



Report to: General Committee

Date of Meeting: November 12, 2018

SUBJECT: 2019 User Fee, Permit and Fine Increases – Market Competitive Analysis

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RECOMMENDATION:

- 1) That the report dated November 12, 2018 entitled “2019 User Fee, Permit and Fine Increases – Market Competitive Analysis” be received; and
- 2) That the 2019 user fee, permit and fine increases and their respective effective dates as outlined on Appendix A be approved; and
- 3) That Council approve in principle the establishment of a Subsidy Program for children and youth and staff will report back before the fall in 2019 with the guidelines and eligibility criteria and in take system; and
- 4) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of the report is to obtain Council approval for additional 2019 user fee, permit and fine increases (“user fee increases”) based on a market competitive analysis and their respective effective dates as outlined in Appendix A.

BACKGROUND:

Council approved 2018 user fee increases based on a market competitive analysis to partially address the impact of costs associated with Bill 148, The Fair Workplaces, Better Jobs Act. In addition, user fees were increased based on the greater of Consumer Price Index (CPI) or the CUPE settlement, as per the City’s regular practice.

The process of updating the market competitive analysis continued in 2018. All departments undertook a market competitive analysis of user fees, and permit and fine rates (“fees”) to further determine the City’s position against other municipalities as comparators in preparation for the 2019 Budget.

The mandate was to benchmark the City’s fees against a minimum of three municipal comparators, two of which were the City of Vaughan and the Town of Richmond Hill. The

goal was to adjust the City's fees at a minimum to be equivalent to the highest of the three comparators.

Each municipality uses pricing for different outcomes and price different categories based on priorities and social outcomes. As noted in the body of the report (refer to the Discussions section), there are fees in some cases that are not at the highest level in comparison to other municipalities. This report will provide the context for comparisons and make recommendations based on impact to participation. Where increases are significant Staff are recommending phasing-in the increases to allow community groups and users sufficient time to adjust to the revised rates. In some cases we will show the differences between the rates and explain why moving to the highest rate will not be recommended due to adverse impacts. As well, new fees are being introduced that are currently charged by other municipalities.

The user fee increases are being brought forward at this time to allow sufficient time to advise community groups of the increases so they can account for them in their 2019 budgets, and to implement user fee increases effective January 1, 2019 where applicable.

Staff will monitor participation rates and should any issues arise as it pertains to a decline in volume and/or ability to pay, Senior Staff will be notified and adjustments will be made as required.

The City will be introducing a Subsidy Program based on the 'ability to pay' model being undertaken with the Region of York. The intentions of the Subsidy Program will be to address growing concerns with affordability of children's program for the working poor which is a 'gap' in our service plan. York Region provides a 'subsidy' for recreation programs to Ontario Works clients only.

The 2019 Budget process will include revenue impacts net of any volume adjustments. A market competitive analysis will be conducted every year as part of the annual budget process.

OPTIONS/DISCUSSIONS:

The tables below provide examples of user fee increases that make up a major portion of the department's revenue budget. A complete list of all user fee increases is provided in Appendix A.

As per Council approved policy, all rates will be adjusted by 2.2% based on Consumer Price Index (CPI) where applicable.

Recreation

In 2009, Parks and Recreation Ontario (PRO) published a key document "Use of Benefits of Local Government Recreation and Parks Service: An Ontario Perspective" confirming that Ontarians seek and value recreation and sport as it provides and promotes lifelong skill development, social benefits, health wellness and economic development within their community.

Research has shown that recreation and parks improve physical and mental health, reduce care costs, provide positive lifestyle choices for youth at risk, contribute to independent living among older adults and develop improved self-image.

The report further outlines the fundamental rationale for the provision of municipal recreation, which is to provide equity and availability of recreation to those who would otherwise go without.

Aligned with PRO's statement is the City of Markham's Recreation Services mission statement, which is to provide high quality, safe and fun programs and services that are inclusive, accessible and affordable for all residents. To achieve this mission, Recreation Services provide three service delivery methods that include:

1. Direct programming – Represents 38.5% of revenue collected
2. Drop in opportunities – Represents 14.5% of revenue collected
3. Facility Permit: Provision of facilities for use by recreational and competitive sport delivered by community partners – Represents 32.2% of revenue collected

Direct programs include “Learn to Programs” within aquatics, sports, camps and general programming. These programs are instructional based and are accompanied by a paid instructor. Learn to Programs are user fee based, participants pay a fee to take part in the program which are available for all age groups: parent and tots to older adults. Examples of Learn to Programs include, but are not limited to, instructional swimming lessons, dance, and introductory skating lessons to summer camp services for children in the community.

Drop In opportunities include scheduled times in community centres where an activity is open for public use for a variety of age groups. Drop In opportunities include, but are not limited to, lane swims, recreational swims, parent and tots, public skate and drop in sports (basketball, badminton, volleyball, pickle ball).

Facility Permits is the third delivery method, which is the provision of facilities to local sport organizations, so that they can deliver sport within Markham. Recreation Services partners with over 200 sport organizations and permits space and city assets to groups to deliver competitive and community sport programming. User groups pay a permit fee for the use of City assets. City assets include hockey arenas, baseball diamonds, soccer fields, cricket pitches and pools.

User Fee Impact

As part of this fee review, Recreation Services compared fees amongst three comparable municipalities. The goal of the review was to identify gaps within Markham user fees with fees from comparable municipalities. For this exercise, the comparable municipalities include the City of Vaughan, Town of Richmond Hill and the City of Mississauga.

Direct Programs: Based on this review, staff verified that 86% of Markham Recreation's “Learn to Program” user fees are either at the highest fee or are in the top percentile amongst comparable municipalities. Through our discussion with the comparator, each municipality

identified that their unique pricing strategy allows them to provide a range of program offerings. Their pricing strategies all support access and participation to all members of their communities.

Staff recommends for user fees associated with children and youth direct programs:

- 1) Program Fees not move to the highest level if the comparator user fee is greater than a 10% increase
- 2) The fee increase for 2019 is a maximum increase of 10% plus CPI
- 3) The fee increase for 2020 is a maximum increase of 10% plus CPI

Staff recommends for user fees associated with adult direct programs:

- 1) Program Fees not move to the highest level if the comparator user fee is greater than a 15% increase
- 2) The fee increase for 2019 is a maximum increase of 15% plus CPI
- 3) The fee increase for 2020 is a maximum increase of 15% plus CPI

Direct Programs – Comparator & Recommended Fee (HST Applicable to Adult Programs)

Camp and Program Activities	Highest Comparator (\$)	Markham 2018 Fee (\$)	Recommended Fee Increase (%)	Effective January 1, 2019 (\$)	Rate Increase (\$)	Year 2 & 3 Fee Increase + CPI (%)
Camps - General/Variety (weekly)	\$5.52	\$5.04	9%	\$5.52	\$0.48	0%
Camps - Sports Camps (weekly)	\$5.52	\$5.04	9%	\$5.52	\$0.48	0%
Camps - Outdoor 2 (weekly)	\$5.52	\$5.24	5%	\$5.52	\$0.28	0%
Badminton - Children	\$8.63	\$5.69	10%	\$6.27	\$0.58	Year 2/3 10%
Basketball - Children	\$8.81	\$5.69	10%	\$6.27	\$0.58	Year 2/3 10%
Tennis - Children	\$16.88	\$12.22	10%	\$13.47	\$1.25	Year 2/3 10%
Cooking - Children	\$25.46	\$11.42	10%	\$12.59	\$1.17	Year 2/3 10%
Aquatics - Private Lessons - Child	\$38.72	\$37.36	4%	\$38.72	\$1.36	0%
Learn to Skate - Children	\$11.94	\$10.84	10%	\$11.94	\$1.10	0%
Ballroom Dancing - Adult	\$15.12	\$7.94	15%	\$10.33	\$1.22	Year 2/3 15%
Learn to Skate - Adult	\$11.26	\$10.84	4%	\$11.26	\$0.42	0%
Tennis - Adult	\$20.18	\$12.22	15%	\$14.87	\$1.87	Year 2/3 15%

A supplementary review was completed on Fitness offerings within Recreation. This competitive analysis was excluded, because comparator municipalities are currently experiencing low participation levels and low membership enrollment in their Fitness portfolio, which they believe could be as a result of their current membership rates are priced above market trends.

Staff recommends for fitness user fees:

- 1) To maintain fitness user fees at current levels until the findings are available from the work being done by our comparators.

Drop-In Programs: The approach undertaken by staff within Recreation Service is consistent with the 2018 user fee review, which recommended no changes in user fees to Drop-In programs. These programs allow for the greatest benefit to the community based on cost and accessibility, which aligns with Recreation's priority to provide opportunities for accessible and affordable service for all residents without barriers to participation.

Staff are recommending no changes in user fees associated with Drop-In Programs.

Facility Permit: The fee review did identify pricing gaps that exist within facility permits. The chart below demonstrates these financial differences however, there is concern that community sport groups will not be able to absorb these increases and will not have the financial viability to support the fees there are examples of the impact below for 'one' sample club. The chart below shows the highest comparator versus the Markham rate, with a recommended implementation plan.

Facility Permit – Comparator Fee Analysis (HST is applicable)

Competitive Swim Clubs	Highest Comparator (\$)	Markham 2018 Fee (\$)	Total Difference (\$)	Total Difference (%)	Impact
Competitive Aquatics Club - 6 lanes	\$70.02	\$16.65	\$53.37	321%	Markham Aquatics Club / Mallards / Markham Synchro Ex: Annual impact MAC - 600 Hours x \$53.37 = \$32,022 extra if moved to highest rate
Competitive Aquatics Club - 8 lanes	\$70.02	\$35.07	\$34.95	100%	Markham Aquatics Club / Mallards / Markham Synchro Ex: Annual impact MAC - 55.5 hours x \$34.95 = \$1,939.73 extra if moved to highest rate

Arenas Activities	Highest Comparator (\$)	Markham 2018 Fee (\$)	Total Difference (\$)	Total Difference (%)	Impact
Adult - Prime	\$313.80	\$262.42	\$51.38	20%	Unionville Men's Hockey / Markham Men's Hockey / Markham Millionaires Ex: Annual impact Unionville Men's Hockey – 192 hours x \$51.38 = \$9,864.96 extra if moved to highest rate
Adult - Non Prime	\$299.00	\$190.60	\$108.40	57%	Markham Senior League Ex: Annual impact Kowel Hockey - 25 hours x \$108.40 = \$2,710 extra if moved to highest rate
Non Resident / Commercial	\$373.25	\$339.78	\$33.47	10%	

Sportsfields Activities	Highest Comparator (\$)	Markham 2018 Fee (\$)	Total Difference (\$)	Total Difference (%)	Impact
Art. Turf - Prime - Child - Soccer	\$65.63	\$15.35	\$50.28	328%	Unionville Milliken Soccer Club(UMSC / Markham Soccer Association (MSA/ Thornhill Soccer Ex: Annual impact UMSC – 1516 hours x \$50.28 = \$76,224.48 extra if moved to highest rate
Art. Turf - Non Prime - Child - Soccer, Cricket	\$65.63	\$15.35	\$50.28	328%	EX: Annual Impact UMSC - 34.5 hours x 21 weeks x \$50.28 = \$36,427.86 EX: Annual Impact MSA - 65 hours x 25 weeks x \$10.06 = \$81,705.00 extra if moved to highest rate

A Field - Prime - Child - Diamonds	\$22.09	\$6.82	\$15.27	224%	Markham District Baseball EX: Annual Impact Markham District Baseball – 3848 hours x \$15.27 = \$58,758.96 extra if moved to highest rate
B Field - Prime - Child - Diamonds	\$20.80	\$6.96	\$13.84	199%	Markham Baseball / Softball EX: Annual Impact Unionville Milliken Softball Association - 387 hours x \$13.84 = \$5,356.08 extra if moved to highest rate
A Field - Non Prime - Child - Soccer, Cricket	\$6.82	\$4.92	\$1.90	39%	

B Field - Non Prime - Child - Soccer, Cricket	\$5.90	\$4.92	\$0.98	20%	Ex: Annual impact Markham Cricket Academy – 126 hours x \$0.98 = \$123.48 extra if moved to highest rate
Art. Turf - Prime - Adult - Soccer, Cricket	\$119.33	\$27.68	\$91.65	331%	Ex: Annual impact Unionville Milliken Soccer Club / Markham Soccer Association / Thornhill Soccer UMSC – 651 hours x \$91.65 = \$59,664.15 extra if moved to highest rate
Art. Turf - Non Prime - Adult - Soccer, Cricket	\$119.33	\$27.68	\$91.65	331%	Unionville Milliken Soccer Club / Markham Soccer Association / Thornhill Soccer
A Field - Non Prime - Non Resident - Adult - Diamonds	\$63.45	\$26.28	\$37.17	141%	
B Field - Non Prime - Non Resident - Adult - Diamonds	\$40.08	\$26.28	\$13.80	53%	
B Field - Non Prime - Adult - Diamonds	\$26.27	\$11.72	\$14.55	124%	
A Field - Prime - Adult - Soccer	\$43.79	\$38.13	\$5.66	15%	Unionville Milliken Soccer Club / Markham Soccer Association / Thornhill Soccer Ex: Annual impact UMSC – 110 hours x \$5.66 = \$611.60
B Field - Prime - Adult - Soccer, Cricket	\$26.27	\$13.96	\$12.31	88%	Unionville Milliken Soccer Club / Markham Soccer Association / Thornhill Soccer / Markham Cricket Association / Markham Premier Cricket League / York Region Cricket Association Ex: Annual impact UMSC – 203.5 hours x \$12.31 = \$2,505.09 Markham Cricket = 775 x \$12.31 = \$9,540.25
A Field - Prime Non Resident - Adult - Soccer, Cricket	\$72.42	\$60.60	\$11.82	20%	Ex: of Regular User Group = Avg, 20 hours per group x \$11.82 = \$236.40
B Field - Prime Non Resident - Adult - Soccer, Cricket	\$45.78	\$29.51	\$16.27	55%	

In 2018, as a result of the implementation of Bill 148 many of the groups already experienced a significant increase.

In some areas there are significant differences between the highest rate and the current Markham rate. Some include a 300% difference in fee, which if implemented could have a significant impact on users especially for user groups that supports children and youth programming. The other comparators are within the Markham range, this report discloses the difference among similar municipalities.

Recreation staff understand that the impact on our community partners would be significant. For example, if we were to implement the full “user fee gap” associated with Competitive Swim Clubs, Markham’s aquatics club would pay a 321% increase, which represents a 30% plus CPI increase for each year for ten years. This would cause a dramatic impact on the club participation level and its financial sustainability and would not align to Markham’s Sport Development Strategy.

Staff recommends for Permit fees for Children and Youth:

- 1) Permit fees not move to the highest level if the comparator user fee is greater than a 10% increase
- 2) The fee increase for 2019 is a maximum increase of 10% plus CPI
- 3) The fee increase for 2020 is a maximum increase of 10% plus CPI

Staff recommends for Permit fees for Adults:

- 1) Permit fees not move to the highest level if the comparator user fee is greater than a 15% increase
- 2) The fee increase for 2019 is a maximum increase of 15% plus CPI
- 3) The fee increase for 2020 is a maximum increase of 15% plus CPI

The rationale for these recommendations is related to concern on the impact to community sport organizations and the long term sustainability of these clubs which are experiencing stresses in balancing their budgets annually. Further, Staff will take the opportunity to use the information from the ‘Ability to Pay’ fee review to revisit these fees in 2020 within an overall framework.

Facility Permit – 2019 Fee Recommendations (HST is applicable)

Competitive Swim Clubs	2018 Fee (\$)	Recommended Fee Increase (%)	Effective January 1, 2019 (\$)	2019 Rate Increase (\$)	Year 2 & 3 Fee Increase + CPI (%)
Competitive Aquatics Club - 6 lanes	\$16.65	10%	\$18.32	\$1.67	Year 2/3 10%
Competitive Aquatics Club - 8 lanes	\$35.07	10%	\$38.58	\$3.51	Year 2/3 10%
Arenas Activities	2018 Fee (\$)	Additional Fee Increase (%)	Effective January 1, 2019 (\$)	2019 Rate Increase (\$)	Year 2 & 3 Fee Increase + CPI (%)
Adult - Prime	\$262.42	15%	\$302.61	\$40.19	Year 2 3.7%

Adult - Non Prime	\$190.60	15%	\$219.79	\$29.19	Year 2/3 15%
Non Resident / Commercial	\$339.78	10%	\$373.25	\$33.47	0%

Sportsfields Activities	2018 Fee (\$)	Additional Fee Increase (%)	Effective January 1, 2019 (\$)	2019 Rate Increase (\$)	Year 2 & 3 Fee Increase + CPI (%)
Art. Turf - Prime - Child - Soccer	\$15.35	10%	\$16.92	\$1.57	Year 2/3 10%
Art. Turf - Non Prime - Child - Soccer, Cricket	\$15.35	10%	\$16.92	\$1.57	Year 2/3 10%
A Field - Prime - Child - Diamonds	\$6.82	10%	\$7.52	\$0.70	Year 2/3 10%
B Field - Prime - Child - Diamonds	\$6.96	10%	\$7.67	\$0.71	Year 2/3 10%
A Field - Non Prime - Child - Soccer, Cricket	\$4.92	10%	\$5.42	\$0.50	Year 2/3 10%
B Field - Non Prime - Child - Soccer, Cricket	\$4.92	10%	\$5.42	\$0.50	Year 2 10%
Art. Turf - Prime - Adult - Soccer, Cricket	\$27.68	15%	\$36.85	\$4.24	Year 2/3 15%
Art. Turf - Non Prime - Adult - Soccer, Cricket	\$27.68	15%	\$36.85	\$4.24	Year 2/3 15%
A Field - Non Prime - Non Resident - Adult - Diamonds	\$26.28	15%	\$30.30	\$4.02	Year 2/3 15%
B Field - Non Prime - Non Resident - Adult - Diamonds	\$26.28	15%	\$30.30	\$4.02	Year 2/3 15%
B Field - Non Prime - Adult - Diamonds	\$11.72	15%	\$13.51	\$1.79	Year 2/3 15%
A Field - Prime - Adult - Soccer	\$38.13	15%	\$43.79	\$5.66	0%
B Field - Prime - Adult - Soccer, Cricket	\$13.96	15%	\$16.10	\$2.14	Year 2/3 15%
A Field - Prime Non Resident - Adult - Soccer, Cricket	\$60.60	15%	\$69.88	\$9.28	Year 2 3.7%
B Field - Prime Non Resident - Adult - Soccer, Cricket	\$29.51	15%	\$34.03	\$4.52	Year 2/3 15%

Supporting Markham through Subsidy and Appropriate Pricing

As Markham's population continues to grow, so has the rise of low income families found within the city. In 2011 York Region released "Making Ends Meet in York Region" which identified York Region having the fifth highest median family income in Canada in 2006, one in eight of its residents lived in low income households: a total of 112,165 people. Of those residents who were identified as low income – 16.1% of those lived in the City of Markham,

which is higher than the provincial and national averages. The majority of this 16.1% of low income in Markham is made up of families with children.

The Region currently has a program that provides families that receive Ontario Works, financial support for children and youth to attend Recreation Programs in Markham through the PLAY program. Further, our seniors already received a significant subsidy which will be reviewed with the 'Ability to Pay' fee program.

The "Making Ends Meet in York Region" document also identified that within York Region 23.6% of those living in the Region are identified as Moderate Income. This is the group of residents who are working hard, often with two income earners in the family, working more than one job, working to "keep a roof over their heads and food on the table", leaving no discretionary income to participate in extracurricular activities.

Amid rising user fees, the ability to provide equity and access to programs and services is clearly strained. To alleviate such financial barriers and enable access to increase support of all residents to programs and services, there is a need to provide a sustainable subsidy framework and policy. This policy will allow Markham to continue meeting its current mandate of providing affordable and accessible recreational services, taking into consideration all of our Council approved strategic documents: Integrated Leisure Master Plan, Diversity Plan, Sport Development Plan, Markham in Motion and our overall principle to eliminate barriers to participation in a thoughtful and respectful manner.

Subsidy Policy:

The purpose of a subsidy policy is to establish a fair and equitable approach to the application of fees and charges that will apply to all parks and recreation programs and services. This policy would encompass a decision-making framework that will guide Council and staff when evaluating current and future recreation services.

It will further allow for programs and services to be delivered in a fiscally responsible manner, which could result in the delivery of a wide range of programs and services that ranges from no charge to a nominal charge, all aimed at encouraging participation from all residents.

Ultimately, the goal is to create a policy that would assure that the setting of fees and charges is based on a uniform vision that is consistently applied department wide, and allow for the establishment of fees in an environment that considers current market rates and/or the adjustment of fees to encourage the use of services by residents of all abilities.

Guiding Principles for the Development of a Subsidy Policy

Essential and foundational elements found within subsidy policy would be guided by the following principles:

- Recreation programs and services are developed for the benefit of **residents**.
- All strategies to provide equitable access to affordable recreation and sport will be **client focused and respect the dignity of participants**.

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- All residents **feel included** within their communities regardless of their background: access to recreation is barrier free.
 - Within the constraints of limited available public resources, the City will ensure that no fee/nominal fee programs and services are provided for those with limited financial means.
 - **Building Capacity and developing partnerships** will ensure that there is a sustainable program over time.
 - Identifying and **addressing barriers** to accessing program and services will assist in achieving our vision of full and equitable access to recreation and sport.

Update on Ability to Pay Fee Program

Approved in October, 2017, as part of the City of Markham's Older Adult Strategy, Mayor and Council supported in principle an Ability to Pay Fee Program and directed staff to undertake further analysis to determine impact on all users and report back.

The purpose of an Ability to Pay model is to determine eligibility for subsidized services based on residents of all ages, needs and financial capacity to pay for programs and services. It would replace the current age-based subsidy and will consider new eligibility guidelines based on income, assets, existing support from family or friends and risk of isolation.

The basic pricing model for this program would consider a variety of determining factors – cost, market, participation rates, inclusion and the classification for the pricing of programs and types to ensure a range of opportunities and outcomes.

Since October 2017, the City of Markham have engaged with York Region and the nine municipalities across the Region in a working group towards implementing an Ability to Pay model that balances the needs of residents. The working group's objectives are to:

1. Maintain inter-generational equity (IE: fairness to people in all age groups) and support residents based on need (IE: helping those that need it most).
2. Respond to the increase in demand for Recreational programs and services in a fiscally sustainable manner given limited resources.
3. Develop consistent communications across all municipalities towards the development of an ability to pay model.

An Ability to Pay Fee Program would offer subsidies for aquatic programs, recreation programs, youth leadership programs and camps. This program will modernize the existing subsidy framework and will be more responsive towards removing financial barriers for children, families and individuals with low income and support them with the ability to take part in programs and services. Work is currently underway and meetings are ongoing to determine and align critical foundational elements of a new subsidy program model that York Region and all municipalities can support. Staff will be reporting back in Q3, 2019 to Council on research, guidelines and a proposed framework on an Ability to Pay Fee Program.

The development of a subsidy program is a complex undertaking. The city will be working with other municipalities that have undertaken such programs to remove barriers to

participation as it relates to affordability, which still ensure that programs and facilities remain sustainable.

Staff recommends a report be tabled in Fall of 2019 on the guidelines and eligibility requirements for a Subsidy Program for children and youth. That the program be piloted for 2 years to monitor and assess the results to ensure the program is meeting the stated outcomes of supporting community access to programs and services.

Waste

Waste Staff's review of all fees was performed and compared to Vaughan, Richmond Hill, Newmarket and Whitchurch-Stouffville. The highlighted fee increases below were developed through a cost recovery analysis for the time and materials associated with assembling the recycling kits.

plus applicable taxes	2018 Fee \$	Additional Fee Increase %	Effective January 1, 2019 \$	Rate Increase \$
New Home Recycling Kit	\$72.00	72.43%	\$124.15	\$52.15
New Multi-Res Recycling Kit	\$26.00	28.81%	\$33.49	\$7.49
Appliance Pick up	\$11.06	24.05%	\$13.72	\$2.66
Kitchen Catcher (Per unit)	\$7.52	17.69%	\$8.85	\$1.33
Green Bins (Per unit)	\$20.80	2.12%	\$21.24	\$0.44

Fire

Fire's market review included comparisons to Vaughan, Richmond Hill, Toronto and Mississauga as well as a cost recovery analysis on inspection and site visit type fees. Fire also identified seven new fees to be introduced in 2019 (Appendix A, last 7 items in the Fire chart).

plus applicable taxes	2018 Fee \$	Additional Fee Increase %	Effective January 1, 2019 \$	Rate Increase \$
File Search and Letter (Per application/ incident)	\$91.00	42.86%	\$130.00	\$39.00
Fire Works Permits Display fireworks	\$150.00	233.33%	\$500.00	\$350.00
Pyrotechnics Special Effects Events (permit)	\$150.00	233.33%	\$500.00	\$350.00
Open Air Burning Permits	\$50.00	300.00%	\$200.00	\$150.00
Approval Alternate Solution OFC plus site visit	N/A	N/A	\$250.00	\$250.00

Culture

Museum Staff conducted an analysis of their current fees compared to Vaughan, Richmond Hill, Toronto and Mississauga. It was determined that the City's fees are currently the highest and, thus, there are no recommended increases included in this report.

Art Gallery Staff conducted their analysis by comparing to several specific facilities within the Greater Toronto & Hamilton Area (GTHA). This included facilities such as: McMichael Kleinburg (Vaughan), Latcham Gallery (Whitchurch-Stouffville), Art Gallery of Mississauga, Living Arts Centre (Mississauga) and Aurora Cultural Centre. The increases identified by Staff were primarily in programs, camps and memberships.

Varley Art Gallery Fees

plus applicable taxes	2018 Fee \$	Additional Fee Increase %	Effective March 17, 2019 \$	Rate Increase \$
Adult Programs (8 sessions)	\$204.00	44.12%	\$294.00	\$90.00
Adult Programs (4 sessions)	\$104.00	153.85%	\$264.00	\$160.00
Children/Teen/Pre-Teen Program (20 hours)	\$193.00	38.34%	\$267.00	\$74.00
Summer Full Day Camp (35 hours)	\$282.00	20.21%	\$339.00	\$57.00

The analysis for Theatre, similar to Art Gallery, was focused on specific facilities including: The City Playhouse (Vaughan), Richmond Hill Centre for Performing Arts, Oakville Centre for Performing Arts, Rose Theatre (Brampton) and Living Arts Centre (Mississauga). The increases identified were in staff related charges.

Theatre Fees

plus applicable taxes	2018 Fee \$	Additional Fee Increase %	Effective January 1, 2019 \$	Rate Increase \$
Front Of House Manager (Hourly)	\$29.00	42.24%	\$41.25	\$12.25
Technical Supervisor (Hourly)	\$39.00	29.49%	\$50.50	\$11.50

Legislative Services

Legislative Services Staff reviewed market rates at Vaughan, Richmond Hill, Brampton, and Mississauga and identified the fee increases below related to parking, marriages, burials and chapel rentals. Staff have also identified 6 new fees to be implemented in 2019 (Appendix A, last 6 items in the By-laws chart).

By-laws

HST not applicable	2018 Fee \$	Additional Fee Increase %	Effective January 1, 2019 \$	Rate Increase \$
Park in Designated Handicapped Space without a Permit (Per infraction)	\$300.00	16.67%	\$350.00	\$50.00
Monthly Parking Permit - Overnight Parking in Designated Areas (Per permit)	\$30.00	76.67%	\$53.00	\$23.00

Clerks

plus applicable taxes	2018 Fee \$	Additional Fee Increase %	Effective January 1, 2019 \$	Rate Increase \$
Civil Marriages	\$201.00	72.14%	\$346.00	\$145.00
Burial Permits	\$31.50	17.46%	\$37.00	\$5.50
Chapel Rental	\$280.50	23.34%	\$345.98	\$65.48

Financial Services

A detailed market comparison was performed by Finance Staff of 27 municipalities which included Vaughan, Richmond Hill, Toronto, Mississauga, Brampton and Oakville. Staff have also identified one new fee to be implemented in 2019 (Appendix A, last item in the Finance chart).

HST not applicable	2018 Fee \$	Additional Fee Increase %	Effective January 1, 2019 \$	Rate Increase \$
Ownership Change	\$36.50	9.59%	\$40.00	\$3.50
Mortgage Admin Fees	\$14.00	7.14%	\$15.00	\$1.00
Overdue Notice Fees	\$5.50	81.82%	\$10.00	\$4.50
Tax Certificates	\$82.50	9.09%	\$90.00	\$7.50

Legal Department

Staff's analysis compared fees to Vaughan, Richmond Hill and Mississauga. In general, where Markham's 2018 fees were lower than what was charged by another municipality on the list, Markham's fees have been increased to match the higher fee. In addition, hourly rates for staff time has also been added for services not specified in the chart. Some of the most significant increases are highlighted below and summarized in Appendix A.

plus applicable taxes	2018 Fee \$	Additional Fee Increase %	Effective January 1, 2019 \$	Rate Increase \$
Amendments to Site Plan Control Agreements (Based on complexity)	\$1,100 - \$2,250	122.22% - 127.27%	\$2,500 - \$5,000	\$1,400 - \$2,750
Complex Agreements	\$5,300 - \$16,000	16.98% - 25.00%	\$6,200 - \$20,000	\$900 - \$4,000
Road Closing By-laws (Stop up and close) (Per request)	\$450.00	1077.78%	\$5,300.00	\$4,850.00
Proposed Sale Internal Circulation (Per request) (unless waived by City Solicitor)	\$535.00	0.00% - 834.58%	\$535 - \$5,000	\$0 - \$4,465

FINANCIAL CONSIDERATIONS:

The 2019 Budget process will include revenue impacts net of any volume adjustments. Staff will monitor participation rates and should any issues arise as it pertains to a decline in volume and/or ability to pay, Senior Staff will be notified and adjustments will be made as required.

RECOMMENDED BY:

2018-11-06

X 

Trinela Cane
Commissioner, Corporate Services
Signed by: cxa

2018-11-06

X 

Brenda Librecz
Commissioner, Community & Fire Services
Signed by: cxa

2018-11-06

X 

Arvin Prasad
Commissioner, Development Services
Signed by: cxa

ATTACHMENT:

[Appendix A – Schedule of 2019 User Fees, Permits and Fines](#)