00	10%
71	Youth Sports Pavilion Permit	per hour	9.52	10.47	10%
72	Youth Group Sleepovers	per event	200.00	220.00	10%
73	Refundable Security Deposit	per event	150.00	165.00	10%
	Springwater Room (Elmvale Arena)				
74	Regular Rental Mon-Fri	per day	225.00	247.50	10%
75	Regular Rental Fri - Sun	per day	300.00	330.00	10%
76	In Conjunction with Ice/Floor Rental	per day	175.00	192.50	10%
77	Fitness/Instructional Rental	per hour	30.00	33.00	10%
78	Birthday Party	per hour	30.00	33.00	10%
79	Refundable Security Deposit	per event	150.00	165.00	10%



Table ES-9 (Cont'd)
Suggested Parks and Recreation Fees (2022\$)

	Service or Item	Unit of Measure	Current Fee	Proposed Fees	% Increase
	DAY CAMPS - all camp pricing reviewed upon program planning - established in early 2022				
	Summer Quest Camp				
80	Summer Quest, Regular Week	per week	ativity cost, staffing costs		
81	Summer Quest, Short Week	per week			
	Specialty Camps - pricing based on costs for trips, transportation and staffing				
	Specialty Camp - Youth Leadership Camp	per 2 weeks	220.00	220.00	0%
82	Specialty Camp - Junior Golf Camp	per week	195.00	200.00	3%
83	Specialty Camp - Hockey Camp	per 2 weeks	220.00	220.00	0%
84	Specialty Camp - Mad Scientists Camp, Short Week	per week	170.00	190.00	12%
85	Specialty Camp - Sports Camp	per week	180.00	200.00	11%
86	Specialty Camp - Arts and Crafts Camp	per week	180.00	200.00	11%
87	Extended Care - Before or After	per child/ per week	25.00	25.00	0%
88	Lunch	per child/ per week	\$6.00 to \$15.00	\$6.00 to \$15.00	0%
89	Administration fee for cancellation	per refund	20.00	20.00	0%
	Winter Break Camps - will need to assess based on guidelines in place at the time - likely to increase				
90	Winter Camps	per day	40.00	40.00	0%
91	Winter Camps - All 4 days at once	4 days	185.00	185.00	0%
92	Administration fee for cancellation	per refund	20.00	20.00	0%
93	March Break Camps - will need to assess based on guidelines in place at the time - likely to increase				
94	March Break Quest Camp	per day	40.00	40.00	0%
95	March Break Quest Camp - All 5 days at once	5 days	185.00	185.00	0%
96	Administration fee for cancellation	per refund	20.00	20.00	0%
	OTHER PROGRAMS				
	Adult Fitness Programs				
97	Adult Program, 10 sessions	per program	75.00	82.50	10%
98	Adult Program, 5 week duration	per program	37.50	41.25	10%
99	Older Adult (55+) Program, 10 sessions	per program	65.00	71.50	10%
100	Flexible 5 Class Pass	5 Sessions	40.00	44.00	10%
	Ball Hockey				
101	Ladies League	per program	90.00	99.00	10%
102	Kids League	per program	65.00	71.50	10%



Table ES-9 (Cont'd)
Suggested Parks and Recreation Fees (2022\$)

	Service or Item	Unit of Measure	Current Fee	Proposed Fees	% Increase
	FIELD RENTAL FEES				
	Soccer Fields - need weekend and or hourly rates under review				
103	A.M. or P.M. Youth Soccer	per pitch	47.62	47.62	0%
104	A.M. or P.M. Adult Soccer	per pitch	71.48	71.48	0%
105	Evening Rental Youth	per pitch	\$15.87/hr	\$15.87/hr	0%
106	Evening Rental Adult	per pitch	\$23.82/hr	\$23.82/hr	0%
107	Youth Soccer Tournament	per pitch	178.55	178.55	0%
108	Adult Soccer Tournament	per pitch	220.21	220.21	0%
109	School Soccer Tournament	per pitch	119.04	119.04	0%
110	Additional Lining for Tournaments (plus paint supply costs)	per pitch	15.00	15.00	0%
111	Community Sports Fields (unlit, unlined)	per field	9.52	9.52	0%
	Baseball Diamonds				
	Tree Nursery Sports Park				
112	Evening Rental Youth - 5:30pm-8:00pm	per diamond	23.80	23.80	0%
113	Evening Rental Adult - 5:30pm-8:00pm	per diamond	89.27	89.27	0%
114	Evening Rental Youth - 8:00pm-11:00pm	per diamond	35.71	35.71	0%
115	Evening Rental Adult - 8:00pm-11:00pm	per diamond	113.08	113.08	0%
	Doran Park				
116	Evening Rental Youth - 5:30pm-8:00pm	per diamond	23.80	23.80	0%
117	Evening Rental Adult - 5:30pm-8:00pm	per diamond	89.27	89.27	0%
118	Evening Rental Youth - 8:00pm-11:00pm	per diamond	35.71	35.71	0%
119	Evening Rental Adult - 8:00pm-11:00pm	per diamond	113.08	113.08	0%
	Hillsdale Diamond				#DIV/0!
120	Evening Rental Youth - 5:30pm-8:00pm	per diamond	23.80		
121	Evening Rental Adult - 5:30pm-8:00pm	per diamond	89.27	89.27	0%
122	Evening Rental Youth - 8:00pm-11:00pm	per diamond	35.71	35.71	0%
123	Evening Rental Adult - 8:00pm-11:00pm	per diamond	113.08	113.08	0%
	Intermediate Diamonds (no lights)				
124	Evening Rental Youth	per diamond	\$9.52/hour	\$9.52/hour	0%
125	Evening Rental Adults	per diamond	18.00/hour	18.00/hour	0%
	Tournaments (all diamonds) - suggestion to remove two day discount				
126	One Day Tournament - Youth	per diamond	89.27	89.27	0%
127	Two Day Tournament - Youth	per diamond	178.55	178.55	0%
128	One Day Tournament - Adult	per diamond	208.31	208.31	0%
129	Two Day Tournament - Adult	per diamond	297.05	297.05	0%
	Extra Fees				
130	Bases only	per diamond	15.00	15.00	0%
131	Bases/Lining	per diamond	25.00	25.00	0%
132	Extra Grooming/Lining	per diamond	20.00	20.00	0%



Table ES-10
Recommended Water and Wastewater Services Fees

	Description	Current Fees	Proposed Fee	Change (\$)	Change (%)
	Water & Wastewater		-		
		Actual cost plus a 25% administrative charge	Actual cost plus a 25% administrative charge		
1	Connection from private services to municipal services			n/a	n/a
2	Disconnection for Non-Compliance	-	757	n/a	n/a
		75		2	227%
3	Connection Fee	75	77	2	3%
4	Disconnection Fee	50	52	2	3%
5	Reconnection Fee	50	52	2	3%
6	Water Meter - Residential	530	845	315	59%
			Actual cost plus a 25% administrative charge		
7	Water Meter - Multi Res/ Commercial	Cost Recovery		n/a	n/a
8	Pressure Reducing Valve	97	170	73	75%
9	Water Restriction fine	50	144	94	188%
10	Water Restriction fine - During a ban				



Table ES-11
Recommended Fire Service Fees

	Description	Current Fees	Proposed Fees	Change (\$)	Change (%)
Administration					
1	Request for Fire Report	60	67	7	12%
2	Letters of Compliance - Residential	No Charge	No Charge	n/a	n/a
3	Letters of Compliance - Commercial/Industrial Inspection under 20,000 sq. feet	80	118	38	48%
4	Letters of Compliance - Commercial/Industrial Inspection over 20,000 sq. feet	160	201	41	26%
5	Service Time	7.50	40	32	432%
		30	160	130	432%
6	Photocopies	\$ 0.25 + applicable time	\$ 0.25 + applicable time	n/a	n/a
7	Solar projects - Application Review	1,000	1,030	30	3%
8	Fire Prevention Residential Inspections	No Charge	No Charge		
9	Fire Prevention Commercial Inspections	No Charge	No Charge		
10	Fire Prevention Industrial Inspections	No Charge	No Charge		
11	Fire Prevention Institutional Inspections	No Charge	No Charge		
12	Residential Inspection - Under 12 Units	80	242	162	203%
13	Day Care / Foster Home Inspections	80	242	162	203%
14	Show / Event Inspections	No Charge	No Charge		
15	Plans Examination	50	160	110	219%
16	Propane Plan Review, First Time	80	160	80	100%
17	Propane Plan Review, Additional Review	Cost Recovery + admin fee	Cost Recovery + admin fee	n/a	n/a
18	Liquor License Inspection	80	160	80	100%
19	Fire Extinguisher Training	Cost Recovery	Cost Recovery	n/a	n/a
20	Training Other Agencies	Cost Recovery	Cost Recovery	n/a	n/a
21	Air Bottles Refill for Outside Agency	Cost Recovery	Cost Recovery	n/a	n/a
22	Respiratory FIT Testing	30	53	23	78%
Permits					
23	Fireworks Permit	No Charge	36	n/a	n/a
24	Burn Permit - Recreational	15	21	6	37%
25	Burn Permit - Open Air	15	21	6	37%
26	Burn Permit - Open air from clear cutting	200	206	6	3%
27	Burn Permit - Open air for lot clearing	100	103	3	3%



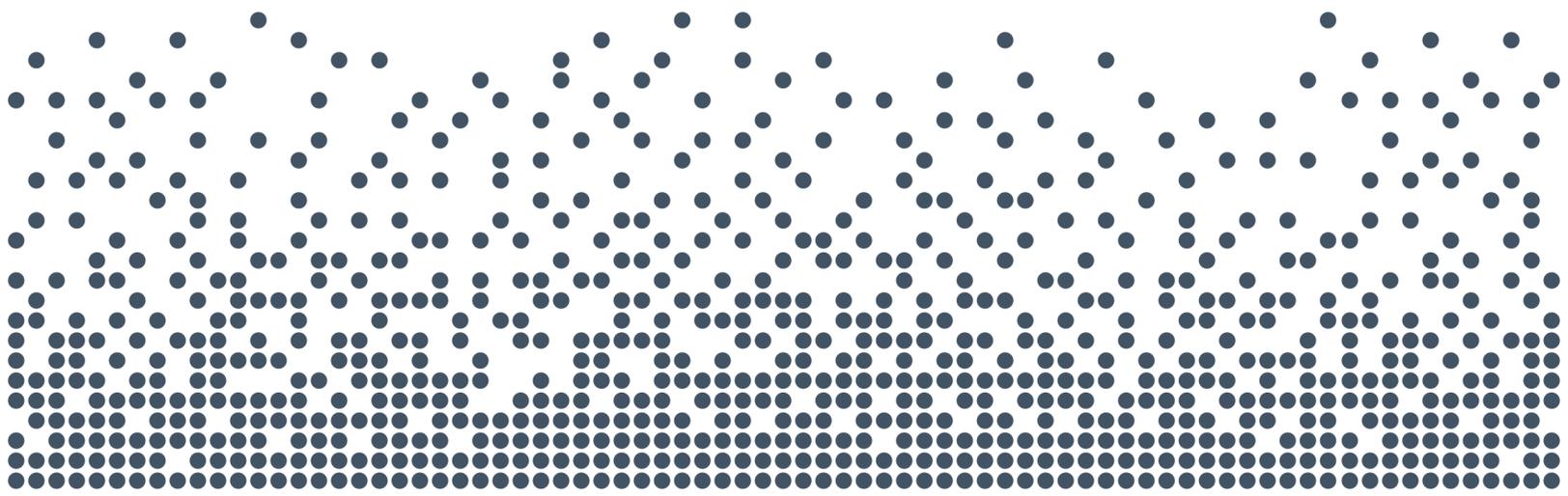
**Table ES-12
Fire Emergency Response Fees**

	Description	Fee Parameter	Current Fees	Proposed Fees	Change (\$)	Change (%)
	Attendance					
28	For Attendance where no permit issued	per visit	75	77		
29	For Attendance where failed to supervise Open Burning	per visit	75	77		
	Emergency Response					
				-		
30	Fire Watch	each	Current MTO Rate	Current MTO Rate	n/a	n/a
31	Special Event Coverage	each	Current MTO Rate	Current MTO Rate	n/a	n/a
32	Emergency Services on Roadways	each	Current MTO Rate	Current MTO Rate	n/a	n/a
33	Fire Apparatus on Standby	each	Current MTO Rate	Current MTO Rate	n/a	n/a
34	Open Air Extinguishment	each	Current MTO Rate	Current MTO Rate	n/a	n/a
35	Emergency Services on Trails	each	Cost Recovery + admin fee	Current MTO Rate		
36	Emergency Services on Waterways	each	Cost Recovery + admin fee	Cost Recovery + admin fee		
37	Emergency Services on Railways	each	Cost Recovery + admin fee	Cost Recovery + admin fee		
38	Specialized Equipment or Services	each	Cost Recovery + admin fee	Cost Recovery + admin fee		
39	Hazmat Response	each	Cost Recovery + admin fee	Cost Recovery + admin fee		
40	Technical Rescue	each	Cost Recovery + admin fee	Cost Recovery + admin fee		
41	Elevator Rescue 1st event in year	each	No Charge	Charge	n/a	n/a
42	Elevator Rescue 2nd event in year	each	No Charge	Charge	n/a	n/a
43	Elevator Rescue 3rd event in year	each	300	417	117	39%
44	Each Elevator Rescue after the 3rd event in a year	each	Current MTO Rate	Current MTO Rate	n/a	n/a
45	Fire Alarm 1st event in a year	each	No Charge	Charge	n/a	n/a
46	Fire Alarm 2nd event in a year	each	No Charge	Charge	n/a	n/a
47	Fire Alarm 3rd event in a year	each	300	417	117	39%
48	Each Fire Alarm After the 3rd Alarm in a year	each	Current MTO Rate	Current MTO Rate	n/a	n/a
49	Services provided in response to HydroOne Power Distribution and service delivery lines	each	Current MTO Rate	Current MTO Rate	n/a	n/a
50	Natural Gas Distribution/ Service delivery Hazards	each	Current MTO Rate	Current MTO Rate	n/a	n/a



**Table ES-13
Recommended Cemeteries Fees**

Cemeteries	Current Fees		Proposed Fees		Change	
	Fee	C&M Fund	Fee	C&M Fund	\$	%
Purchase of Interment Rights						
Full Grave/Lot	700	467	773	530	73	10%
Cremation in-ground Lot	700	467	773	530	73	10%
Corner Posts - Full Grave/Lot	200	-	221	-	21	11%
Purchase of Interment Rights - Columbarium Niche						
A (Top)	1,800	318	1,957	356	157	9%
B	1,800	318	1,957	356	157	9%
C	1,600	282	1,751	318	151	9%
D (Bottom)	1,600	282	1,751	318	151	9%
Interment/Burial Fees (Opening and Closing)						
Full Casket Burial						
Regular working hours (weekdays 9:00am - 4:30pm)	600	-	876	-	276	46%
Weekdays after 4:30pm (no burials after 5:30pm)	700	-	1,133	-	433	62%
Saturdays (no burials after 4:00pm)	800	-	1,442	-	642	80%
Cremated Remains - in ground lots & columbarium						
Regular working hours (weekdays 9:00am - 4:30pm)	250	-	361	-	111	44%
Weekdays after 4:30pm (no burials after 5:30pm)	350	-	515	-	165	47%
Saturdays (no burials after 4:00pm)	450	-	618	-	168	37%
Disinterment Fees						
Full Grave/Lot	1,000	-	2,060	-	1,060	106%
Cremation	275	-	567	-	292	106%
Care and Maintenance for Monument & Marker Installation						
Flat Marker						
under 173 square inches	-	-	-	-	-	-
173 square inches or more	100	-	103	-	3	3%
Monument						
less than 4 feet in length and height (including base)	200	-	206	-	6	3%
more than 4 feet in length and height (including base)	400	-	412	-	12	3%
Monument and Marker Foundations						
Upright Monument - Single Lot	525	-	541	-	16	3%
Upright Monument - Double Lot	600	-	618	-	18	3%
Upright Monument - Triple Lot	700	-	721	-	21	3%
Staking	80	-	82	-	2	3%
Other Charges						
Use of Winter Storage Vault	80	-	103	-	23	29%
Use of Winter Storage Vault	150	-	206	-	56	37%
Cancellation of Interment Rights	Full Refund	-	Full Refund	-	n/a	n/a
Cancellation of Interment Rights	10% of the cost of the	-	10% of the	-	n/a	n/a
Transfer of Interment Rights	100	-	206	-	106	106%



Report



Chapter 1

Introduction



1. Introduction

1.1 Background Information

The Township of Springwater (Township) retained Watson & Associates Economists Ltd. (Watson) to conduct a comprehensive review and update of its user fees. The ultimate goal of the user fee review is to develop an activity-based costing model to substantiate the full costs of each service area within the scope of the review. The full cost assessment (i.e. direct, indirect, and capital costs) will be used to inform recommended rates and fees to increase user fee revenue and decrease the burden on property taxes.

The following service areas were included within scope of the review:

Development Related

- Building Services; and
- Planning Services;

Non-Development Related

- Administrative Services (i.e., Clerks, Finance, Business Licenses, Special Events and Signs);
- Municipal By-law Enforcement (i.e. Animal Licensing and Animal Control);
- Infrastructure and Operational Services (i.e. Recreation, Parks, and Facilities and Roads/Feet) and Water and Wastewater services;
- Fire Services; and
- Other Municipal Services (i.e. Cemeteries).

The services within the scope of this review are governed under multiple statutes. Specifically, the *Planning Act* governs fees related to the processing of planning applications. The *Building Code Act* governs those fees related to the administration and enforcement activities under the authority of the building code. The remaining fees for parks and recreation, administration, and public works are under the authority of the *Municipal Act*.



The review consisted of the development of an activity-based costing user fee model to first substantiate the full cost of service before fee and policy recommendations were discussed with regard for the statutory requirements, the Township's market competitiveness, and fiscal position.

This report summarizes the findings and recommendations related to the user fee services within the scope of the review. The following chapters of this report summarize the legislative context for user fees, the user fee methodology developed and the findings and recommendations of the user fee review for specific service categories (i.e. planning application fees, building permit fees, and other *Municipal Act* fees).

This analysis and resulting recommendations are denominated in 2022\$ values unless otherwise stated. Unless explicitly stated in this report, the recommended 2023 fees will be indexed on January 1, 2024, and every year thereafter, based on the Township's annual budgeted cost increases.

1.2 Legislative Context

User fees are governed by multiple statutes, each with specific requirements. The Township's statutory authority for imposing planning application fees is provided under Section 69 of the *Planning Act*. Building permit fees are governed by the provisions of Section 7 under the *Ontario Building Code Act*. For municipal services where specific statutory authority is not provided, municipalities can impose fees and charges under Part XII (s. 391) of the *Municipal Act*. This section provides the legislative authority for the parks and recreation, administration and public works fees imposed by the Township. The following summarizes the provisions of the statutes as they pertain to fees and charges.

1.2.1 *Planning Act, 1990*

Section 69 of the *Planning Act* allows municipalities to impose fees through a by-law for the purposes of processing planning applications. In determining the associated fees, the Act requires that:

“The council of a municipality, by by-law, and a planning board, by resolution, may establish a tariff of fees for the processing of applications made in respect of planning matters, which tariff shall be designed to meet only the anticipated cost to



the municipality or to a committee of adjustment or land division committee constituted by the council of the municipality or to the planning board in respect of the processing of each type of application provided for in the tariff.”

Section 69 establishes the requirements that municipalities must consider when undertaking a full cost recovery fee design study. The Act specifies that municipalities may impose fees through by-law and that the anticipated costs of such fees must be cost justified by application type as defined in the tariff of fees (e.g. Subdivision, Zoning By-law Amendment, etc.). Given the cost justification requirements by application type, this would suggest that cross-subsidization of planning fee revenues across application types is not permissible. For instance, if Minor Variance application fees were set at levels below full cost recovery for policy purposes this discount could not be funded by Subdivision application fees set at levels higher than full cost recovery. Our interpretation of Section 69 is that any fee discount must be funded from other general revenue sources such as property taxes. In comparison to the cost justification requirements of the *Building Code Act*, where the justification point is set at the aggregate level of the Act, the requirements of the *Planning Act* are more stringent in this regard.

The legislation further indicates that the fees may be designed to recover the “anticipated cost” of processing each type of application, reflecting the estimated costs of processing activities for an application type. This reference to anticipated costs represents a further costing requirement for a municipality. It is noted that the statutory requirement is not the actual processing costs related to any one specific application. As such, actual time docketing of staff processing effort against application categories or specific applications does not appear to be a requirement of the Act for compliance purposes. As such our methodology which is based on staff estimates of application processing effort meets with the requirements of the Act and is in our opinion a reasonable approach in determining anticipated costs.

The Act does not specifically define the scope of eligible processing activities and there are no explicit restrictions to direct costs as previously witnessed in other statutes. Moreover, amendments to the fee provisions of the *Municipal Act* and *Building Code Act* are providing for broader recognition of indirect costs. Acknowledging that staff effort from multiple business units is involved in processing planning applications, it is our opinion that such fees may include direct costs, capital-related costs, support function



costs directly related to the service provided, and general corporate overhead costs apportioned to the service provided.

The payment of *Planning Act* fees can be made under protest with appeal to the Ontario Land Tribunal (OLT), previously known as the Ontario Municipal Board, if the applicant believes the fees were inappropriately charged or are unreasonable. The OLT will hear such an appeal and determine if the appeal should be dismissed or direct the municipality to refund payment in such amount as determined. These provisions confirm that fees imposed under the *Planning Act* are always susceptible to appeal. Unlike other fees and charges (e.g. development charges) there is no legislated appeal period related to the timing of by-law passage, mandatory review period, or public process requirements.

1.2.1.1 Bill 109, More Homes for Everyone Act, 2022

During the process of undertaking this study, the Province released *Bill 109, More Homes for Everyone Act*. One of the amendments to the *Planning Act* brought forth through Bill 109 are requirements for municipalities to refund Zoning By-Law Amendment and Site Plan application fees if legislated timeframes for decisions/approvals are not met. Furthermore, Bill 109 also includes the ability for municipalities to deem Site Plan applications incomplete and require additional information to be provided with the submission of an application.

1.2.1.2 Bill 23, More Homes Built Faster Act, 2022

The Province has also recently introduced into legislature *Bill 23, More Homes Built Faster Act, 2022*. Bill 23 proposes a number of changes to the *Planning Act* and other growth management and long-range planning initiatives at the municipal level, amongst changes to other pieces of legislation. Some of the planning related changes include:

- Increased housing targets by municipality;
- Removal of planning policy and approval responsibilities for the County of Simcoe (among other upper tier municipalities in the province);
- Integration of Place to Grow and Provincial Policy Statement; and
- Changes to expand/support rental and affordable housing supply opportunities.



The recommendations provided herein have been made in the context of the current state. Staff will be providing further information regarding the changes brought about by Bill 109 and 23 for Council's consideration.

1.2.2 Building Code Act, 1992

Section 7 of the *Building Code Act* provides municipalities with general powers to impose fees through passage of a by-law. The Act provides that:

“The council of a municipality...may pass by-laws

- (c) Requiring the payment of fees on applications for and issuance of permits and prescribing the amounts thereof;
- (d) Providing for refunds of fees under such circumstances as are prescribed;”

The *Building Code Statute Law Amendment Act* imposed additional requirements on municipalities in establishing fees under the Act, in that:

“The total amount of the fees authorized under clause (1)(c) must not exceed the anticipated reasonable cost of the principal authority to administer and enforce this Act in its area of jurisdiction.”

In addition, the amendments also require municipalities to:

- Reduce fees to reflect the portion of service performed by a Registered Code Agency;
- Prepare and make available to the public annual reports with respect to the fees imposed under the Act and associated costs; and
- Undertake a public process, including notice and public meeting requirements, when a change in the fee is proposed.
- O.Reg. 305/03 is the associated regulation arising from the *Building Code Statute Law Amendment Act, 2002*. The regulation provides further details on the contents of the annual report and the public process requirements for the imposition or change in fees. With respect to the annual report, it must contain the total amount of fees collected, the direct and indirect costs of delivering the services related to administration and enforcement of the Act, and the amount of any reserve fund established for the purposes of administration and enforcement



of the Act. The regulation also requires that notice of the preparation of the annual report be given to any person or organization that has requested such notice.

Relating to the public process requirements for the imposition or change in fees, the regulations require municipalities to hold at least one public meeting and that at least 21-days notice be provided via regular mail to all interested parties. Moreover, the regulations require that such notice include, or be made available upon request to the public, an estimate of the costs of administering and enforcing the Act, the amount of the fee or change in existing fee and the rationale for imposing or changing the fee.

The Act specifically requires that fees “must not exceed the anticipated reasonable costs” of providing the service and establishes the cost justification test based on the total administration and enforcement costs at global *Building Code Act* level. With the Act requiring municipalities to report annual direct and indirect costs related to fees, this would suggest that *Building Code Act* fees can include general corporate overhead indirect costs related to the provision of service. Moreover, the recognition of anticipated costs also suggests that municipalities could include costs related to future compliance requirements or fee stabilization reserve fund contributions. As a result, *Building Code Act* fees modelled in this exercise include direct costs, capital related costs, indirect support function costs directly consumed by the service provided, and corporate management costs related to the service provided, as well as provisions for future anticipated costs.

1.2.3 *Municipal Act, 2001*

Part XII of the *Municipal Act* provides municipalities and local boards with broad powers to impose fees and charges via passage of a by-law. These powers, as presented in s.391 (1), include imposing fees or charges:

- “for services or activities provided or done by or on behalf of it;
- for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- for the use of its property including property under its control.”
- This section of the Act also allows municipalities to charge for capital costs related to services that benefit existing persons. The eligible services for inclusion under this subsection of the Act have been expanded by the *Municipal*



Statute Law Amendment Act. Moreover, the amendments to the Act have also embraced the broader recognition for cost inclusion within municipal fees and charges with recognition under s.391(3) that “the costs included in a fee or charge may include costs incurred by the municipality or local board related to administration, enforcement and the establishment, acquisition and replacement of capital assets”.

Fees and charges included in this review, permissible under the authority of the *Municipal Act* would include parks and recreation fees, administration fees and public works fees, etc. that are not specifically provided for under the statutes identified above.

In contrast to cost justification requirements under other legislation, the *Municipal Act* does not impose explicit requirements for cost justification when establishing fees for municipal services. In setting fees and charges for these services, however, municipalities should have regard for legal precedents and the reasonableness of fees and charges. The statute does not provide for appeal of fees and charges to the OLT; however, fees and charges may be appealed to the courts if municipalities are acting outside their statutory authority. Furthermore, no public process or mandatory term for fees and charges by-laws is required under the Act. There is, however, a requirement that municipal procedural by-laws provide for transparency with respect to the imposition of fees and charges.



Chapter 2

Activity Based Costing User Fee Methodology



2. Activity Based Costing User Fee Methodology

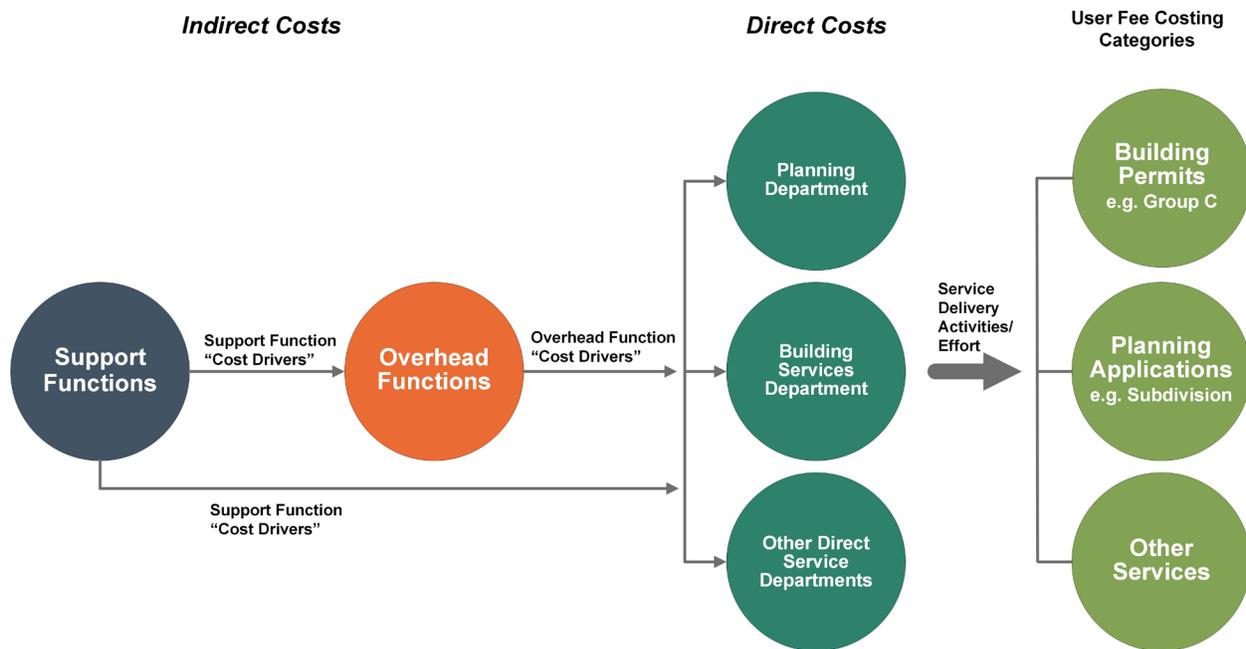
2.1 Activity Based Costing Methodology

An activity-based costing (A.B.C.) methodology, as it pertains to municipal governments, assigns an organization's resource costs through activities to the services provided to the public. Conventional municipal accounting structures are typically not well-suited to the costing challenges associated with application processing activities as these accounting structures are business unit focused and thereby inadequate for fully costing services with involvement from multiple business units. An A.B.C. approach better identifies the costs associated with the processing activities for specific application types and thus is an ideal method for determining the full cost of processing applications and other user fee activities.

As illustrated in Figure 2-1, an A.B.C. methodology attributes processing effort and associated costs from all participating municipal business units to the appropriate service categories (user fee costing categories). The resource costs attributed to processing activities and user fee costing categories include direct operating costs, indirect support costs, and capital costs. Indirect support function and corporate overhead costs are allocated to direct business units according to operational cost drivers (e.g. information technology costs allocated based on the relative share of departmental personal computers supported). Once support costs have been allocated amongst direct business units, the accumulated costs (i.e. indirect, direct, and capital costs) are then distributed across the various user fee costing categories, based on the business unit's direct involvement in the processing activities. The assessment of each business unit's direct involvement in the user fee review processes is accomplished by tracking the relative shares of staff processing efforts across the sequence of mapped process steps for each user fee category. The results of employing this costing methodology provides municipalities with a better recognition of the costs utilized in delivering user fee processes, as it acknowledges not only the direct costs of resources deployed but also the operating and capital support costs required by those resources to provide services.



Figure 2-1
Activity-Based Costing Conceptual Flow Diagram



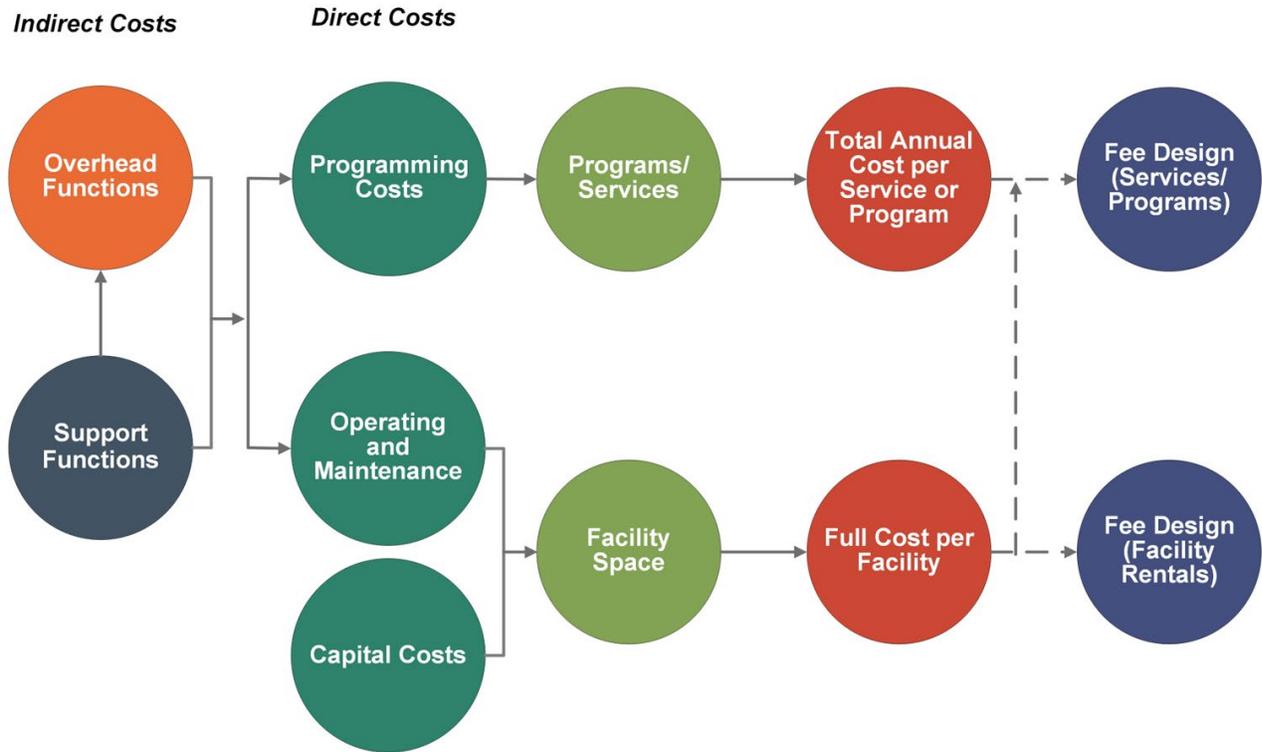
2.2 Facility-Related Costing Methodology

An important distinction from the above approach (Section 2.1) for process driven user fees is made for user fees that are related to use or consumption of capital infrastructure (e.g. recreation facilities). For infrastructure-related user fees, our methodology focuses on establishing the full cost of providing and maintaining the infrastructure (i.e. operating, maintenance, and capital replacement costs), as well as any staff costs related to providing programming within the facility that user fees are imposed for. An illustration of the methodology used for facility-related fees is presented in Figure 2-2.

The following sections of this chapter review each component of the A.B.C. methodology as it pertains to the Township's user fees review.



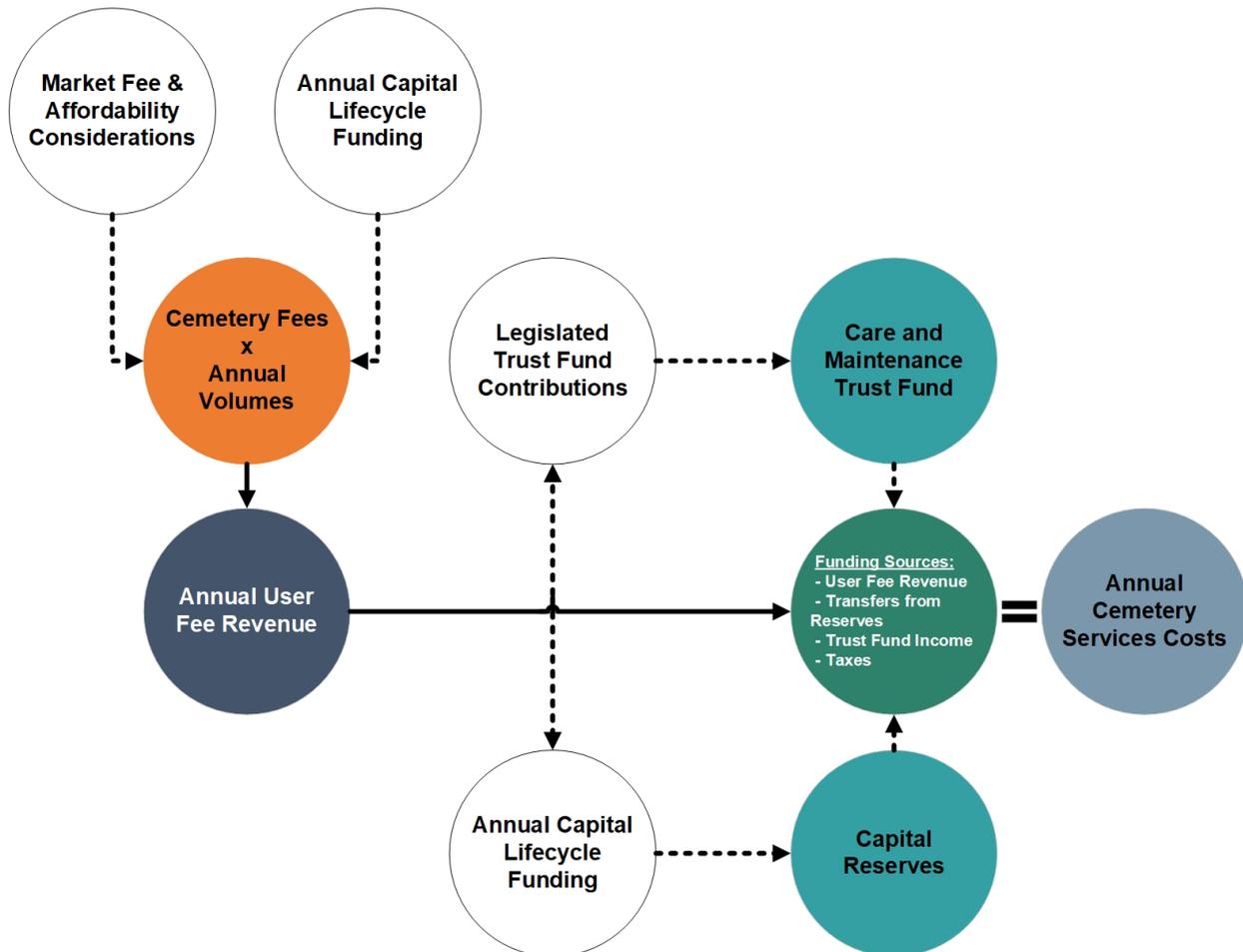
Figure 2-2
Activity Based Costing Conceptual Flow Diagram (Facilities)





2.3 Cemeteries Costing Methodology

Figure 2-3
Activity Based Costing Conceptual Flow Diagram (Cemeteries)



Further to the described methodologies above, with respect to cemetery services, consideration of mandatory contributions to the Township's care and maintenance trust fund must also be accounted for. Under the *Cemeteries Act*, an owner of a cemetery that sells, assigns or transfers interment rights must establish a Care and Maintenance Trust Fund and make contributions to that trust fund as prescribed by O. Reg. 132/92. The interest from this trust fund is intended to be used for the upkeep of the cemetery, markers and other structures contained within the cemetery.



2.4 User Fee Costing Category Definition

The Township's business units deliver a variety of user fee related services; these services are captured in various cost objects or user fee categories. A critical component of the full cost user fees review is the selection of the costing categories. This is an important first step as the process design, effort estimation and subsequent costing is based on these categorization decisions. It is also important from a compliance standpoint where, as noted previously, the *Planning Act* requires user fees to be cost justified by application type consistent with the categorization contained within the Township's tariff of fees. Moreover, it is equally important in costing building permit and other fees to understand the cost/revenue relationships for the individual activities provided by the Township beyond the statutory cost justification requirements at the service level.

The Township's user fee categories can be grouped into the following broad service categories:

Development Related

- Building Services; and
- Planning Services;

Non-Development Related

- Administrative Services (i.e., Clerks, Finance, Business Licenses, Special Events and Signs);
- Municipal By-law Enforcement (i.e. Animal Licensing and Animal Control);
- Infrastructure and Operational Services (Roads and Fleet);
- Infrastructure and Operational Services (Recreation, Parks, and Facilities);
- Water and Wastewater;
- Fire Services; and
- Other Municipal Services (i.e. Cemeteries).

The Township's A.B.C. user fee model allocates the direct and indirect costs presented in the following sections across these defined user fee categories. Categorization of user fees occurred during the project initiation stage of the study and through subsequent discussions with Township Project Team members. The user fee costing



categories included in the A.B.C. model and later used to rationalize changes to the Township's fee structure are presented in Tables 2-1 to 2-8. While many of these costing categories reflect the Township's current fee schedule, new categories were also included to understand the difference in application processing complexity and costs. The costs of Cemetery services were assessed at the service level and as such individual costing categories were not utilized.



Table 2-1
Building Services Costing Categories

#	Costing Category Description
1	Group A - Assembly
2	Group D — Business & Personal Services
3	Group E — Mercantile
4	Group B — Care and Detention
5	Group F — Industrial
6	Farm Buildings
7	Non-Residential Interior Alterations
8	Designated Structures (i.e., solar panels and all other projects not determined by the By-law)
9	Group C - Single & Semi Detached
10	Group C - Townhouse and other multiples
11	Group C - Apartments
12	Miscellaneous Small Residential Projects
13	Residential Interior Alterations
14	Review for Residential Certified Model
15	Repeat Submissions for Certified Model
16	Routine Disclosure
17	Building Permit Maintenance Fee
18	Change of Building Use (to review applicability of Section 10 of the Act)
19	Change of Septic Use (to review potential reduction in performance level)
20	Compliance Letters
21	Construction commenced prior to Permit Issuance
22	Demolition - Residential
23	Demolition - Non-Residential
24	Park Model Trailers (within licensed campgrounds)
25	Permit Renewal
26	Pool - Public Only
27	Pool Enclosure (Non-Public)
28	Portable Classrooms (for School Boards only)
29	Repair - Sewage System
30	Class 2 or 3 system - Sewage System
31	NEW - Sewage System - Class 4 or 5 system
32	REPLACEMENT - Sewage System - Class 4 or 5 system
33	Sewage System - Septic Use Permit (copy of)
34	Site Inspection
35	Temporary (event) Tents
36	Solar Panels (House Application)
37	Municipal Number Sign (Blade)
38	Post
39	Civic Address Assignment (when no post or blade provided)
40	Transfer of Permit
41	Conditional Permit
42	Permit Revisions



Table 2-2
Planning Services Costing Categories

#	Costing Category Description
OPA and ZBA	
1	Major OPA
2	Minor OPA
3	Zoning By-law Amendment - Major
4	Zoning By-law Amendment - Minor
5	Zoning By-law Amendment - Lifting of Holding Provision
6	Zoning By-law Amendment - Temporary Use By-Law
7	Zoning By-law Amendment - Extension of Temporary Use
8	Zoning By-law Amendment - Temporary Second Dwelling Units (Replacement Dwellings)
Site Plan	
9	Site Plan Agreement - Major (Over 10,000 sq.m.)
10	Site Plan Agreement - Minor
11	Site Plan - Amendment to Existing Agreement - Major
	Site Plan - Amendment to Existing Agreement - Minor
Subdivision	
12	Subdivision - Minor
13	Subdivision - Major (Average Size)
14	Subdivision - Redline Revision
15	Subdivision - Extension of Draft Plan Approval
COA	
16	Consent
17	Minor Variance
18	Committee of Adjustments - Deferral Request
19	Validation of Title
Other Applications	
20	Part Lot Control
21	Plan of Condominium
22	Condominium Exemption
23	Preliminary Development Application
24	Telecommunications Tower Application
25	Compliance letter
26	Other Development Agreement
27	Preliminary Zoning Letter - NVCA
28	Private MZO Support Request
29	Deeming By-law
30	Preconsultation



Table 2-3
Administrative Services Costing Categories

#	Costing Category Description
Clerks	
1	Commissioning
2	Application under Line Fences Act
3	Burial Permits
4	History Books
5	Freedom of Information Request (legislated)
6	Freedom of Information Search Fee (legislated)
7	Municipal Clearance Letter (LLBO)
8	Routine Disclosure
Finance	
1	Tax Certificate
2	Returned Item - Cheque or Pre-authorized withdrawal
3	Additional copy of Receipt
4	Statement of Account
5	Add unpaid balance to property tax roll (Utility and/or A/R)
6	Mortgage Company Account Administration Fee
7	Development Charges Inquiries
8	Tax - Ownership Change
9	New Tax Account Set-up (per property)
10	Overdue Tax Notices
11	Administration Fees on Subdivider accounts
12	WAMCO Appointment Fee (No Show)
13	Final Meter Reading
14	New Property Water Account Setup Fee
15	New Account Fee
Business Licenses	
1	Hobby or Boarding Kennel
2	Commercial Breeding Kennel (Require proof of certification and papers)
3	Seasonal Recreation Campground
4	Seasonal Park Model Trailer Campground
5	Annual Refreshment Vehicle License
6	Temporary Event Refreshment Vehicle License
7	Auctioneer
8	Reinstatement Following Revocation
9	Replacement for Lost or Destroyed License
10	Gun Club or Shooting Range
11	Chicken License - Initial Application
12	Chicken License - Renewal Application
Special Events	
1	Special Events
2	Major Events
Signs	
1	Temporary Sign
2	Permanent Sign



Table 2-4
Municipal By-law Enforcement Costing Categories

#	Costing Category Description
Animal Licensing	
1	Altered Dog
2	Unaltered Dog
3	Service Dogs
4	Dangerous Dog (Under Section 5)
5	Replacement Tags
6	Township Staff Costs
Animal Control	
1	Animal Control - Pick up
2	Daily Boarding
3	Euthanize and Disposal Fee
4	Quarantine Fee
5	Disposal Fee
6	Rabies Suspect/Isolation
7	Special Assessment - Including vet expenses, etc.

Table 2-5
Infrastructure and Operational Services (Roads and Fleet) Costing Categories

#	Costing Category Description
1	Entrance Permit - New
2	Entrance Permit - Revision
3	Excess Load Permit - Single Move Permit
4	Excess Load Permit - Annual Permit
5	Permitted Works - 1000 m3 (minimum level of effort)
6	Permitted Works - 5000 m3
7	Permitted Works - 10,000 m3
8	Permitted Works - above 10,000 m3
9	Expired permit renewal
10	Engineering Site Inspection
11	Administration and Coordination of any consultant costs required to be retained by the Township
12	Temporary Road Occupancy
13	Temporary Road Occupancy Permit - with Road Cut
14	Equipment time to be billed for Non Township work

Table 2-6
Water and Wastewater Costing Categories

#	Costing Category Description
1	Connection Fee
2	Disconnection Fee
3	Reconnection Fee
4	Water Meter - Residential
5	Pressure Reducing Valve
6	Water Restriction Fine



Table 2-7
Fire Services Costing Categories

#	Costing Category Description
1	Request for Fire Report
2	Letters of Compliance - Residential
3	Letters of Compliance - Commercial/Industrial Inspection under 20,000 sq. feet
4	Letters of Compliance - Commercial/Industrial Inspection over 20,000 sq. feet
5	Service Time
6	Solar projects - Application Review
7	Fire Prevention Residential Inspections
8	Fire Prevention Commercial Inspections
9	Fire Prevention Industrial Inspections
10	Fire Prevention Institutional Inspections
11	Residential Inspection - Under 12 Units
12	Day Care / Foster Home Inspections
13	Show / Event Inspections
14	Plans Examination
15	Propane Plan Review, First Time
16	Liquor License Inspection
17	Fire Extinguisher Training
18	Training Other Agencies
19	Air Bottles Refill for Outside Agency
20	Respiratory FIT Testing
21	Fireworks Permit
22	Burn Permit - Recreational or Open Air
23	Burn Permit - Open air from clear cutting
24	Burn Permit - Open air for lot clearing
25	Attendance
26	Fire Watch
27	Special Event Coverage
28	Emergency Services on Roadways
29	Fire Apparatus on Standby
30	Open Air Extinguishment
31	Emergency Services on Trails
32	Emergency Services on Waterways
33	Emergency Services on Railways
34	Specialized Equipment or Services
35	Hazmat Response
36	Technical Rescue
37	Elevator Rescue
38	Fire Alarm
39	Services provided in response to HydroOne Power Distribution and service delivery lines
40	Natural Gas Distribution/ Service delivery Hazards



Table 2-8
Recreation, Parks, and Facilities Fee Categories

#	Costing Category Description
	<u>Elmvale Arena</u>
1	Arena - Ice Surface
2	Arena - Floor Surface
	<u>Community Centres and Parks</u>
3	Anten Mills Community Centre
4	Elmvale Community Hall
5	Grenfel Community Centre
6	Elmvale Heritage Park
7	Midhurst Community Centre
8	Minesing Community Centre
9	Hillsdale Community Park/Community Centre
10	Other Rentable Space (No specific budgeted costs)
	<u>Recreation Programs</u>
11	Day Camps
12	Programs
13	Sports Fields and Open Space

2.5 Processing Effort Cost Allocation

To capture each participating Township staff member's relative level of effort in processing activities related to user fees, process estimates were obtained for each of the above-referenced costing categories (excluding parks and recreation fees). Animal Control and Cemetery Services are currently provided for by third party vendors. As such, in addition to the Township's contractual obligation, effort estimates were developed related to the administration of those services. The effort estimates were applied against average annual user fee volumes for the 2017- 2021 period to assess the average annual processing time per position spent on each user fee category. For building permit applications, a combination of historical (average annual volumes for 2017 - 2021) and anticipated volumes were utilized for the analysis.

Annual processing effort per staff position was measured against available processing capacity to determine overall service levels. The capacity utilization results were refined with Township staff to reflect staff utilization reflective of current staffing and service levels. Table 2-9 summarizes the utilization by department for each of the broad service areas included within this review. Only staff involved in the user fee services included within the scope of this review have been included in Table 2-9. The utilization is presented as a percentage of available time and is also expressed on an FTE basis.



**Table 2-9
Staff Capacity Utilization by Department/Division**

Staff Utilization (%)		Service Area							
Department	# of Staff	Planning	Building	Development Engineering and Public Works	Finance, Administration, and Clerks	By-Law Enforcement / Animal Control / Cemetery	Fire	Parks and Recreation	Total
Clerk's Office	2.6				6.6%	1.4%			8.1%
By-Law Enforcement	1.7			0.4%	0.8%	3.1%			4.2%
Licensing	0.3				6.9%				6.9%
Finance	8.0		0.8%	0.0%	12.7%	0.0%			13.5%
Planning	6.0	44.2%			0.1%				44.3%
Fire & Emergency Services	4.0	0.2%	0.4%		0.5%		17.6%		18.7%
Building Services	11.0	1.9%	98.0%		0.1%				100.0%
Infrastructure & Operational Services	5.2	0.5%	1.4%	29.8%	1.8%				33.5%
Parks & Recreation	2.9	0.2%			0.2%			99.6%	100.0%
Library	1.0	0.1%							0.1%
Total	42.6	6.8%	25.7%	3.6%	3.2%	0.2%	1.7%	6.7%	47.9%

Staff Utilization (FTE)		Service Area							
Service Area	# of Staff	Planning	Building	Development Engineering and Public Works	Finance, Administration, and Clerks	By-Law Enforcement / Animal Control / Cemetery	Fire	Parks and Recreation	Total
Clerk's Office	2.6				0.17	0.04			0.21
By-Law Enforcement	1.7			0.01	0.01	0.05			0.07
Licensing	0.3				0.02				0.02
Finance	8.0		0.07	0.00	1.01	0.00			1.08
Planning	6.0	2.65			0.01				2.66
Fire & Emergency Services	4.0	0.01	0.02		0.02		0.71		0.75
Building Services	11.0	0.21	10.79		0.01				11.00
Infrastructure & Operational Services	5.2	0.03	0.07	1.54	0.09				1.73
Parks & Recreation	2.9	0.01			0.00			2.87	2.88
Library	1.0	0.00							0.00
Total	42.6	2.90	10.94	1.54	1.34	0.09	0.71	2.87	20.40



The results of the capacity analysis indicate the following levels of divisional utilization:

- Clerk's Office, By-law Enforcement, Licensing, Finance & Library – these service areas have minor overall involvement (<15% of annual staff time) in the activities within the scope of this review. Overall involvement from these departments is approximately 10% of annual time spent on the activities considered within this review.
- Planning – approximately 44% of annual planning staff time has been assigned to the processing of planning applications. This level of involvement is within the range typically seen in municipalities with similar size and structured planning departments. The remainder of planning staff time has been determined to be spent on other non-recoverable activities (e.g., policy related activities, public inquires, and time spent on Ontario Land Tribunal (O.L.T.) hearings, etc.). The annual level of effort from represents 91% of the total involvement in planning application review across the organization reflective of planning staff providing the majority of the processing efforts related to those applications.
- Fire & Emergency Services – staff that are involved in the activities within the scope of this review are spending 18.7% of their annual time on these applications. The majority of this time (17.6%) is spent directly on Fire Services related user fees. The remaining 0.6% of time is spent on reviewing planning applications and building permits.
- Building Services – staff are 100% utilized on the activities within the scope of this review. 98% of staff time is spent reviewing building permits while the remainder is spent reviewing planning applications, with very minor amounts of timing related to administrative fees.
- Infrastructure and Operational Services – Roads and Fleet – annual time in activities related to planning, building and finance, administration and clerks represents less than 2% of annual time. This allocation of staff time does not include Infrastructure and Operations staff. Additionally, staff are spending approximately 29.8% of their annual time on development engineering and public works related activities.
- Parks, Recreation, and Facilities – staff spend the majority of their time related to the provision of parks and recreation services (99.6%). The remainder of staff time is spent on commenting on planning applications (0.2%) and business licenses/special event applications/sign permits (0.2%).



2.6 Direct Costs

Direct costs refer to the employee costs (salaries, wages and benefits), materials and supplies, services and rents that are typically consumed by directly involved departments or business units. In the case of cemeteries and animal control services, in addition to the Township's staffing costs to administer the services, direct contract costs have also been allocated to those service areas. To identify the amount of direct costs that should be allocated to the user fee categories, cost drivers have been identified. Cost drivers are the non-financial operational data used to allocate shares of the defined costs across multiple user fee categories. Ideally, cost driver data represent the relative intensity of effort multiple employees deploy against a single cost object/fee category or the relative intensity of effort a single employee deploys against multiple cost objects/fee categories. For the purposes of a full cost user fee analysis, the cost drivers in an A.B.C. user fee model presents the need to distribute multiple employee positions (direct costs) across multiple cost objects. These user fee allocations have been summarized in aggregate above.

Contractual costs for those services provided by third parties have been allocated to each respective costing category as outlined by the contract between the Township and the service providers.

2.7 Indirect Costs

An A.B.C. review includes not only the direct cost of providing service activities but also the indirect support costs that allow direct service business units to perform these functions. The method of allocation employed in this analysis is referred to as a step costing approach. Under this approach, support function and general corporate overhead functions are classified separate from direct service delivery departments. These indirect cost functions are then allocated to direct service delivery departments based on a set of cost drivers, which subsequently flow to the user fee categories according to staff effort estimates. Cost drivers are a unit of service that best represent the consumption patterns of indirect support and corporate overhead services by direct service delivery departments or business units. As such, the relative share of a cost driver (units of service consumed) for a direct department determines the relative share of support/corporate overhead costs attributed to that direct service department. An example of a cost driver commonly used to allocate information technology support



costs would be a department or business unit's share of supported personal computers. Cost drivers are used for allocation purposes acknowledging that these business units do not typically participate directly in the delivery of services, but that their efforts facilitate services being provided by the Township's direct business units.

Table 2-9 summarizes the support and corporate overhead functions included in the user fee calculations and the cost drivers assigned to each function for cost allocation purposes. The indirect support and corporate overhead cost drivers used in the fees model reflects generally accepted practices within the municipal sector.

Table 2-9
Indirect Support and Corporate Overhead Functions and Cost Drivers

Indirect Cost Function	Cost Driver
Council	Share of Budget
Information Technology	Share of Salary, Wage & Benefits Budget
CAO & HR	Share of Salary, Wage & Benefits Budget
Clerk's Office	Share of Salary, Wage & Benefits Budget
Finance	Share of Budget
Facility Management	Share of Facility Replacement Costs

2.8 Capital Costs

The inclusion of capital costs within the full cost user fees calculations follows a methodology similar to indirect costs. Replacement value of assets commonly utilized to provide direct business unit services have been included to reflect the capital costs of service. The approach used in estimating these costs includes the identification of the proportion of capital assets by direct department (e.g., FTE occupying the administrative building), the estimation of annualized capital costs by employing sinking fund replacement value or amortization, and the allocation of these annualized costs to the cost objects/user fee categories based on the respective departmental effort deployed.

The replacement value approach determines the annual asset replacement value over the expected useful life of the respective assets. This reflects the annual depreciation of the asset over its expected useful life based on current asset replacement values. This annuity is then allocated across all fee categories based on the capacity utilization



of direct business units. A similar approach is utilized for the amortization method, with asset historic value used in place of replacement value.

With respect to the Township's model, for most service area capital costs have been identified for the administration facility. The annualized costs have been estimated based on current replacement values and the asset useful life assumptions. These costs have been allocated across the various fee categories, and non-user fee activities, based on the underlying effort estimates of direct department staff (as presented in Section 2.4). In addition to capital costs for the administration facility costs have been included within the Parks and Recreation service area for other parkland amenities (e.g. Ball Diamonds) and vehicles and equipment.

2.9 Building Code Act Reserve Fund Policy

The *Building Code Act* recognizes the legitimacy of creating a municipal reserve fund to provide for service stability and mitigate the financial and operational risk associated with a temporary downturn in building permit activity. Specifically, a reserve fund should be maintained to reduce the staffing and budgetary challenges associated with a cyclical economic downturn and the requirement for ongoing legislative turnaround time compliance. Without such a reserve fund, reduced permit volumes during a downturn could result in severe budgetary pressures and the loss of certified Township building staff, which would be difficult to replace during the subsequent recovery when mandatory permit processing turnaround times apply.

Although the Act does not prescribe a specific methodology for determining an appropriate reserve fund, municipalities have developed building permit reserve funds with the aim of providing service stabilization. A target reserve fund balance has been recommended based on historical building permit activity and municipal practice across the Province. Historical building permit activity has been considered with regard for witnessed reductions in building permit activity during recessionary periods when compared with the long-run average to ensure that sufficient reserve fund levels are attained to sustain operations through a downturn in permit activity and acknowledging the Township's responsibility to manage some of the cost impacts.

The Township does not currently have an official reserve fund policy. Through this review it is recommended that the Township's reserve fund target balance be equivalent to 2 years' annual direct costs of building permit review. The impact of anticipated



building permit activity and fee recommendations over the 2023 to 2027 period on costs and revenues have been assessed in Section 3.4.



Chapter 3

Planning Application and Building Permit Fees Review



3. Planning Application and Building Permit Fees Review

3.1 Introduction

This chapter presents the full costs, cost recovery levels of current fees, recommended fee structure, and rates for planning application and building permit fees. Furthermore, the impact of the proposed fees on municipal development costs for sample developments are also presented in Section 3.5. All other user fees are addressed in Chapter 4 of this report.

Unless noted otherwise, inflationary adjustments would be applied to the 2022 fee recommendations for implementation in 2023.

A municipal fee survey for all user fees has been included in Appendix A for market comparison purposes. The survey results were considered in conjunction with the fee impacts summarized in section 3.5 and discussions with Township staff in determining recommended user fees.

3.2 Consolidated Full Cost of Planning Application and Building Permit Fees Review

Table 3-1 presents the Township's annual costs of providing planning application and building permit review services. The costs and estimated revenues are presented in aggregate. The annual costs reflect the organizational direct, indirect, and capital costs associated with processing activities at average historical volume levels for the period 2017-2021.

Costs are based on 2022 budget estimates and are compared with revenues modelled from current planning application and building permit fee schedules applied to average application/permit volumes and the associated charging characteristics (e.g., square footage). The charging characteristics for these applications/permit (e.g. number of residential units, gross floor area, construction value etc.) were based on the average historical application/permit characteristics, with adjustments made for anticipated development activity through discussion with staff.



Annual processing costs for planning application fees total \$454,200 with annual revenues of \$282,400, achieving 62% cost recovery. The costs associated with planning applications have been narrowly defined to include activities associated with application processing activities and related administration.

The administration and enforcement of the building code accounts for \$1.6 million in annual processing costs. Based on the modelled volumes, the Township's current fees recover approximately 113% of total costs annually. A detailed analysis of forecast building permit activity, revenues, and *Building Code Act* reserve fund levels is contained in section 3.4, which has been used to inform potential fee structure revisions.

Overall, direct service costs represent 80% of annual costs (\$1.7 million) and indirect/capital costs represent 20% (\$417,700) of annual costs.

Further details on the cost recovery assessment, recommendations, and modelled impact on revenues are provided in the following sections.



Table 3-1
Cost Recovery Assessment of Current Development Fees (2022\$)

Fee	Annual Costs					Current Fees	
	Direct Costs		Indirect Costs	Capital Costs	Total	Annual Revenue	Cost Recovery
	SWB	Non-SWB					
Planning							
OPA and ZBA	58,767	35,613.1	33,514.2	841.3	128,735	93,950	73%
Site Plan	8,642	4,903.9	4,618.4	119.5	18,284	18,850	103%
Subdivision	47,030	20,439.8	19,045.5	432.2	86,948	68,410	79%
COA	76,075	38,319.6	35,890.7	948.1	151,233	82,554	55%
Other Applications	35,916	16,751	15,783	577	69,025	18,625	27%
Total - Planning	226,429	116,027	108,851	2,918	454,225	282,389	62%
Building							
New Residential	642,434	124,431	153,612	26,475	946,953	1,621,831	171%
Alterations and Minor Residential Permits	380,619	68,378	86,985	15,082	551,064	142,722	26%
New Non-Residential	32,922	5,421	6,701	1,096	46,139	30,571	66%
Designated Structures, Demolition, Sewage Systems	57,690	9,182	11,836	2,071	80,779	42,050	52%
Miscellaneous	7,741	1,469	1,787	273	11,270	3,900	35%
Total - Building	1,121,406	208,881	260,920	44,997	1,636,204	1,841,074	113%



3.3 Planning Application Fees

Table 3-2 summarizes the costing results and recovery levels for each planning application type within the Township's A.B.C. model. As previously mentioned, the annual cost to the Township for processing planning applications is \$454,200.

The Township's current fees were applied to average application characteristics to model the anticipated revenue and quantify the cost recovery level by type. In aggregate, the Township's planning application fees are recovering 62% of annual costs (\$282,400). When assessed by application type:

- Official Plan Amendment and Zoning By-law Amendment applications represent approximately 28% of the total annual processing cost, however, current fees are only recovering 73% of these costs.
- Site Plan Applications are generally recovering the full costs of service.
- Subdivision Applications account for 19% of total annual processing costs and are recovering 79% of these costs.
- Committee of Adjustment fees are recovering approximately 55% of their \$151,200 processing costs (which represents 33% of the total processing costs of all planning applications).
- All other application types represent the remaining 15% of annual processing costs. These fee types are recovering approximately \$18,600 of their total \$69,000 processing costs (or 27% cost recovery).



**Table 3-2
Planning Application Fees Full Cost Impacts by Application Type (2022\$)**

#	Fee	Total Annual Costs	Current Fees		
			Annual Revenue	Cost Recovery	Surplus/ (Deficit)
Official Plan Amendment and Zoning By-Law Amendment					
1	Major Official Plan Amendment	31,937	42,000	132%	10,063
2	Minor Official Plan Amendment	232	300	129%	68
3	Zoning By-law Amendment - Major	46,429	28,500	61%	(17,929)
4	Zoning By-law Amendment - Minor	30,269	14,250	47%	(16,019)
5	Zoning By-law Amendment - Lifting of Holding Provision	7,333	2,950	40%	(4,383)
6	Zoning By-law Amendment - Temporary Use By-Law	12,426	5,850	47%	(6,576)
7	Zoning By-law Amendment - Extension of Temporary Use	44	50	113%	6
8	Zoning By-law Amendment - Temporary Second Dwelling Units (Replac	65	50	77%	(15)
	Subtotal	128,735	93,950	73%	(34,785)
Site Plan					
9	Site Plan Agreement - Major (Over 10,000 sq.m.)	11,229	12,500	111%	1,271
10	Site Plan Agreement - Minor	6,976	6,250	90%	(726)
11	Site Plan - Amendment to Existing Agreement - Major	79	100	127%	21
	Site Plan - Amendment to Existing Agreement - Minor				
	Subtotal	18,284	18,850	103%	566
Subdivision					
12	Subdivision - Minor	35,762	16,333	46%	(19,429)
13	Subdivision - Major (Average Size)	38,405	45,733	119%	7,329
14	Subdivision - Redline Revision	6,140	3,257	53%	(2,883)
15	Subdivision - Extension of Draft Plan Approval	6,641	3,086	46%	(3,555)
	Subtotal	86,948	68,410	79%	(18,538)
COA					
16	Consent	73,879	23,729	32%	(50,151)
17	Minor Variance	77,308	58,800	76%	(18,508)
18	Committee of Adjustments - Deferral Request	45	25	55%	(20)
19	Validation of Title		-		
	Subtotal	151,233	82,554	55%	(68,679)
Other Applications					
20	Part Lot Control	2,353	2,357	100%	4
21	Plan of Condominium	449	400	89%	(49)
22	Condominium Exemption	173	-	0%	(173)
23	Preliminary Development Application	4,649	920	20%	(3,729)
24	Telecommunications Tower Application	9,655	6,000	62%	(3,655)
25	Compliance letter	19,110	3,365	18%	(15,745)
26	Other Development Agreement	250	-	0%	(250)
27	Preliminary Zoning Letter - NVCA	9,440	-	0%	(9,440)
28	Private MZO Support Request	2,551	-	0%	(2,551)
29	Deeming By-law	866	-	0%	(866)
30	Preconsultation	19,530	5,583	29%	(13,946)
	Subtotal	69,025	18,625	27%	(50,400)
	Grand Total	454,225	282,389	62%	(171,836)



Full cost and policy driven fee recommendations have been made through discussions with Township staff. Where planning application fees are not recommended at full cost recovery levels, the fees are being increased only to market levels, having regard for the fees that are imposed in neighbouring municipalities. Planning application fee structure recommendations are provided in Table 3-3.

Based on the recommended planning application fees, annual indexing of recommended fees by 3%, and underlying application volumes, 2023 annual revenues would increase by \$158,400 (+ 56.1%) over the modelled 2022 revenues. Overall cost recovery would increase from 62% to 96% of annual costs. Modelled revenue increases may differ from budgeted increases due to differences in future volume assumptions. Specifically, the modelled revenues generally reflect historical averages while the budget is prepared based on forward-looking projections.

Within the fee recommendations contained in Table 3-3, the following revisions to the fee structure are noted:

- Official Plan Amendments were previously charged on the basis of being a major application versus minor application type. It is recommended that these be combined into one fee.
- Site Plan Agreement fees were previously charged on the basis of being a major application versus minor application type. It is being recommended that these be charged on the basis of a base fee of \$2,575 plus \$0.21 (inclusive of a 3% indexing) per square metre of gross floor area to have regard for the increased effort required to review these applications as they increase in size.
- All fee recommendations are presented in 2023\$ values based on the assumption of 3% inflation. Current fees presented are in 2022 dollars. This is done to show the overall impact of the fee increases plus cost-of-living increases. As such, the change in the fee should be interpreted accordingly.



**Table 3-3
Recommended Planning Application Fees**

	Fee	Current Fee	Recommended Fee	Change (\$)	Change (%)
	Official Plan Amendment and Zoning By-Law Amendment				
1	Major Official Plan Amendment	7,000	n/a	n/a	n/a
2	Minor Official Plan Amendment	3,000	n/a	n/a	n/a
3	Official Plan Amendment	n/a	5,768	n/a	n/a
4	Zoning By-law Amendment - Major	3,000	5,768	2,768	92%
5	Zoning By-law Amendment - Minor ¹	1,500	2,575	1,075	72%
6	Zoning By-law Amendment - Lifting of Holding Provision	500	1,545	1,045	209%
7	Zoning By-law Amendment - Temporary Use By-Law	1,500	2,575	1,075	72%
8	Zoning By-law Amendment - Extension of Temporary Use	500	515	15	3%
9	Zoning By-law Amendment - Temporary Second Dwelling Units (Replacement Dwellings)	500	515	15	3%
	Site Plan				
10	Site Plan Agreement - Major (Over 10,000 sq.m.)	5,000	n/a	n/a	n/a
11	Site Plan Agreement - Minor	2,500	n/a	n/a	n/a
12	Site Plan Agreement				
	Application Fee. Base fee, plus:		2,575	n/a	n/a
	fee per sq.m. of Gross Floor Area	n/a	0.21	n/a	n/a
13	Site Plan - Amendment to Existing Agreement	1,000	1,030	30	3%
14	Site Plan - Amendment to Existing Agreement - Minor (Ownership Change or Schedule Update)	500	515	15	3%
	Subdivision				
15	Subdivision				
	Application Fee. Base fee, plus:	5,000	7,210	2,210	44%
	fee per unit (above 20)	150	155	5	3%
	Maximum fee	30,000	36,050	6,050	20%
16	Agreement/Clearance of Draft Plan Conditions Fee. Base fee, plus:	5,000	7,210	2,210	44%
	fee per unit (above 20)	150	155	5	3%
	Maximum fee	30,000	36,050	6,050	20%
17	Subdivision - Redline Revision	2,000	4,120	2,120	106%
18	Subdivision - Extension of Draft Plan Approval	1,000	2,060	1,060	106%
19	Model Home Agreement, Pre-Servicing Agreement, Tree Clearing Agreement		2,575	n/a	n/a
	Committee of Adjustments				
20	Consent	1,100	2,575	1,475	134%
21	Minor Variance	1,000	1,030	30	3%
22	Committee of Adjustments - Deferral Request	250	515	265	106%
23	Validation of Title	500	1,030	530	106%
24	Consent Agreement		5,150	n/a	n/a



**Table 3-3 Cont'd
Recommended Planning Application Fees**

	Fee	Current Fee	Recommended Fee	Change (\$)	Change (%)
	Other Applications				
25	Part Lot Control	2,500	2,575	75	3%
26	Plan of Condominium	4,000	4,635	635	16%
27	Condominium Exemption	-	1,803	n/a	n/a
28	Preliminary Development Application	400	2,112	1,712	428%
29	Telecommunications Tower Application	1,500	2,575	1,075	72%
30	Compliance letters (Zoning, Subdivision, Commercial)	50	155	105	209%
	-Rush Fee	100	309	209	209%
31	Preliminary Zoning Letter - NVCA	-	155	n/a	n/a
32	Private MZO Support Request	-	2,678	n/a	n/a
33	Deeming By-law	-	2,112	n/a	n/a
34	Preconsultation	250	927	677	271%
35	Foreclosure or Exercise of Power of Sale in a Mortgage	400	412	12	3%
36	Septic Review (Tech. Review for Planning Application)	100	103	3	3%
37	Any legal, engineering, hydrology, hydrogeology, environmental, and landscape consultants required to be retained by the Township ²		Actual cost plus a 15% administrative charge	n/a	n/a

Minor Zoning By-law Amendment applications required as a

1. condition of a consent. All other applications are major
- Imposition of charge is subjective to other cost recovery
2. agreements

3.4 Building Permit Fees

Annual direct, indirect, and capital costs for the administration and enforcement of the *Building Code* total \$1.6 million as described in section 3.2.

Costs are compared with revenues derived from the application of current permit fees and average permit charging parameters (e.g., average square feet). Costing and recovery levels for each major grouping of permits within the Township's A.B.C. model are summarized in Table 3-4. Annual revenue based on the Township's current fee structure and average historical activity levels are estimated at approximately \$1.8 million or 113% of processing costs. The table also demonstrates that although the fees are recovering more than the annual costs of administering and enforcing the *Building Code*, differences exist between the permit categories in terms of cost recovery performance. For example, permits for residential alterations and renovations are recovering only 26% of the annual costs, while permits for new residential construction are recovering more than their marginal costs.



Table 3-4
Building Fees Full Cost Impacts by Permit Type (2022\$)

Fee	Total Annual Costs	Current Fees		
		Annual Revenue	Cost Recovery	Surplus/ (Deficit)
New Residential	946,953	1,621,831	171%	674,878
Alterations and Minor Residential Permits	551,064	142,722	26%	(408,341)
New Non-Residential	46,139	30,571	66%	(15,568)
Designated Structures, Demolition, Sewage Systems	80,779	42,050	52%	(38,729)
Miscellaneous	11,270	3,900	35%	(7,370)
Total	1,636,204	1,841,074	113%	204,869

As noted in Section 2.9 above, the recommendation is that the Township adopt a policy to establish a *Building Code Act* Reserve Fund for service stabilization. The reserve fund target balance has been proposed at multiple of 2 times annual direct costs. Based on annual direct costs of \$1.3 million, the 2022 reserve fund target balance would equate to \$2.6 million at the desired multiple. To inform future annual costs and revenues a forecast of building permit activity was prepared based on the Township's development charge background study, units in the development approvals process, and discussions with staff. Overall, permit volumes are expected to remain constant over the forecast period (2023-2027). The building permit volume forecast is presented in Table 3-5.

Table 3-5
Building Permit Volume Forecast (2023-2027)

Permit Type	2023	2024	2025	2026	2027
New Residential	403	403	403	403	403
Alterations and Minor Residential Permits	505	505	505	505	505
New Non-Residential	17	17	17	17	17
Designated Structures, Demolition, Sewage Systems	100	100	100	100	100
Miscellaneous	18	18	18	18	18
Total	1,043	1,043	1,043	1,043	1,043

The current fee structure, consisting of fees per square foot of gross floor area with a minimum fee or a flat fee, has been maintained within the recommendations presented herein. It is recommended that to achieve the Township's reserve fund target of 2 times direct costs by 2027 that building permit fees be increased uniformly across all types by 5% in 2023 (with a few exceptions, e.g. Municipal sign blade fees) and 3% thereafter.



Table 3-6 presents the forecast of annual building permit revenue costs, revenues, and reserve fund positions. 2022 revenues have been based on actual revenues provided by Township staff. Revenues from 2023 through 2027 have been forecasted based on anticipated changes in building permit activity, 2023 fee recommendations, and indexing fees by 3% annually in future years. Expenses have been forecast to increase based on 3% annual inflation. With the recommended fees in Table 3-7 it is anticipated that the Township's reserve fund will reach the target of 2 times direct costs by 2027.

Recommended building permit fees for 2023 are presented in Table 3-7.

Table 3-6
Reserve Fund Continuity Recommended Fee Structure Changes

Description	2022	2023	2024	2025	2026	2027
Opening Balance	1,114,222	1,723,249	1,995,220	2,277,554	2,570,582	2,874,648
Revenue	2,231,114	1,940,386	1,998,598	2,058,556	2,120,312	2,183,922
Expense	1,636,204	1,686,914	1,737,522	1,789,648	1,843,337	1,898,637
Contribution/(Draw)	594,910	253,472	261,076	268,908	276,975	285,284
Interest	14,117	18,500	21,258	24,120	27,091	30,173
Closing Balance	1,723,249	1,995,220	2,277,554	2,570,582	2,874,648	3,190,105
<i>Direct Costs</i>	<i>1,330,287</i>	<i>1,371,516</i>	<i>1,412,662</i>	<i>1,455,041</i>	<i>1,498,693</i>	<i>1,543,653</i>
<i>Reserve Fund/Expense Ratio</i>	<i>1.30</i>	<i>1.45</i>	<i>1.61</i>	<i>1.77</i>	<i>1.92</i>	<i>2.07</i>

Table 3-7
Recommended Building Permit Fees

Building Services	Current Fees		Recommended Fees		Change (\$)	Change (%)
Agricultural Use						
Farm Buildings (for bona fide Agricultural operations only excludes dwelling units)	per sq. ft.	\$ 0.20	per sq. ft.	\$ 0.21	\$ 0.01	5%
Commercial, Industrial, and Institutional Use						
Group A - Assembly	per sq. ft.	\$ 1.24	per sq. ft.	\$ 1.30	\$ 0.06	5%
Group B - Care and Detention	per sq. ft.	\$ 1.88	per sq. ft.	\$ 1.97	\$ 0.09	5%
Group D - Business and Personal Service	per sq. ft.	\$ 1.24	per sq. ft.	\$ 1.30	\$ 0.06	5%
Group E - Mercantile	per sq. ft.	\$ 1.24	per sq. ft.	\$ 1.30	\$ 0.06	5%
Group F - Industrial	per sq. ft.	\$ 0.58	per sq. ft.	\$ 0.61	\$ 0.03	5%
Pool - Public Only	Based on Construction Value		Based on Construction Value		n/a	n/a
Portable Classrooms (for School Boards only)	per request	\$ 285.00	per request	\$ 299.00	\$ 14.00	5%
Group C - Residential						
Dwelling - New House or Multi-Unit Building	per sq. ft.	\$ 1.27	per sq. ft.	\$ 1.33	\$ 0.06	5%
Addition	per sq. ft.	\$ 1.27	per sq. ft.	\$ 1.33	\$ 0.06	5%
Finish Basement	per sq. ft.	\$ 0.49	per sq. ft.	\$ 0.52	\$ 0.03	5%
Accessory Structures	per sq. ft.	\$ 0.49	per sq. ft.	\$ 0.52	\$ 0.03	5%
Review for Residential Certified Model	per model	\$ 259.00	per model	\$ 272.00	\$ 13.00	5%
Park Model Trailers (within licensed campgrounds)	per request	\$ 382.00	per request	\$ 401.00	\$ 19.00	5%
Pool Enclosure (Non-Public):						
for hot tubs, above-ground, and temporary pools	per request	\$ 113.00	per request	\$ 119.00	\$ 6.00	5%
for all other residential pools	per request	\$ 300.00	per request	\$ 315.00	\$ 15.00	5%
Solar Panels (House Application)	Based on Construction Value		Based on Construction Value		n/a	n/a



**Table 3-7 Cont'd
Recommended Building Permit Fees**

Building Services	Current Fees		Recommended Fees		Change (\$)	Change (%)
Miscellaneous Permits						
Change of Building Use (to review applicability of Section 10 of the Act)	per hour (1.5 hours min)	\$ 135.00	per hour (1.5 hours min)	\$ 142.00	\$ 7.00	5%
Change of Septic Use (to review potential reduction in performance level)	per hour (1.5 hours min)	\$ 135.00	per hour (1.5 hours min)	\$ 142.00	\$ 7.00	5%
Demolition:					n/a	n/a
where Division C — 1.2.2.3 is applicable	Based on Construction Value		Based on Construction Value		n/a	n/a
where Division C — 1.2.2.3 is not applicable	per permit	\$ 192.00	per permit	\$ 202.00	\$ 10.00	5%
Plumbing Fixtures	Per Fixture	\$ 26.00	Per Fixture	\$ 27.30	\$ 1.30	5%
Sewage System				\$ -	n/a	n/a
Repair (See Note 2)	per request	\$ 192.00	per request	\$ 202.00	\$ 10.00	5%
Class 2 or 3 system	per request	\$ 192.00	per request	\$ 202.00	\$ 10.00	5%
Class 4 or 5 system — NEW	per request	\$ 764.00	per request	\$ 802.00	\$ 38.00	5%
Class 4 or 5 system — REPLACEMENT	per request	\$ 572.00	per request	\$ 601.00	\$ 29.00	5%
Solid Fuel Burning Device (e.g. masonry stove, outdoor furnace, including chimneys and appliances)	per 1.5 hour	\$ 135.00	per 1.5 hour	\$ 142.00	\$ 7.00	5%
Temporary (event) Tents	per sq. ft.	\$ 0.16	per sq. ft.	\$ 0.17	\$ 0.01	5%
Related Fees						
Building Permit Maintenance Fee	per annum	\$ 56.00	per annum	\$ 59.00	\$ 3.00	5%
Compliance Letters — General: Mailed reply within 15 business days: •Building Search or •Septic Search	per request	\$ 50.00	per request	\$ 154.50	\$ 104.50	209%
Compliance Letters — Rush: Faxed reply within three business days: •Building Search •Septic Search	per request	\$ 100.00	per request	\$ 309.00	\$ 209.00	209%
Construction commenced prior to Permit Issuance	per violation	Twice the permit fee	per violation	Twice the permit fee	n/a	n/a
Deposits:						
Lot Grading (for new Single Dwelling Units) -Deposit becomes non-refundable three years after payment	per lot	\$ 2,000.00	per lot	\$ 2,100.00	\$ 100.00	5%
Re-inspection Deposit	based on four "Site Inspections" for deposit	380	based on four "Site Inspections" for deposit	\$ 399.00	\$ 19.00	5%
Lot Grading Fee			Invoiced at actual cost Per hour fee when undertaken by a municipal engineer	\$ -	n/a	n/a
Permit Renewal	per request	\$ 382.00	per request	\$ 401.00	\$ 19.00	5%
Minimum Fee (unless otherwise determined by this by-law)	per permit	\$ 149.00	per permit	\$ 150.00	\$ 1.00	1%
Residential Sprinkler Rebate	per request	\$ 0.10	per request	\$ 0.11	\$ 0.01	10%
Administration rate (for reports, routine disclosures etc....)	per hour	\$ 59.00	per hour (\$30 minimum)	\$ 62.00	\$ 3.00	5%
Review Rate: by Building Officials (includes, review of revisions to plans by Building Official)	per hour	\$ 135.00	per hour	\$ 142.00	\$ 7.00	5%
Septic Use Permit (copy of)	per copy	\$ 32.00	per copy	\$ 33.60	\$ 1.60	5%
Site Inspection	per inspection	\$ 95.00	per inspection	\$ 100.00	\$ 5.00	5%
Transfer of Permit	Based on Construction Value		per request	\$ 257.50	n/a	n/a
Conditional Permit	Full permit fee		Full permit fee		n/a	n/a
Permit Revisions	Based on Construction Value		Minimum fee plus hour fee for complex revisions	\$ 97.85	n/a	n/a
High Wind Resistance APA Compliant Construction Rebate	per request	\$ 0.10	per request	\$ 0.11	\$ 0.01	0%



**Table 3-7 Cont'd
Recommended Building Permit Fees**

Building Services	Current Fees		Recommended Fees		Change (\$)	Change (%)
Administration Fees						
Municipal Number Sign (Blade)	each	20	each	\$ 31.00	\$ 11.00	55%
Post	each	17.5	each	\$ 30.90	\$ 13.40	77%
Civic Address Assignment (when no post or blade provided)	each	2.5	each	\$ 2.63	\$ 0.13	5%
Fee based on Construction Value Includes: construction value for designated structures including solar panels and all projects not otherwise determined by this By-law.	per construction value (first \$1,000)	\$ 149.00	per construction value (first \$1,000)	\$ 150.00	\$ 1.00	1%
Each additional \$1,000 or part there of		\$ 11.98		\$ 12.58	\$ 0.60	5%

3.5 Proposed Planning Application and Building Permit Fees Impacts

To understand the impacts of the proposed full cost recovery planning application and building permit fees, an impact analysis for sample developments has been prepared. The planning application and building permit impact analysis includes planning application fees, building permit fees, and development charges for each development sample. The comparison illustrates the impacts of the recommended planning application and building permit fees in the context of the total development fees payable to provide a broader context for the fee considerations. In addition to providing the fee impacts for the Township, the development impact analysis provides the comparisons for select municipalities. For comparison purposes, as the comparator municipalities fees have not been indexed, the proposed Township fees in this section are presented in 2022 dollars.

Four development types have been considered including:

- Low-Density – example includes a 100-unit, low density residential development requiring plan of subdivision, official plan amendment and zoning by-law amendment;
- Medium Density – example includes a 25-unit, medium density residential development requiring plan of condominium, site plan application and zoning by-law amendment;
- Retail – example includes a 1,000 square metre retail development requiring a site plan application and zoning by-law amendment; and
- Industrial – example includes a 10,000 square metre industrial development requiring site plan application.



3.5.1 Low-Density Residential Development

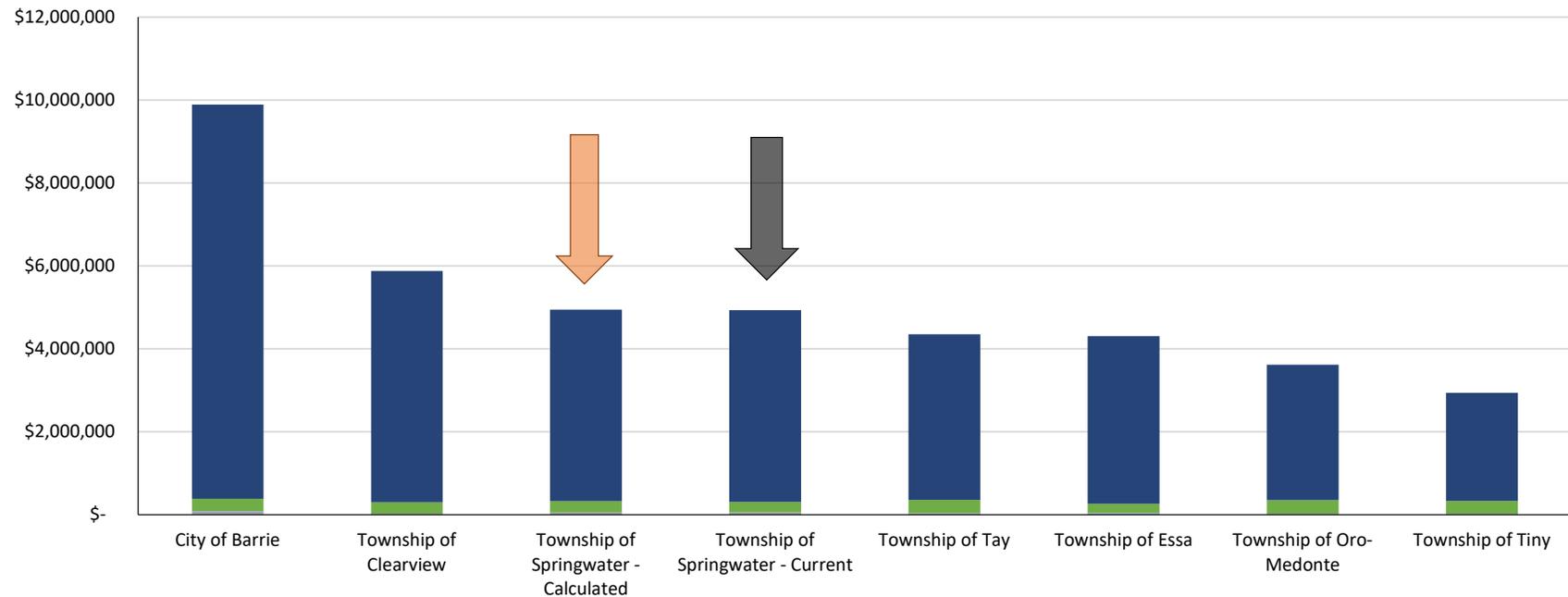
The Township's current development fees imposed on a 100-unit single detached residential subdivision include plan of subdivision application fees, zoning by-law amendment fees, building permit fees and development charges imposed by the Township and County of Simcoe. On a per unit basis, these fees total \$49,300. Planning application and building permit fees account for \$3,065 or 6.2% of the total per unit fees imposed. These development user fees on a per unit basis comprise \$423 for plan of subdivision, \$31 for zoning by-law amendment, \$71 for an official plan amendment and \$2,540 for residential building permit fees.

The recommended fees would increase the total fees payable by \$186 per unit or an increase of 0.4% in total development costs. The recommended fee would increase the subdivision application fees by \$42/unit (+10%). The fees for zoning by-law amendments would also increase by \$28/unit (+91%) and the official plan amendment would decrease by \$12/unit (- 17%). Lastly, building permit fees would increase by \$127/unit from \$254,000 to \$266,700 (+5%). With the proposed increases, the Township's overall ranking would be unchanged at 3rd place relative to the seven municipalities included in the survey and shown in Figure 3-1 below.



Figure 3-1
Survey of fees Related to a Low-Density Residential Development
(100-Unit Single Detached Units, 186 square metre GFA each)

Survey of Fees Related to a Residential Subdivision Development
(100 Single Dwelling Units, 186 m² GFA each)



1. Springwater Development Charges for the service area Elmvale
2. Essa Development Charges for the service area Angus
3. Clearview Development Charges for the service area Stayner
4. Barrie Development Charges for the service area Former City Municipal Boundry Areas

■ Official Plan Amendment ■ Plan of Subdivision ■ Zoning By-Law Amendment ■ Building Permit Fees ■ Development Charges



3.5.1 Medium Density Residential Development

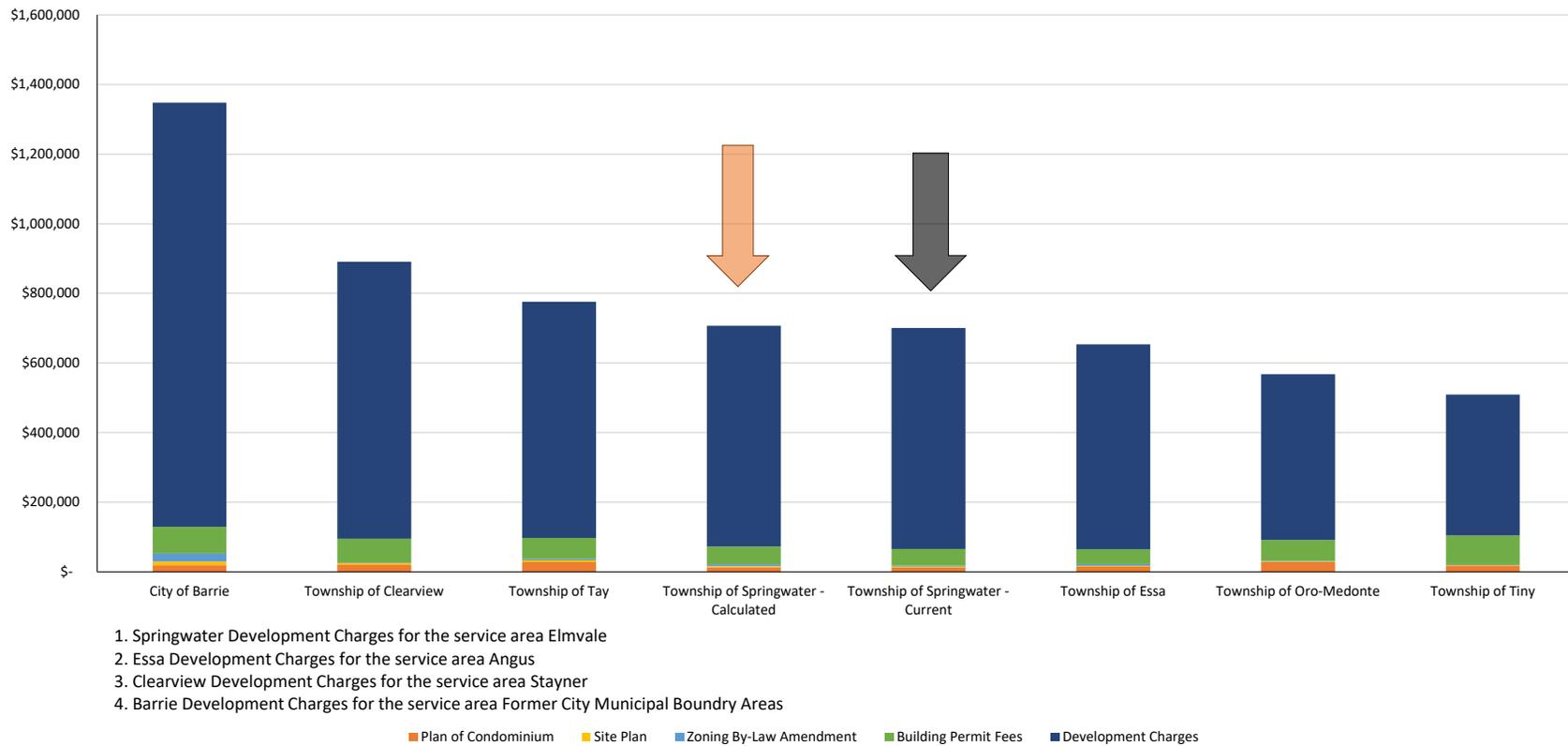
The Township's current development fees imposed on a 25-unit multi-residential condominium include plan of condominium, site plan, zoning by-law amendment, building permit fees, and development charges imposed by the Township and County of Simcoe. On a per unit basis, these fees total \$28,000. Planning application and building permit fees account for \$2,625 or 9.4% of the total per unit fees imposed. These development user fees on a per unit basis comprise \$491 for plan of condominium, \$105 for site plan, \$123 for zoning by-law amendment, and \$1,905 for residential building permit fees.

The recommended fees would increase the total fees payable by \$271 per unit or an increase of 1.0% in total development costs. The plan of condominium fees would increase by \$29/unit (+5.8%). The site plan fees would increase by \$35/unit (+33.2%). The fees for zoning by-law amendment fees would increase by \$113/unit (+91.4%). Lastly, building permit fees would increase by \$95/unit from \$1,905 to \$2,000 (+5%). With the proposed increases, the Township's overall ranking would be unchanged at 4th place relative to the seven municipalities included in the survey and shown in Figure 3-2 below.



Figure 3-2
 Survey of fees Related to a Low-Density Residential Development
 (25-Unit Single Detached Units, 139 square metres GFA each)

Survey of Fees Related to a Multi-Residential Condominium Development
 (25 Units, 139 m² GFA each)





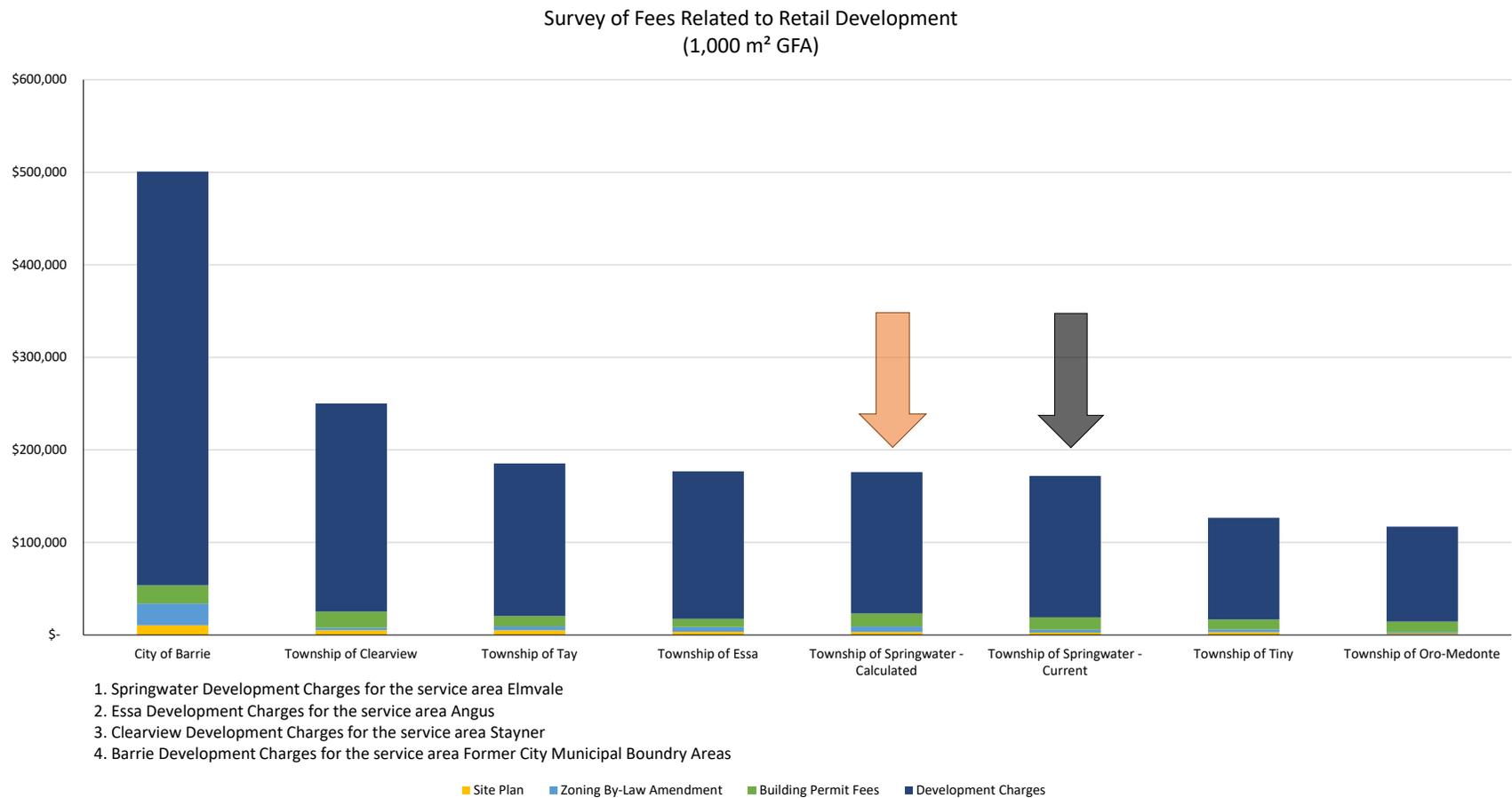
3.5.1 Retail Development Impacts

Existing development fees imposed for a 1,000 square metre retail development would total \$171,800, of which 11% or \$19,100 is for planning application and building permit fees. Planning application fees account for \$5,750 while building permit fees total \$13,350. 87% of the costs (\$152,700) are for development charges.

Under the recommended fee structure, site plan application fees would increase from \$2,625 to \$3,150, zoning by-law amendment fees would increase from \$3,125 to \$6,050 and building permit fees would increase from \$13,347 to \$14,015. The Township's overall ranking would remain unchanged at 5th place relative to the comparator municipalities as presented in Figure 3-3.



Figure 3-3
Survey of Fees Related to Retail Development (1,000 sq.m. GFA)





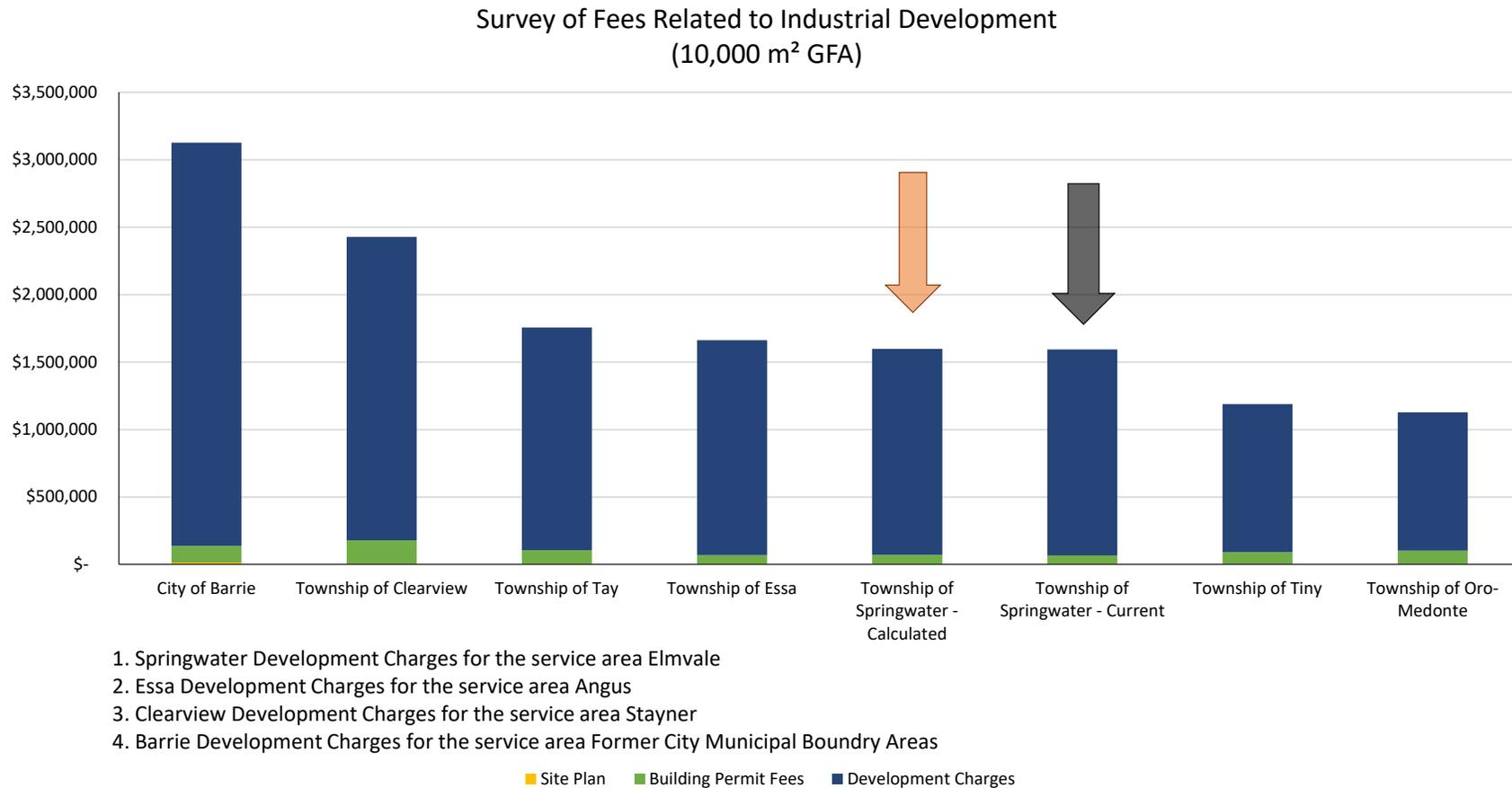
3.5.1 Industrial Development Impacts

Existing development fees imposed for a 10,000 square metre industrial development would total \$1.6 million, of which 4% or \$67,681 is for planning application and building permit fees. Planning application fees account for \$5,250 while building permit fees total \$62,431. 96% of the costs (\$1.5 million) are for development charges.

Under the recommended fee structure, site plan application fees would increase from \$5,250 to \$5,400 and building permit fees would increase from \$62,431 to \$64,583. The Township's overall ranking would remain unchanged at 5th place relative to the comparator municipalities as presented in Figure 3-4.



Figure 3-4
Survey of Fees Related to Industrial Development (10,000 sq.m. GFA)





Chapter 4

Municipal Act User Fees Review



4. Municipal Act User Fees Review

4.1 Introduction

The fees within the scope of the user fees review that are imposed under the authority of the *Municipal Act* relate to the following service areas.

- Administrative Services (i.e., Clerks, Finance, Business Licenses, Special Events and Signs);
- Municipal By-law Enforcement (i.e., Animal Licensing and Animal Control);
- Infrastructure and Operational Services (i.e., Recreation, Parks, and Facilities and Roads and Fleet);
- Water and Wastewater
- Fire Services; and
- Other Municipal Services (i.e., Cemeteries).

This chapter quantifies the full cost of service and level of cost recovery being achieved within existing fee structures. The recommended user fees are then presented in 2023\$ values based on the assumption of 3% annual inflation.

A municipal fee survey for all user fees has been included in Appendix A for market comparison purposes. The survey results were considered in discussions with Township staff in determining recommended user fees.

4.2 Administrative Services Full Cost Assessment

Summarized in Table 4-1 are the full cost of service results from the A.B.C. model for administrative services fees. Total annual direct, indirect, and capital costs are \$176,900. Of these costs, \$169,500 are direct costs and \$7,500 are indirect and capital costs. Historical average activity levels and 2022 user fees would suggest that administration fees are generating \$60,600 in revenue or 34% of costs.



**Table 4-1
Administrative Services Full Cost Impacts by Costing Category (2022\$)**

Fee	Annual Costs					Current Fees	
	Direct Costs		Indirect Costs	Capital Costs	Total	Annual Revenue	Cost Recovery
	SWB	Non-SWB					
Clerks							
1 Commissioning	126	40	16	1	183	2,000	1093%
2 Application under Line Fences Act	282	78	-	1	362	600	166%
3 Burial Permits	11,747	3,733	-	60	15,540	5,740	37%
4 History Books	12	4	-	0	16	30	185%
5 Freedom of Information Request (legislated)	3,342	1,249	-	20	4,611	80	2%
6 Freedom of Information Search Fee (legislated) per hour	557	208	-	3	768	120	16%
7 Municipal Clearance Letter (LLBO)	18	5	1	0	24	-	0%
8 Routine Disclosure	6,117	1,691	-	27	7,835	-	0%
Finance							
9 Tax Certificate - RUSH	4,220	1,048	-	27	5,295	20,470	387%
10 Returned Item - Cheque or Pre-authorized withdrawal	722	179	-	5	905	1,400	155%
11 Additional copy of Receipt	104	35	-	1	140	272	194%
12 Statement of Account	1,027	343	-	9	1,379	1,786	130%
13 Add unpaid balance to property tax roll (Utility and/or A/R)	1,285	372	-	10	1,666	726	44%
14 Mortgage Company Account Administration Fee	13,809	3,429	-	88	17,325	18,753	108%
15 Development Charges Inquiries	220	38	-	1	259	-	0%
16 Tax - Ownership Change	8,728	2,914	-	75	11,717	-	0%
17 New Tax Account Set-up (per property)	4,610	1,539	-	39	6,188	-	0%
18 Overdue Tax Notices	12,558	3,577	-	91	16,226	-	0%
19 Administration Fees on Subdivider accounts	19,250	4,608	-	118	23,976	-	0%
20 WAMCO Appointment Fee (No Show)	96	29	-	1	126	-	0%
21 Final Meter Reading	10,131	9,099	3,575	28	22,832	-	0%
22 New Property Water Account Setup Fee	8,358	2,496	-	64	10,917	-	0%
23 New Account Fee	10,255	3,233	-	83	13,571	-	0%
Business Licenses							
24 Hobby or Boarding Kennel	299	93	102	1	496	383	77%
25 Commercial Breeding Kennel (Require proof of certification and papers)	340	97	108	2	547	575	105%
26 Seasonal Recreation Campground	760	227	259	5	1,251	633	51%
27 Seasonal Park Model Trailer Campground	863	285	319	5	1,471	633	43%
28 Annual Refreshment Vehicle License	1,680	584	607	10	2,881	2,550	89%
29 Temporary Event Refreshment Vehicle License	290	103	105	2	500	75	15%
30 Auctioneer	11	4	4	0	19	10	53%
31 Reinstatement Following Revocation	12	4	4	0	20	5	26%
32 Replacement for Lost or Destroyed License	3	0	1	0	4	2	40%
33 Gun Club or Shooting Range	175	56	63	1	295	1	0%
34 Chicken License - Initial Application	578	189	206	4	976	69	7%
35 Chicken License - Renewal Application	544	189	196	3	932	28	3%
Special Events							
36 Special Events (Up to 1,000) Non-Profit Event (Up to 1,000)	645	225	204	5	1,080	450	42%
37 Major Events (Over 1,000) Non-Profit Event (Over 1,000)	701	239	220	6	1,165	2,250	193%
Signs							
38 Temporary Sign	915	346	297	7	1,566	400	26%
39 Permanent Sign	1,114	393	354	9	1,869	600	32%
Total	126,503	42,980	6,640	810	176,933	60,641	34%

Based on the recommended fees presented in Table 4-2 and average historical activity levels, annual revenues are anticipated to increase by 162% (+98,000). Current fees are proposed to remain unchanged (other than indexing) with the following exceptions:

Clerks

- Burial Permits are proposed to be increased to \$15 from the current \$10 fee.



Finance

- Statement of Account – Fees to increase from \$10 to \$15.
- Add unpaid balance to property tax roll (Utility and/or A/R) – Fees to increase from \$10 to \$15
- Mortgage Company Account Administration Fee – Fees to increase from \$7 to \$10

Business Licenses

- Hobby or Boarding Kennel – Fees to increase from \$200 to \$270
- Seasonal Recreation Campground – Fees to increase from \$200 to \$270
- Seasonal Park Model Trailer Campground – Fees to increase from \$200 to \$270
- Annual Refreshment Vehicle License – Fees to increase from \$300 to \$360

In addition to the above fee increases, the following additional fees are being recommended to be added to the Township's fee schedule:

- Clerks
 - Municipal Clearance Letters (LLBO) - \$50
 - Routine Disclosures - \$30
- Finance
 - Tax - Ownership Change - \$10
 - New Tax Account Set-up (per property) - \$30
 - Overdue Tax Notices - \$7
 - Administration Fees on Subdivider accounts - \$20
 - WAMCO Appointment Fee (No Show) - \$18
 - Final Meter Reading - \$25
 - New Property Water Account Setup Fee - \$20
 - New Account Fee - \$20



Table 4-2
Recommended Administrative Services Fees

	Fee	Current Fees	Proposed Fees	Change (\$)	Change (%)
	Clerks				
1	Commissioning	100	105	5	5%
2	Application under Line Fences Act	300	310	10	3%
3	Burial Permits	10	15	5	50%
4	History Books	15	15	-	0%
5	Freedom of Information Request (legislated)	5	5	-	0%
6	Freedom of Information Search Fee (legislated) per hour	7.50	7.50	-	0%
7	Municipal Clearance Letter (LLBO)	-	50	50	n/a
8	Routine Disclosure	-	30	30	n/a
	Finance				
9	Tax Certificate	50	50	-	0%
	- RUSH	100	105	5	5%
10	Returned Item - Cheque or Pre-authorized withdrawal	20	20	-	0%
11	Additional copy of Receipt	10	10	-	0%
12	Additional copy of Bill (Property Tax and/or Water & Wastewater)	10	15	5	50%
13	Statement of Account	10	15	5	50%
14	Add unpaid balance to property tax roll (Utility and/or A/R)	10	15	5	50%
15	Mortgage Company Account Administration Fee	7	10	3	43%
16	Development Charges Inquiries			-	n/a
17	Tax - Ownership Change		10	10	n/a
18	New Tax Account Set-up (per property)		30	30	n/a
19	Overdue Tax Notices		7	7	n/a
20	Administration Fees on Subdivider accounts		20	20	n/a
21	WAMCO Appointment Fee (No Show)		18	18	n/a
22	Final Meter Reading		25	25	n/a
23	New Property Water Account Setup Fee	25	25	-	0%
24	New Account Fee		20	20	n/a
	Business Licenses				
25	Hobby or Boarding Kennel	200	270	70	35%
26	Commercial Breeding Kennel (Require proof of certification and papers)	300	310	10	3%
27	Seasonal Recreation Campground	200	270	70	35%
28	Seasonal Park Model Trailer Campground	200	270	70	35%
29	Annual Refreshment Vehicle License	300	360	60	20%
30	Temporary Event Refreshment Vehicle License	50	50	-	0%
31	Auctioneer	100	100	-	0%
32	Reinstatement Following Revocation	50	50	-	0%
33	Replacement for Lost or Destroyed License	15	15	-	0%
34	Gun Club or Shooting Range	1	1	-	0%
35	Chicken License - Intial Application	25	25	-	0%
36	Chicken License - Renewal Application	10	10	-	0%
	Special Events				
37	Special Events (Up to 1,000)	100	100	-	0%
	Non-Profit Event (Up to 1,000)	-	-	-	n/a
38	Major Events (Over 1,000)	500	515	15	3%
	Non-Profit Event (Over 1,000)	500	515	15	3%
	Signs				
39	Temporary Sign	50	50	-	0%
40	Permanent Sign	75	75	-	0%



4.3 Municipal By-law Enforcement Full Cost Assessment

Summarized in Table 4-3 are the full cost of service results from the A.B.C. model for municipal by-law enforcement user fees. Total annual direct, indirect, and capital costs are \$69,100. Of these costs, \$58,100 are contract costs related to the third-party provider of animal licensing and control services. The remaining \$11,000 relates to Township staff time spent on administration of animal licensing and control services as well as staff efforts spent on animal pick ups.

Historical average activity levels and 2022 user fees would suggest that municipal by-law enforcement fees are recovering \$9,100 or 13% of costs with the costs of animal licensing offsetting a portion of the animal control costs. Based on market comparators there are no recommended fee increases (other than inflationary increases) related to municipal by-law enforcement fees. Inflationary increases in fees would generate an additional \$273 in annual revenue.



Table 4-3
Municipal By-law Enforcement Full Cost Impacts by Fee Type (2022\$)

Description	Total Annual Costs	Current Fees	
		Fee	Annual Revenue
Animal Licensing			
Altered Dog	2,542	20	4,170
Unaltered Dog	1,023	25	2,013
Service Dogs	1	no charge	-
Dangerous Dog (Under Section 5)	1	200	20
Replacement Tags	18	7	19
<i>Subtotal - Animal Licensing</i>	<i>3,585</i>		<i>6,221</i>
<i>Cost Recovery (%) - Animal Licensing</i>			<i>174%</i>
Animal Control			
Animal Control - Pick up	3,036.17	225.00	900.00
Daily Boarding	-	35.00	-
Euthanize and Disposal Fee	-	550.00	-
Quarantine Fee	-	85.00	-
Disposal Fee	-	200.00	-
Rabies Suspect/Isolation	-	85.00	-
Special Assessment - Including vet expenses, etc.	2,000.00	full cost	2,000.00
Contract Costs	54,000.00	n/a	-
Township Administration (i.e., invoicing and animal control calls)	6,481.15	n/a	-
<i>Subtotal - Animal Licensing</i>	<i>65,517</i>		<i>2,900</i>
<i>Cost Recovery (%) - Animal Licensing</i>			<i>4%</i>
Grand Total	69,103		9,121
Cost Recovery (%)			13%

4.4 Parks and Recreation Full Cost Assessment

As parks and recreation services are related to the provision of programs and facilities (including amenities) vs. undertaking specific process (e.g., planning application review), an augmented process for determining the full cost of service has been followed in comparison to the other service areas. Through discussion with staff, specific drivers were identified to allocate the budgeted direct and indirect costs of service to the costing categories identified in Table 2-7. Capital costs, which represent a much greater share of the annual costs of service for parks and recreation than for other service areas due to the provision of facilities and the need to maintain and replace these facilities over their full lifecycle, were based on the Township's facility needs assessment or calculated using a sinking fund lifecycle calculation for other assets. These capital costs were then allocated to each of the facility costing categories based on the costing areas to which they relate. Table 4-4 summarizes the budgeted direct costs for parks and recreation services within the Township's 2022 operating



budget, the allocation of indirect costs to the direct service areas and the benefitting area/driver that was used to allocate the cost component.



**Table 4-4
Direct, Indirect, Capital Costs, and Drivers**

Department	Operating Budget	Indirect Costs	Total Costs	Driver
501 - 501-PARKS AND RECREATION				
Salaries	366,194	239,527	605,721	P&R Budget
Benefits	82,407	53,902	136,309	P&R Budget
General Operations	10,000	6,541	16,541	P&R Budget
Fuel & Vehicle Expenses	81,250	53,145	134,395	P&R Budget
Contractual Services/Consultants	112,361	73,495	185,856	P&R Budget
Utilities (Heat, Hydro, Water, Telephone)	39,500	25,837	65,337	P&R Budget
Training, Development & Travel	10,500	6,868	17,368	P&R Budget
Technology & Minor Capital	57,500	37,611	95,111	P&R Budget
Repairs & Maintenance		-	-	
532233-Nsrt Maintenance	10,000	6,541	16,541	Allocation
532319-Maintenance-Tennis Courts	2,500	1,635	4,135	Allocation
532357-Maintenance - Trees (EAB)	25,000	16,352	41,352	Allocation
532361-Maintenance-Buildings	8,000	5,233	13,233	
532363-Maintenance Other	15,000	9,811	24,811	P&R Budget
532369-Maintenance-Parks	100,000	65,410	165,410	Acres of Parkland
532347-Maintenance - Splash Pad	20,000	13,082	33,082	
Total Transfers to		-	-	
Total - 501-PARKS AND RECREATION	940,212	614,990	1,555,202	
502 - 502-RECREATION PROGRAMS				
Salaries	235,900	43,364	279,264	Hours of Camps vs. Programs
Benefits	44,560	8,191	52,751	
General Operations	17,250	3,171	20,421	
Contractual Services/Consultants	54,500	10,018	64,518	
Utilities (Heat, Hydro, Water, Telephone)	1,250	230	1,480	
Fuel & Vehicle Expenses	-	-	-	
Technology & Minor Capital	-	-	-	
Repairs & Maintenance	-	-	-	
Total Transfers to	-	-	-	
Training, Development & Travel	5,600	1,029	6,629	
Financial Expenses	7,000	1,287	8,287	
Special Projects/Events	120,000	22,059	142,059	
Other Expenses	20,000	3,676	23,676	
Total - 502-RECREATION PROGRAMS	506,060	93,026	599,086	
505 - 505-EDHS FACILITY				
Salaries	70,600	12,561	83,161	Other Rentable Spaces
Benefits	18,775	3,340	22,115	
General Operations	-	-	-	
Contractual Services/Consultants	25,000	4,448	29,448	
Utilities (Heat, Hydro, Water, Telephone)	-	-	-	
Fuel & Vehicle Expenses	-	-	-	
Technology & Minor Capital	50,000	8,896	58,896	
Repairs & Maintenance	-	-	-	
Total Transfers to	5,000	890	5,890	
Training, Development & Travel	-	-	-	
Financial Expenses	-	-	-	
Special Projects/Events	-	-	-	
Other Expenses	-	-	-	
Total - 505-EDHS FACILITY	169,375	30,134	199,509	



Table 4-4 Cont'd
Direct, Indirect, Capital Costs, and Drivers

Department	Operating Budget	Indirect Costs	Total Costs	Driver
510 - 510-ELMVALE ARENA				
Salaries	266,892	46,410	313,302	Floor vs. Ice Months
Benefits	62,356	10,843	73,199	
General Operations	17,625	3,065	20,690	
Contractual Services/Consultants	8,389	1,459	9,848	
Utilities (Heat, Hydro, Water, Telephone)				Historical Invoices
532236-Heat	15,000	2,608	17,608	
532237-Hydro	105,000	18,259	123,259	
532238-Water	25,000	4,347	29,347	
532239-Telephone	2,000	348	2,348	Floor vs. Ice Months
Fuel & Vehicle Expenses	1,000	174	1,174	
Technology & Minor Capital	32,500	5,651	38,151	
Repairs & Maintenance	75,000	13,042	88,042	
Total Transfers to	30,320	5,272	35,592	
Training, Development & Travel	5,000	869	5,869	
Financial Expenses	-	-	-	
Special Projects/Events	-	-	-	
Total - 510-ELMVALE ARENA	646,082	112,348	758,430	
511-ANTEN MILLS COMMUNITY CENTRE				
511 - 511-ANTEN MILLS COMMUNITY CENTRE	31,954	1,930	33,884	Allocation
512-GRENFEL COMMUNITY CENTRE				
512 - 512-GRENFEL COMMUNITY CENTRE	9,594	579	10,173	Allocation
513-MIDHURST COMMUNITY CENTRE				
513 - 513-MIDHURST COMMUNITY CENTRE	18,606	1,124	19,730	Allocation
514-MINESING COMMUNITY CENTRE				
514 - 514-MINESING COMMUNITY CENTRE	129,148	7,801	136,949	Allocation
515-HILLSDALE COMMUNITY PARK				
515 - 515-HILLSDALE COMMUNITY PARK	21,764	1,315	23,079	Allocation
516-ELMVALE COMMUNITY CENTRE				
516 - 516-ELMVALE COMMUNITY CENTRE	23,713	1,432	25,145	Allocation
517-PHELPSTON COMMUNITY PARK				
517 - 517-PHELPSTON COMMUNITY PARK	25,503	1,540	27,043	Allocation
520-ELMVALE HERITAGE PARK				
520 - 520-ELMVALE HERITAGE PARK	3,015	182	3,197	Allocation
GRAND TOTAL	2,525,026	866,402	3,391,428	

Once costs were allocated to the costing categories as summarized above, a share of facility costs were re-allocated to recreation programming costing categories based on the annual facility usage of the recreation programs. This approach was utilized so that the annual recreation programming costs are reflective of not only the programming costs but also the consumption of facility space on an annual basis.

The full cost of service results from the A.B.C. model for parks and recreation services is presented in Table 4-5. In total (including budgeted departmental costs not related to parks and recreation services), annual costs total \$4.1 million. Of these costs, \$2.5



million are direct (61%), \$866,400 (21%) are indirect, and \$758,400 (18%) are for capital replacement. Budgeted revenue within the 2022 operating budget would suggest that user fees are currently recovering \$476,400, or 12% of the annual costs of service.

**Table 4-5
Parks and Recreation Fees Full Cost Impacts by Costing Category (2022\$)**

	Annual Costs				Less:		Current Fees		Proposed Fees	
	Direct Operating	Indirect Operating	Capital	Total	Actual Grants (2022)	Net Costs	Budgetd Revenue	Cost Recovery %	Budgetd Revenue	Cost Recovery %
Elmvale Arena										
Arena - Ice Surface	680,407	226,540	97,524	1,004,471		1,004,471	208,585	21%	249,382	25%
Arena - Floor Surface	285,660	95,110	33,114	413,884		413,884	5,000	1%	6,185	1%
Community Centres and Parks										
Anten Mills Community Centre	46,250	11,281	19,468	76,999		76,999	3,000	4%	3,300	4%
Elmvale Community Hall	34,322	8,372	30,848	73,541		73,541	5,000	7%	5,500	7%
Grenfel Community Centre	13,886	3,387	5,387	22,660		22,660	3,200	14%	3,520	16%
Elmvale Heritage Park	10,352	4,982	8,623	23,957		23,957	1,000	4%	1,100	5%
Midhurst Community Centre	29,597	8,313	15,495	53,404		53,404	8,600	16%	9,460	18%
Minesing Community Centre	186,927	45,594	47,861	280,382		280,382	38,500	14%	42,350	15%
Hillsdale Community Park/Community Centre	40,293	13,434	28,086	81,813		81,813	6,000	7%	6,600	8%
Other Rentable Space (No specific budgeted costs)	253,549	85,192	474	339,215		339,215	15,750	5%	15,750	5%
Recreation Programs										
Day Camps	616,090	209,759	-	825,849	29,183	796,666	85,000	11%	88,250	11%
Programs	142,727	48,594	-	191,322		191,322	20,000	10%	22,000	11%
Sports Fields and Open Space	184,966	105,845	471,512	762,323	8,400	753,923	76,800	10%	76,800	10%
Total	2,525,026	866,402	758,392	4,149,820	37,583	4,112,237	476,435	12%	530,197	13%

The following summarizes the major cost revenue impacts by service category:

- Arena rentals (ice and floor) represent the largest share of annual costs (34% or \$1.4 million). Arena rental fees are recovering 18% of annual costs, with ice surface rental performing better than floor rentals.
- Recreation programming includes activities such as ball hockey, day camps, adult/older adult programs, and public skating. The costs of these programs are \$1.0 million or 25% of the annual costs. Current fees are recovering 10% of the annual costs.
- Sports fields and parks account for 18% (\$762,300) of the annual costs. Fees for sports fields and parks are recovering approximately 18% of the annual costs of service.

Service utilization is an important consideration in designing parks and recreation user fees. It is important because market sensitivity to pricing changes may result in lower utilization levels, and with the significant fixed cost realities of services, this may result in a cycle of increased pricing and lower utilization. Conversely, improved utilization will provide greater returns given the fixed cost economies of scale.



Service utilization information was compiled and reviewed as part of the full cost recovery user fee review. This information was considered to ensure that fee structure decisions were being contemplated based on reasonable service demand assumptions. To illustrate this point further, if the fee structure decisions were made based on potential full capacity of service demand and in practice utilization levels were lower than full capacity, the overall revenue targets would not be achieved.

In addition to service utilization impacts, the individual vs. community benefit and affordability of parks and recreation services was considered in determining suggested fees. Services that are of a more community benefit typically receive a higher amount of tax subsidy while, those services that are of an individual benefit would be largely funded through user fees.

When assessing the fee suggestions, the competitiveness of the fees have been assessed with regard to the fees imposed by comparator municipalities (see Appendix A). This test of competitiveness has been undertaken to mitigate potential reductions in service utilization because of fee increases and customers seeking other replacement service providers. The following fee suggestions are made in 2022\$ values. Inflationary increases in costs of service would be over and above the proposed fee increases herein.

While the fee suggestions presented in Table 4-7 have been made to reflect the maximum suggested fee having regard for the competitiveness and affordability of the fees, it is recommended that the Township determine the exact amount and phasing of fee increases. It is recommended that staff determine the phasing of fees in response to their intimate knowledge of service levels, user groups, and affordability constraints.

Table 4-7 summarizes the current and suggested parks and recreation fees. If the suggested fees were imposed, annual user fee revenue could be increased by \$53,700 (+ 11%). Of this potential increase in revenue, the largest share (78% or \$42,000) would be generated by increases in arena rental fees due to the high utilization of these services.

Indexing provisions have not been considered within the suggested fees for parks and recreation services.



**Table 4-7
Suggested Parks and Recreation Fees (2022\$)**

	Service or Item	Unit of Measure	Current Fee	Proposed Fees	% Increase
	ELMVALE ARENA				
1	Ice Rental Rates				
2	Minor	per hour	186.50	216.50	16%
3	Minor Groups Non-Prime	per hour	143.98	173.98	21%
4	Adult Groups	per hour	240.70	270.00	12%
5	Non-Resident Adult	per hour	250.53	280.00	12%
6	Daytime (Monday - Friday 8:00 to 4:00 pm)	per hour	92.44	155.00	68%
	Additional Fees:				
7	Snack Bar includes utilities	per month	450.00	450.00	0%
8	Pro Shop	per month	100.00	100.00	0%
9	Minor Hockey Lockers	per locker/ per year	15.00	15.00	0%
10	Elmvale Skating Club Storage	per year	75.00	75.00	0%
	Family Skating (Every Sunday starting mid-October)				
11	Adults	per session	3.00	3.50	17%
12	High School Students	per session	2.00	2.50	25%
13	Children	per session	1.00	1.50	50%
	Arena Floor				
14	Youth	per hour	47.75	70.00	47%
15	Adult Ball Hockey	per hour	58.35	80.00	37%
16	Daily Rental	per day	663.06	909.08	37%
17	Two Consecutive Day Event	per event	795.68	1,090.91	37%
	Advertising Rates				
18	4' x 8' wall sign	per year	\$175.00 - \$200.00	\$175.00 - \$200.00	0%
19	32" x 8' wall sign (South & West Wall)	per year	175.00	175.00	0%
20	Arena Boards	per year	350.00	350.00	0%
21	Zamboni (Left side, Right side or Front)	per year	750.00	750.00	0%
22	Zamboni (entire machine)	per year	2,000.00	2,000.00	0%
23	Lobby	per year	150.00	150.00	0%
24	Digital Message Board	per month	100.00	100.00	0%
25	Ice Logos	per year	750.00	750.00	0%



Table 4-7 (Cont'd)
Suggested Parks and Recreation Fees (2022\$)

	Service or Item	Unit of Measure	Current Fee	Proposed Fees	% Increase
	FACILITY/SITE RENTALS				
	Anten Mills Community Centre				
26	Weekends (Friday - Sunday) - Licensed Event	per day	200.00	220.00	10%
27	Hall Rental - Full Day	per day	150.00	165.00	10%
28	Hall Rental - Hourly	per hour	30.00	33.00	10%
29	All Inclusive day	per day	180.00	198.00	10%
30	Refundable Security Deposit	per event	150.00	165.00	10%
	Doran Park				
31	Park Pavilion	per event	60.00	66.00	10%
32	Youth Sports Pavilion Permit	per hour	9.52	10.47	10%
	Elmvale Community Hall				
33	Weekends (Friday - Sunday)	per day	450.00	495.00	10%
34	Weekday day rental	per day	275.00	302.50	10%
35	Non-Profit Weekday	per day	150.00	165.00	10%
36	Hall Rental - Hourly	per hour	45.00	49.50	10%
37	Fitness/Instructional Rental	per hour	30.00	33.00	10%
38	Auctions - Janitor	per hour	30.00	33.00	10%
39	Day Before Set-up (Night before 6pm - 11pm)	per day	100.00	110.00	10%
40	Refundable Security Deposit	per event	150.00	165.00	10%
	Grenfell Community Centre				
41	Weekends (Friday - Sunday) - Licensed Event	per day	200.00	220.00	10%
42	Hall Rental - Full Day	per day	150.00	165.00	10%
43	Hall Rental - Hourly	per hour	30.00	33.00	10%
44	Park Pavilion	per event	60.00	66.00	10%
45	Youth Sports Pavilion Permit	per hour	9.52	10.47	10%
46	Refundable Security Deposit	per event	150.00	165.00	10%
	Heritage Park				
47	Pavilion - Resident	per event	60.00	66.00	10%
48	Pavilion - Non-resident	per event	75.00	82.50	10%
49	Amphitheatre - Resident	per event	25.00	27.50	10%
50	Amphitheatre - Non-resident	per event	35.00	38.50	10%
51	Amphitheatre - Hydro	per event	10.00	11.00	10%
	Hillsdale Community Centre				
52	Weekends (Friday - Sunday) - Licensed Event	per day	200.00	220.00	10%
53	Hall Rental - Full Day	per day	150.00	165.00	10%
54	Hall Rental - Hourly	per hour	30.00	33.00	10%
55	Park Pavilion	per event	60.00	66.00	10%
56	Youth Sports Pavilion Permit	per hour	9.52	10.47	10%
57	Refundable Security Deposit	per event	150.00	165.00	10%
	Midhurst Community Centre				
58	Licensed Event	per day	250.00	275.00	10%
59	Hall Rental - Full Day (unlicensed event)	per day	150.00	165.00	10%
60	Hall Rental - Hourly	per hour	30.00	33.00	10%
61	Wedding	per day	425.00	467.50	10%
62	Refundable Security Deposit	per event	150.00	165.00	10%
	Minesing Community Centre				
63	Regular Rental (Wedding, Buck & Doe, Licensed Event)	per event	360.00	396.00	10%
64	Decorating / setup fee	per event	100.00	110.00	10%
65	Hall Rental - Full Day	per day	150.00	165.00	10%
66	Hall Rental - Hourly	per hour	45.00	49.50	10%
67	Fitness/Instructional Rental	per hour	30.00	33.00	10%
68	Local School & Church Group	per event	75.00	82.50	10%
69	Bowling Alley	per event	100.00	110.00	10%
70	Pavilion	per day	60.00	66.00	10%
71	Youth Sports Pavilion Permit	per hour	9.52	10.47	10%
72	Youth Group Sleepovers	per event	200.00	220.00	10%
73	Refundable Security Deposit	per event	150.00	165.00	10%
	Springwater Room (Elmvale Arena)				
74	Regular Rental Mon-Fri	per day	225.00	247.50	10%
75	Regular Rental Fri - Sun	per day	300.00	330.00	10%
76	In Conjunction with Ice/Floor Rental	per day	175.00	192.50	10%
77	Fitness/Instructional Rental	per hour	30.00	33.00	10%
78	Birthday Party	per hour	30.00	33.00	10%
79	Refundable Security Deposit	per event	150.00	165.00	10%



Table 4-7 (Cont'd)
Suggested Parks and Recreation Fees (2022\$)

	Service or Item	Unit of Measure	Current Fee	Proposed Fees	% Increase
	DAY CAMPS - all camp pricing reviewed upon program planning - established in early 2022				
	Summer Quest Camp				
80	Summer Quest, Regular Week	per week	ativity cost, staffing costs		
81	Summer Quest, Short Week	per week			
	Specialty Camps - pricing based on costs for trips, transportation and staffing				
	Specialty Camp - Youth Leadership Camp	per 2 weeks	220.00	220.00	0%
82	Specialty Camp - Junior Golf Camp	per week	195.00	200.00	3%
83	Specialty Camp - Hockey Camp	per 2 weeks	220.00	220.00	0%
84	Specialty Camp - Mad Scientists Camp, Short Week	per week	170.00	190.00	12%
85	Specialty Camp - Sports Camp	per week	180.00	200.00	11%
86	Specialty Camp - Arts and Crafts Camp	per week	180.00	200.00	11%
87	Extended Care - Before or After	per child/ per week	25.00	25.00	0%
88	Lunch	per child/ per week	\$6.00 to \$15.00	\$6.00 to \$15.00	0%
89	Administration fee for cancellation	per refund	20.00	20.00	0%
	Winter Break Camps - will need to assess based on guidelines in place at the time - likely to increase				
90	Winter Camps	per day	40.00	40.00	0%
91	Winter Camps - All 4 days at once	4 days	185.00	185.00	0%
92	Administration fee for cancellation	per refund	20.00	20.00	0%
93	March Break Camps - will need to assess based on guidelines in place at the time - likely to increase				
94	March Break Quest Camp	per day	40.00	40.00	0%
95	March Break Quest Camp - All 5 days at once	5 days	185.00	185.00	0%
96	Administration fee for cancellation	per refund	20.00	20.00	0%
	OTHER PROGRAMS				
	Adult Fitness Programs				
97	Adult Program, 10 sessions	per program	75.00	82.50	10%
98	Adult Program, 5 week duration	per program	37.50	41.25	10%
99	Older Adult (55+) Program, 10 sessions	per program	65.00	71.50	10%
100	Flexible 5 Class Pass	5 Sessions	40.00	44.00	10%
	Ball Hockey				
101	Ladies League	per program	90.00	99.00	10%
102	Kids League	per program	65.00	71.50	10%



**Table 4-7 (Cont'd)
Suggested Parks and Recreation Fees (2022\$)**

	Service or Item	Unit of Measure	Current Fee	Proposed Fees	% Increase
	FIELD RENTAL FEES				
	Soccer Fields - need weekend and or hourly rates under review				
103	A.M. or P.M. Youth Soccer	per pitch	47.62	47.62	0%
104	A.M. or P.M. Adult Soccer	per pitch	71.48	71.48	0%
105	Evening Rental Youth	per pitch	\$15.87/hr	\$15.87/hr	0%
106	Evening Rental Adult	per pitch	\$23.82/hr	\$23.82/hr	0%
107	Youth Soccer Tournament	per pitch	178.55	178.55	0%
108	Adult Soccer Tournament	per pitch	220.21	220.21	0%
109	School Soccer Tournament	per pitch	119.04	119.04	0%
110	Additional Lining for Tournaments (plus paint supply costs)	per pitch	15.00	15.00	0%
111	Community Sports Fields (unlit, unlined)	per field	9.52	9.52	0%
	Baseball Diamonds				
	Tree Nursery Sports Park				
112	Evening Rental Youth - 5:30pm-8:00pm	per diamond	23.80	23.80	0%
113	Evening Rental Adult - 5:30pm-8:00pm	per diamond	89.27	89.27	0%
114	Evening Rental Youth - 8:00pm-11:00pm	per diamond	35.71	35.71	0%
115	Evening Rental Adult - 8:00pm-11:00pm	per diamond	113.08	113.08	0%
	Doran Park				
116	Evening Rental Youth - 5:30pm-8:00pm	per diamond	23.80	23.80	0%
117	Evening Rental Adult - 5:30pm-8:00pm	per diamond	89.27	89.27	0%
118	Evening Rental Youth - 8:00pm-11:00pm	per diamond	35.71	35.71	0%
119	Evening Rental Adult - 8:00pm-11:00pm	per diamond	113.08	113.08	0%
	Hillsdale Diamond				#DIV/0!
120	Evening Rental Youth - 5:30pm-8:00pm	per diamond	23.80		
121	Evening Rental Adult - 5:30pm-8:00pm	per diamond	89.27	89.27	0%
122	Evening Rental Youth - 8:00pm-11:00pm	per diamond	35.71	35.71	0%
123	Evening Rental Adult - 8:00pm-11:00pm	per diamond	113.08	113.08	0%
	Intermediate Diamonds (no lights)				
124	Evening Rental Youth	per diamond	\$9.52/hour	\$9.52/hour	0%
125	Evening Rental Adults	per diamond	18.00/hour	18.00/hour	0%
	Tournaments (all diamonds) - suggestion to remove two day discount				
126	One Day Tournament - Youth	per diamond	89.27	89.27	0%
127	Two Day Tournament - Youth	per diamond	178.55	178.55	0%
128	One Day Tournament - Adult	per diamond	208.31	208.31	0%
129	Two Day Tournament - Adult	per diamond	297.05	297.05	0%
	Extra Fees				
130	Bases only	per diamond	15.00	15.00	0%
131	Bases/Lining	per diamond	25.00	25.00	0%
132	Extra Grooming/Lining	per diamond	20.00	20.00	0%

4.5 Infrastructure and Operational Services – Roads and Fleet Full Cost Assessment

Summarized in Table 4-8 is the full cost assessment relating to Infrastructure and Operational Services – Roads and Fleet. The results of the A.B.C. model yielded direct costs of \$263,900, indirect costs of \$72,800 and capital costs of \$775 (for total annual



costs of \$337,470). Historical average activity levels and 2022 user fees would suggest that operational services fees are generating \$189,400 in revenue or 56% of costs.

Table 4-8
Operational Services – Roads and Fleet Full Cost Impacts by Costing Category (2022\$)

Description	Annual Costs					Annual Application	Cost Per Application	Current Fees		
	Direct Costs		Indirect Costs	Capital Costs	Total			Fee	Annual Revenue	Cost Recovery (%)
	SWB	Non-SWB								
Entrance Permit - New	3,995	2,458	1,781	19	8,253	60.0	138	75	4,500	55%
Entrance Permit - Revision	3	2	1	0	7	0.1	69	no charge	-	0
Excess Load Permit										
a) Single Move Permit	666	410	297	3	1,375	5.0	275	50	250	18%
b) Annual Permit	15,978	9,834	7,125	76	33,012	40.0	825	300	12,000	36%
c) Special Annual Permit								300		
Cut & Fill Permit										
* Permitted Works less than 1000 m ³	3,196	1,967	1,425	15	6,602	16.0	413	\$125 + \$0.80/m ³	2,000	30%
* Permitted Works between 1000 m ³ and 5000m ³	399	246	178	2	825	1.0	825	\$250 + \$0.70/m ³	950	115%
* Permitted Works between 5000 m ³ and 10,000m ³	533	328	237	3	1,100	1.0	1,100	\$500 + \$0.60/m ³	3,500	318%
* Permitted Works greater than 10,000 m ³	67	41	30	0	138	0.1	1,375	\$1750 + \$0.50/m ³	675	491%
* Fees doubled in a regulated area										
Expired permit renewal	13	8	6	0	28	0.1	275	200	20	73%
Engineering Site Inspection	79,890	49,168	35,623	378	165,059	300.0	550	250	75,000	45%
Any legal, engineering, hydrology, hydrogeology, environmental, and landscape consultants required to be retained by the Township	-	-	-	-	-	2.5	-	Actual cost plus a 15% administrative charge		
Right of Way										
Temporary Road Occupancy	50,264	30,935	22,413	238	103,850	755.0	138	110	83,050	80%
Temporary Road Occupancy Permit - with Road Cut	8,322	5,122	3,711	39	17,194	25.0	688	300	7,500	44%
Utility Installation (Permit still required)								no charge		
Social, recreation, community or athletic events (Permit still required)								no charge		
Equipment										
Equipment time to be billed for Non Township work	13	8	6	0	28	0.1	275	Current MTO Rental Rates (OPSS 127)		
Set fines per Sec. 61, Provincial Offences Act 1990										
Permit or cause the temporary occupancy or closure of a highway without a permit								250		
Move or deface barricade, device, detour sign or notice								250		
Use or permit the use of a Highway closed to vehicular traffic								250		
Total	163,339	100,526	72,833	773	337,470				189,445	56%

Based on the recommended fees presented in Table 4-9 and average historical activity levels, annual revenues are anticipated to increase by 66% (+ 125,800). These increases would improve the cost recovery of Operational Services – Roads and Fleet Services from 57% to 93%. The fee recommendations in Table 4-9 include 3% inflationary increases to 2023 values.



Table 4-9
Recommended Infrastructure and Operational Services – Roads and Fleet Services Fees

	Description	Fee	Fee	Change (\$)	Change (%)
1	Entrance Permit - New	75	144	69	87%
2	Entrance Permit - Revision	no charge	no charge	n/a	n/a
	Excess Load Permit		0		
3	a)Single Move Permit	50	103	53	100%
4	b)Annual Permit	300	427	127	38%
5	c)Special Annual Permit	300	427	127	38%
	Cut & Fill Permit		-		
6	* Permitted Works less than 1000 m ³	\$125 + \$0.80/m ³	\$150 + \$0.80/m ³	n/a	n/a
7	* Permitted Works between 1000 m ³ and 5000m ³	\$250 + \$0.70/m ³	\$250 + \$0.70/m ³	n/a	n/a
8	* Permitted Works between 5000 m ³ and 10,000m ³	\$500 + \$0.60/m ³	\$750 + \$0.60/m ³	n/a	n/a
9	* Permitted Works greater than 10,000 m ³	\$1750 + \$0.50/m ³	\$1750 + \$0.50/m ³	n/a	n/a
10	* Fees doubled in a regulated area		0		
11	Expired permit renewal	200	283	83	38%
12	Engineering Site Inspection	250	515	265	100%
13	Any legal, engineering, hydrology, hydrogeology, environmental, and landscape consultants required to be retained by the Township	Actual cost plus a 15% administrative charge	Actual cost plus a 25% administrative charge	n/a	n/a
	Right of Way		-		
14	Temporary Road Occupancy	110	144	34	27%
15	Temporary Road Occupancy Permit - with Road Cut	300	711	411	130%
16	Utility Installation (Permit still required)	no charge	no charge	n/a	n/a
17	Social, recreation, community or athletic events (Permit still required)	no charge	no charge	n/a	n/a
	Equipment		-		
18	Equipment time to be billed for Non Township work	Current MTO Rental Rates (OPSS 127)	Current MTO Rental Rates (OPSS 127)	n/a	n/a
	Set fines per Sec. 61, Provincial Offences Act 1990		-		
19	Permit or cause the temporary occupancy or closure of a highway without a permit	250	258	n/a	n/a
20	Move or deface barricade, device, detour sign or notice	250	258	n/a	n/a
21	Use or permit the use of a Highway closed to vehicular traffic	250	258	n/a	n/a

4.6 Water and Wastewater Services Full Cost Assessment

Summarized in Table 4-10 is the full cost assessment relating to Water and Wastewater Services (excluding water and wastewater rates). The results of the A.B.C. model yielded direct costs of \$3,500 and indirect and capital costs of \$725 (for total annual costs of \$4,225). Historical average activity levels and 2022 user fees would suggest that water and wastewater services fees are generating \$4,900 in revenue or 51% of costs (including water meter purchase costs).



New fees are included in Table 4-10 for:

- **Disconnection for Non-Compliance** – introducing a new full cost recovery fee of \$757
- **Water Meter – Residential** – increasing fee from \$530 to \$845 (i.e., full cost recovery)

Table 4-10
Water and Wastewater Services Full Cost Impacts by Costing Category (2022\$)

	Description	Annual Costs				Annual Application	Cost per Application	Current Fees		
		Direct Costs		Indirect Costs	Capital Costs			Total	Fee	Annual Revenue
	SWB	Non-SWB								
Water & Wastewater										
1	Connection from private services to municipal services					8.0	-	Actual cost plus a 25% administrative charge	-	
2	Disconnection for Non-Compliance	39	21	13	0	74	0.1	737	-	0%
3	Connection Fee						0.1		75	
4	Disconnection Fee						0.1		50	
5	Reconnection Fee						0.1		50	
6	Water Meter - Residential	533	328	237	3	1,100	8.0	138 +\$680 per meter	530	4,240 65%
7	Water Meter - Multi Res/ Commercial									
8	Pressure Reducing Valve	50	31	22	0	103	1.5	69 +\$97 per valve	97	146 59%
9	Water Restriction fine	1,914	527	438	7	2,887	10.0	289	50	500 17%
10	Water Restriction fine - During a ban									
	Total	2,549	913	716	10	4,189				4,893 51%

Fee recommendations presented in Table 4-11 would increase annual revenue by 74% or \$3,636, including 3% inflationary increases.



Table 4-11
Recommended Water and Wastewater Services Fees

	Description	Current Fees	Proposed Fee	Change (\$)	Change (%)
	Water & Wastewater		-		
		Actual cost plus a 25% administrative charge	Actual cost plus a 25% administrative charge		
1	Connection from private services to municipal services			n/a	n/a
2	Disconnection for Non-Compliance	-	757	n/a	n/a
		75		2	227%
3	Connection Fee	75	77	2	3%
4	Disconnection Fee	50	52	2	3%
5	Reconnection Fee	50	52	2	3%
6	Water Meter - Residential	530	845	315	59%
			Actual cost plus a 25% administrative charge		
7	Water Meter - Multi Res/ Commercial	Cost Recovery		n/a	n/a
8	Pressure Reducing Valve	97	170	73	75%
9	Water Restriction fine	50	144	94	188%
10	Water Restriction fine - During a ban				

4.7 Fire Services Full Cost Assessment

Presented in Table 4-12 is the full cost assessment for fire services administration and permit fees. Total annual direct, indirect and capital costs are \$176,900. Of these costs, \$134,000 are direct costs and \$42,600 are indirect and capital costs. Historical average activity levels and 2022 user fees would suggest that fire services administration and permit fees are recovering 24% of the cost of service.

User fee recommendations provided in Table 4-13 were determined based on the A.B.C. model result for each fee type/costing category, as well as consideration for market competitiveness in comparator municipalities and discussions with Township staff. As a result of these recommended user fees and underlying activity levels, it is anticipated that the Township revenues would increase to 31% of costs for fire services fees (+\$12,050).

In addition to the administration and permit fees, an assessment of the emergency response costs were undertaken on a per hour basis. The full cost definition included the staff salary, wages and benefits, vehicle operating (e.g., fuel, maintenance, etc.),



capital annual lifecycle costs, and indirect costs. Assumptions include four volunteer firefighters per apparatus for the full cost hourly rate. This full cost hourly rate has been calculated at \$417 per hour. Fee recommendations for emergency response are proposed to remain unchanged with the exception of an increase in the fees for response to a third fire alarm or elevator rescue in the same year from \$300 to \$417. Emergency response fees are presented in Table 4-14.



**Table 4-12
Fire Full Cost Impacts by Costing Category (2022\$)**

	Fee	Fee Parameter	Annual Costs				Current Fees		
			Direct Costs		Indirect Costs	Capital Costs	Total	Annual Revenue	Cost Recovery
			SWB	Non-SWB					
Administration									
1	Request for Fire Report	each	26	21	19	-	66	60.0	92%
2	Letters of Compliance - Residential	each	60	50	44	-	153	-	0%
3	Letters of Compliance - Commercial/Industrial Inspection under 20,000 sq. feet	each	176	99	87	-	362	186.7	52%
4	Letters of Compliance - Commercial/Industrial Inspection over 20,000 sq. feet	each	176	99	87	-	362	373.3	103%
5	Service Time	15 min per hour	82 -	43 -	37 -	- -	162 -	3.8 15.0	18% 18%
6	Photocopies	per page							
7	Solar projects - Application Review	per application	75	43	37	-	155	1,000.0	645%
8	Fire Prevention Residential Inspections	each							
9	Fire Prevention Commercial Inspections	each							
10	Fire Prevention Industrial Inspections	each							
11	Fire Prevention Institutional Inspections	each							
12	Residential Inspection - Under 12 Units	each					233	80.0	34%
13	Day Care / Foster Home Inspections	each					233	80.0	34%
14	Show / Event Inspections	each							
15	Plans Examination	per hour	75	43	37	-	155	50.0	32%
16	Propane Plan Review, First Time	per hour	75	43	37	-	155	80.0	52%
17	Propane Plan Review, Additional Review	each							
18	Liquor License Inspection	each	75	43	37	-	155	80.0	52%
19	Fire Extinguisher Training	each	113	64	56	-	233	232.7	100%
20	Training Other Agencies	each	113	64	56	-	233	232.7	100%
21	Air Bottles Refill for Outside Agency	each	113	64	56	-	233	232.7	100%
22	Respiratory FIT Testing	per person	25	14	12	-	52	30.0	58%
Permits									
23	Fireworks Permit	per permit	151	85	75	-	310	-	0%
24	Burn Permit - Recreational	per permit	81,461	46,034	40,434	-	167,929	32,470.0	19%
25	Burn Permit - Open Air	per permit							
26	Burn Permit - Open air from clear cutting	per 1/2 hectare or part thereof	1,397	790	693	-	2,880	4,950.0	172%
27	Burn Permit - Open air for lot clearing	per 1/2 hectare or part thereof	1,397	790	693	-	2,880	2,475.0	86%
Total			85,590	48,386	42,500	-	176,941	42,632	24%



Table 4-13
Recommended Fire Service Fees

	Description	Current Fees	Proposed Fees	Change (\$)	Change (%)
Administration					
1	Request for Fire Report	60	67	7	12%
2	Letters of Compliance - Residential	No Charge	No Charge	n/a	n/a
3	Letters of Compliance - Commercial/Industrial Inspection under 20,000 sq. feet	80	118	38	48%
4	Letters of Compliance - Commercial/Industrial Inspection over 20,000 sq. feet	160	201	41	26%
5	Service Time	7.50	40	32	432%
		30	160	130	432%
6	Photocopies	\$ 0.25 + applicable time	\$ 0.25 + applicable time	n/a	n/a
7	Solar projects - Application Review	1,000	1,030	30	3%
8	Fire Prevention Residential Inspections	No Charge	No Charge		
9	Fire Prevention Commercial Inspections	No Charge	No Charge		
10	Fire Prevention Industrial Inspections	No Charge	No Charge		
11	Fire Prevention Institutional Inspections	No Charge	No Charge		
12	Residential Inspection - Under 12 Units	80	242	162	203%
13	Day Care / Foster Home Inspections	80	242	162	203%
14	Show / Event Inspections	No Charge	No Charge		
15	Plans Examination	50	160	110	219%
16	Propane Plan Review, First Time	80	160	80	100%
17	Propane Plan Review, Additional Review	Cost Recovery + admin fee	Cost Recovery + admin fee	n/a	n/a
18	Liquor License Inspection	80	160	80	100%
19	Fire Extinguisher Training	Cost Recovery	Cost Recovery	n/a	n/a
20	Training Other Agencies	Cost Recovery	Cost Recovery	n/a	n/a
21	Air Bottles Refill for Outside Agency	Cost Recovery	Cost Recovery	n/a	n/a
22	Respiratory FIT Testing	30	53	23	78%
Permits					
23	Fireworks Permit	No Charge	36	n/a	n/a
24	Burn Permit - Recreational	15	21	6	37%
25	Burn Permit - Open Air	15	21	6	37%
26	Burn Permit - Open air from clear cutting	200	206	6	3%
27	Burn Permit - Open air for lot clearing	100	103	3	3%



**Table 4-14
Fire Emergency Response Fees**

	Description	Fee Parameter	Current Fees	Proposed Fees	Change (\$)	Change (%)
	Attendance					
28	For Attendance where no permit issued	per visit	75	77		
29	For Attendance where failed to supervise Open Burning	per visit	75	77		
	Emergency Response					
				-		
30	Fire Watch	each	Current MTO Rate	Current MTO Rate	n/a	n/a
31	Special Event Coverage	each	Current MTO Rate	Current MTO Rate	n/a	n/a
32	Emergency Services on Roadways	each	Current MTO Rate	Current MTO Rate	n/a	n/a
33	Fire Apparatus on Standby	each	Current MTO Rate	Current MTO Rate	n/a	n/a
34	Open Air Extinguishment	each	Current MTO Rate	Current MTO Rate	n/a	n/a
35	Emergency Services on Trails	each	Cost Recovery + admin fee	Current MTO Rate		
36	Emergency Services on Waterways	each	Cost Recovery + admin fee	Cost Recovery + admin fee		
37	Emergency Services on Railways	each	Cost Recovery + admin fee	Cost Recovery + admin fee		
38	Specialized Equipment or Services	each	Cost Recovery + admin fee	Cost Recovery + admin fee		
39	Hazmat Response	each	Cost Recovery + admin fee	Cost Recovery + admin fee		
40	Technical Rescue	each	Cost Recovery + admin fee	Cost Recovery + admin fee		
41	Elevator Rescue 1st event in year	each	No Charge	Charge	n/a	n/a
42	Elevator Rescue 2nd event in year	each	No Charge	Charge	n/a	n/a
43	Elevator Rescue 3rd event in year	each	300	417	117	39%
44	Each Elevator Rescue after the 3rd event in a year	each	Current MTO Rate	Current MTO Rate	n/a	n/a
45	Fire Alarm 1st event in a year	each	No Charge	Charge	n/a	n/a
46	Fire Alarm 2nd event in a year	each	No Charge	Charge	n/a	n/a
47	Fire Alarm 3rd event in a year	each	300	417	117	39%
48	Each Fire Alarm After the 3rd Alarm in a year	each	Current MTO Rate	Current MTO Rate	n/a	n/a
49	Services provided in response to HydroOne Power Distribution and service delivery lines	each	Current MTO Rate	Current MTO Rate	n/a	n/a
50	Natural Gas Distribution/ Service delivery Hazards	each	Current MTO Rate	Current MTO Rate	n/a	n/a



4.8 Cemeteries Full Cost Assessment

Cemeteries services are delivered by a third-party service provider on behalf of the Township. The full cost of providing this service (inclusive of contract costs, administration of the contract/service, transfers to reserve funds/trust funds/care funds, and other maintenance costs) are presented in Table 4-12. Budget annual contract costs total \$35,300, statutory transfers to the care and maintenance trust funds total \$5,100 (based on budgeted revenue) and total Township costs (for staff time spent on the administration of the service) total \$5,800.

Current annual revenues net of the statutory contributions to the Township Care and Maintenance trust fund are \$34,560 (or 84% of the cost of providing cemeteries services).

The recommended fees presented in Table 4-13 have been made to increase fees to the levels seen in the Township of Essa and Township of Clearview. With the proposed increases, annual revenues net of the statutory contributions to the trust fund, would increase by 22% (+ \$7,600). These increases would bring the service areas fees up to full costs recovery levels.



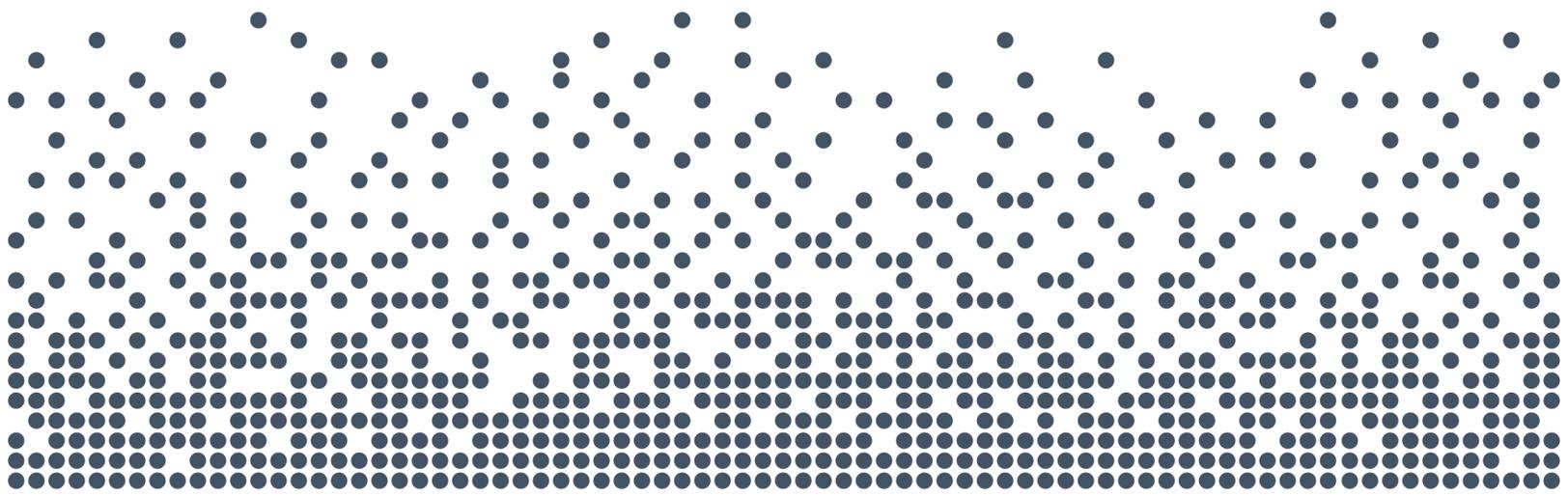
**Table 4-12
Cemeteries Full Cost Assessment**

Description	Total Costs
Budgeted Costs	
Maintenance - Cemetery(MU) Administration Services - \$5,438.00, Maintenance Services - \$9,180.00, Monument Safety Restoration - \$1267.00, Turf Maintenance - \$5,967.00 + tax, Attend Cemetery site to accommodate winter storage of caskets - \$103.00	16,500
Contracts - Cemetery (MU)	6,500
Insurance - Cemetery (MU)	628
Water - Cemetery (MU)	350
Legal Fees - Cemetery (MU) Midhurst Pioneer Cemetery survey, County Road Widening	2,000
License/Reports MOF - Cemetery (MU) Stone Orchard License - \$800.00, MOF - \$200.00	1,000
Memberships - Cemetery (MU)	-
Contract User Fees	
Interment Casket - Cemetery (MU) FULL CASKET BURIAL IN-GROUND LOT, regular working hours (weekdays 9:00 a.m. - 4:30 p.m.) - \$570.00, Weekdays after 4:30 p.m. - \$570.00, Saturdays - \$712.00	1,600
Interment Cremation - Cemetery (MU) CREMATED REMAINS - CREMATED REMAINS IN-GROUND LOT, regular working hours (weekdays 9:00 a.m. - 4:30 p.m.) - \$190.00, Weekdays after 4:30 p.m. - \$190.00, Saturdays - \$340.00 COLUMBARIA NICHE, Regular working hours (weekdays 9:00 a.m. - 4:30 p.m.) - \$190.00, Weekdays after 4:30 p.m. - \$190.00, Saturdays - \$340.00	3,500
Corner Posts - Cemetery (MU) - Full Grave (set of Four) \$182.00	700
Foundations & Staking - Cemetery (MU) Staking memorial location - \$70.00, Install Cremation granite marker (in-ground plot) - \$390.00, Install bronze plaque (columbaria niche) - \$118.00, Upright Monument (single lot) - \$433.00, Upright Monument (double lot) - \$511.00, Upright Monument (triple lot) - \$605.00	2,500
Transfers	
Perpetual Care Fund - Cemetery (MU)	4,500
Monument Care Fund - Cemetery (MU)	600
Other Township Costs (Annual Cemetery Maintenance)	5,763
Total	46,141
Total (Net of Transfers to Reserves)	41,041



**Table 4-13
Recommended Cemeteries Fees**

Cemeteries	Current Fees		Proposed Fees		Change	
	Fee	C&M Fund	Fee	C&M Fund	\$	%
Purchase of Interment Rights						
Full Grave/Lot	700	467	773	530	73	10%
Cremation in-ground Lot	700	467	773	530	73	10%
Corner Posts - Full Grave/Lot	200	-	221	-	21	11%
Purchase of Interment Rights - Columbarium Niche						
A (Top)	1,800	318	1,957	356	157	9%
B	1,800	318	1,957	356	157	9%
C	1,600	282	1,751	318	151	9%
D (Bottom)	1,600	282	1,751	318	151	9%
Interment/Burial Fees (Opening and Closing)						
Full Casket Burial						
Regular working hours (weekdays 9:00am - 4:30pm)	600	-	876	-	276	46%
Weekdays after 4:30pm (no burials after 5:30pm)	700	-	1,133	-	433	62%
Saturdays (no burials after 4:00pm)	800	-	1,442	-	642	80%
Cremated Remains - in ground lots & columbarium						
Regular working hours (weekdays 9:00am - 4:30pm)	250	-	361	-	111	44%
Weekdays after 4:30pm (no burials after 5:30pm)	350	-	515	-	165	47%
Saturdays (no burials after 4:00pm)	450	-	618	-	168	37%
Disinterment Fees						
Full Grave/Lot	1,000	-	2,060	-	1,060	106%
Cremation	275	-	567	-	292	106%
Care and Maintenance for Monument & Marker Installation						
Flat Marker						
under 173 square inches	-	-	-	-	-	-
173 square inches or more	100	-	103	-	3	3%
Monument						
less than 4 feet in length and height (including base)	200	-	206	-	6	3%
more than 4 feet in length and height (including base)	400	-	412	-	12	3%
Monument and Marker Foundations						
Upright Monument - Single Lot	525	-	541	-	16	3%
Upright Monument - Double Lot	600	-	618	-	18	3%
Upright Monument - Triple Lot	700	-	721	-	21	3%
Staking	80	-	82	-	2	3%
Other Charges						
Use of Winter Storage Vault	80	-	103	-	23	29%
Use of Winter Storage Vault	150	-	206	-	56	37%
Cancellation of Interment Rights	Full Refund	-	Full Refund	-	n/a	n/a
Cancellation of Interment Rights	10% of the cost of the	-	10% of the	-	n/a	n/a
Transfer of Interment Rights	100	-	206	-	106	106%



Appendices



Appendix A

Municipal User Fee Comparison

Description	Springwater		Clearview		Barrie		Esa		Troy		Oro-Medonte		Troy	
	Charging Parameter	Fee	Fee	Notes	Fee	Notes	Fee	Notes	Fee	Notes	Fee	Notes	Fee	Notes
Administrative Services - Finance														
Tax Certificate	per request	\$50	\$75		\$76.50		\$40		\$35		\$60			\$50
Tax Certificate - RUSH	per request	\$100	\$100		\$114.50				\$70					\$100
Returned Item - Cheque or Pre-authorized withdrawal	per item	\$20	\$40	per cheque	\$45	per incident	\$30		\$35		\$45			\$50
Current or Previous Owner Taxation Search Fee	per hour	\$30									\$20	MAX \$50 Tax History Search (per year requested)		
Additional copy of Receipt	per receipt	\$10	\$25		\$15	per property, per year	\$5	per request	\$7	Record of Tax Payment	\$10			\$10
Additional copy of Bill (Property Tax and/or Water & Wastewater)	per copy	\$10	\$25		\$15	per property, per year	\$5	per request			\$10			\$10
Statement of Account	per statement	\$10	\$25		\$15	per property, per year	\$5		\$7	Record of Tax Payment	\$10			\$10
Add unpaid balance to property tax roll (Utility and/or A/R)	per item	\$10	\$25		\$40		\$15		\$25	per item	\$40			\$30
Mortgage Company Account Administration Fee	per account, per billing	\$7	\$15		\$10.25						\$7.50	per account, per billing		\$30
Development Charges Inquiries											\$20	Development Charge/ Lot Levy Information		
Tax - Ownership Change					\$38	Tax Account Fee for change of name (per property)					\$200	Tax Registration - preparation		
New Tax Account Set-up (per property)					\$57.50	New Account Added to Tax Roll (for New Address)					\$10	Tax Registration - actual		
Overdue Tax Notices					\$10									
By-law Enforcement and Animal Control														
Animal Licensing														
Altered Dog	per dog	\$20	\$32	spayed/neutered	\$57.49	Pet Registration - each dog or cat for lifetime of pet (cat registrations are optional)	\$25	Dog - One Year Tag Only	\$15 - \$25		\$20			\$20 - \$30
Unaltered Dog	per dog	\$25	\$26	not-spayed/neutered							\$25			
Service Dogs	per dog	No Charge			No charge		No charge						No charge	
Dangerous Dog (Under Section 5)	per dog	\$200			\$53.04	First Occurrence for each dog or cat seized and impounded	\$5	Damages claimed, plus cost of livestock evaluator						
Replacement Tags	per tag	\$7	\$7.50		\$10.61	Each Subsequent Occurrence					\$200			\$5
Animal Control (Staff when on duty - Devlin Farm and Rescue afterhours)					\$12.49	Maintenance Fee Per Day	\$5		\$10		\$5			
Animal Control - Pick up	per animal	\$225	\$40/claim	Dog pickup	\$71.53	Animal Control Service Fee								
Devlin Farm and Rescue - Pound Fees														
Daily Boarding	per animal, per day/night	\$35					\$50	Impound fees	\$40	Poundkeeper Impound Fee				\$50
Euthanasia and Disposal Fee	per animal	\$150						As per Contract or Poundkeeper's current rate	\$5/day	Poundkeeper Boarding Fee: First three days				\$10
Quarantine Fee	per animal, per day	\$85							\$10/day	After three days				\$25/day
Disposal Fee	per animal	\$200												\$25/day
Rabies Suspect/Isolation	per animal	\$85												\$25/day
Special Assessment - Including vet expenses, etc.	as necessary	full cost												\$25/day
Development Engineering														
Public Works														
Entrance Permit - New	per permit	\$75	\$50	Entranceway Permits			\$150	Residential			\$120	Road Entrance Permit		Entrance Permits:
Entrance Permit - Revision	per permit	no charge					\$250	Commercial	\$100	Entrance Permit (New Access)	Cost of Time and materials plus 20% Work done by Township for failure to comply with Entrance By-law	\$60	Permit for approval of a location of an entrance onto a Township road	
Excess Load Permit														
a) Single Move Permit	per permit	\$50	\$109.45				\$75				\$50			
b) Annual Permit	per permit	\$300	\$413.76				\$300				\$250			
c) Special Annual Permit	per permit	\$300					\$175	Seasonal						
Cut & Fill Permit														
Permitted Works less than 1000 m3	per permit	\$125 + \$0.80/m3												\$25
Permitted Works between 1000 m3 and 5000m3	per permit	\$250 + \$0.70/m3					\$250 + \$2/m3	Site Alteration and Fill Fees: fill up to 1,000 m3	\$3,000	Fill Permit				\$25
Permitted Works between 5000 m3 and 10,000m3	per permit	\$500 + \$0.60/m3												\$25
Permitted Works greater than 10,000 m3	per permit	\$1750 + \$0.50/m3												\$25
Engineering Site Inspection	per inspection	\$250			\$100.12/hour/responder	Regular Time	\$500/inspection	Site Inspections (for inspections not included in a valid approval)						\$25/hectare or part thereof of filled lands
Any legal, engineering, hydrology, hydrogeology, environmental, and landscape consultants required to be retained by the Township	per permit	Actual cost plus a 15% administrative charge			\$150.19/hour/responder	Afterhours Weekday								\$25
					\$200.25/hour/responder	Afterhours Weekend plus material and equipment costs								\$25
					\$3,000	Full Cost Recovery + a 25% Admin Fee		Actual costs incurred PLUS 10% Administration Fee						\$25
						Review of Hydrogeological Assessment Cost (legal, engineering, environmental, landscape consultants to evaluate studies and/or agreements in which case the costs incurred will be charged back to the Applicant)		External consultant and legal costs to review and evaluate studies or to prepare all legal documents and enforce By-law						\$25
Right of Way														
Temporary Road Occupancy	per permit	\$110						Road Occupancy Permit Fee:						
Temporary Road Occupancy Permit - with Road Cut	per permit	\$300					\$300	Major						\$125
Water & Wastewater					\$128.07	Right of Way Driveway Widening - Curb Cut Permit	\$110	Minor						\$250
Connection Fee	each	\$75	\$75	Connection Fee to (Municipal Water System)	\$1,015	19/25 mm	\$1,000	Engineering Services - Water and Sewer Connection	\$200/occurrence	Connection Fee Inspection	\$2625.64	Connection Fees:		\$2625.64
Disconnection Fee	each	\$50	\$75	7:00 am - 3:30 pm Monday to Friday	\$1,450	38/50 mm	\$75	Water Service/Sewer Connections	\$55	8:00 a.m. to 4:30 p.m. - Monday to Friday		Disconnection and Reconnection (Regular Business Hours)		\$55/occurrence
Reconnection Fee	each	\$50	\$75	All other times	\$1,170	100/150 mm			\$80	4:30 p.m. to 8:00 a.m. - Monday to Friday/Any time - Saturday		Disconnection and Reconnection (After Hours Emergency)		\$130/occurrence
Water Meter - Residential	each	\$530	\$500	5/8" X 3/4" Meter Fee	\$2,605	200 mm			\$120	Any time - Sunday and Holidays		Includes meter, back flow preventer, angle meter valve, expansion tank, wire and MKU for "N" service		\$100
Water Meter - Multi Res/ Commercial	each	Cost Recovery	\$650	1" Meter Fee	\$2,895	250/300 mm						Water meter installation		\$100
Pressure Reducing Valve	each	\$97	\$97		\$99.12	Gate Valve Installation								
Water Restriction fine	each	\$50	\$35	Hydrant Meter Valve Installation Fee	\$50/month	Monthly Gate Valve fee - applied monthly after the first 30 days								
Water Restriction fine - During a ban	each	\$150												
Fire Services														
Administration														
Request for Fire Report	each	\$60	\$60		\$76.95	Fire Report (Copy)	\$75		\$100		\$75			\$125
Letters of Compliance - Residential	each	No Charge	\$60	Inspection Reports			\$75							
Emergency Response														
Fire Watch	each	Current MTD Rate			Full Cost Recovery	Fire Watch - Current overtime rates per hour for the entire time Barrie Fire is in attendance and includes all assigned apparatus at the scene. \$200 per apparatus per hour. Full cost recovery for 1 Captain & 3 Fire Fighters, minimum of 3 hours per apparatus.	Fire call rate	Personnel						
Special Event Coverage	each	Current MTD Rate			\$245.75/hour	Shows, Exhibitions, Special Events (hourly rate) - After 6:00 p.m. & on weekends, current overtime rate per hour will apply (minimum 3 hours).	Current MTD rates	Vehicle			\$150/hour	Use of Fire Department apparatus for stand-by fire protection during shows, exhibition, demonstrations, etc.	\$200/hour	Shows, exhibitions, etc.
Emergency Services on Roadways	each	Current MTD Rate			*Current MTD hourly rate per hour	Motor Vehicle Collisions (All) Cost equally divided by all parties involved. No charges to permanent Barrie residents and businesses. Current MTD* hourly rate per hour.	Current MTD rates	Emergency Services on Roadways, Waterways, Railways and Trails in the Municipality			MTD Rates/HR	Motor Vehicle Collision Kings Highway	First Hour - Current MTD Rate	Emergency Services on Queens Highway/Municipal/County/ Roads/All waterways for residents for vehicular/watercraft
Fire Apparatus on Standby	each	Current MTD Rate			Current MTD rate per hr/part thereof	Respond to all vehicle fires: (vehicles as described in the OFM Standard Fire Report). No charges to permanent Barrie residents and businesses. Current MTD* hourly rate per hour.	Fire call rate	Personnel	\$500/vehicle for 1st hour	Apparatus Stand-by	\$150/hour	Use of Fire Department apparatus for stand-by fire protection during shows, exhibition, demonstrations, etc.	\$200/hour	Shows, exhibitions, etc.
Open Air Extinguishment	each	Current MTD Rate					Current MTD rates	Emergency Services on Roadways, Waterways, Railways and Trails in the Municipality	\$250/vehicle for each additional 1/2 hour	Use of Fire Department apparatus for stand-by fire protection during shows, exhibitions, demonstrations, emergencies involving utility companies, etc., unless otherwise stipulated by prior agreement.	MTD Rates/HR	Response to Open Air Fire Deemed Out of Control		
Emergency Services on Waterways	each	Cost Recovery + admin fee												
Emergency Services on Railways	each	Cost Recovery + admin fee												
Emergency Services on Trails	each	Cost Recovery + admin fee												
Specialized Equipment or Services	each	Cost Recovery + admin fee					Cost of equipment and services	Use of specialized equipment, heavy equipment or other services for the purpose of fire extinguishment, fire investigation, specialized rescue, CBRNE, HAZMAT and specialized response of emergency services or companies.	\$500/vehicle for 1st hour	Services on Municipal Roads, Property & Waterways: Fees for materials, equipment and services provided for emergencies involving motorized vehicles on municipal roads, property and waterways for non-residents, at the discretion of the Fire Chief, unless otherwise stipulated by prior agreement.	Current MTD Rates/hour/apparatus (full recovery)	Specialized Equipment, Material or Devices		

