



MANAGEMENT REPORT

Date: August 12, 2024
To: Mayor and Members of Council
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: COU24-085
Attachments: 1) Current 2024 Fees and Charges By-law
2) Draft 2025 Fees and Charges By-law

Title: Fees and Charges 2025

Objective: This report is intended to summarize the changes being proposed to the 2025 fees and charges and is accompanied by the 2024 By-law for comparison purposes. All schedules have been updated in the draft 2025 By-law to reflect these proposed changes.

Background: It is best practice for a municipality's fees and charges to be determined prior to budget consideration. This ensures that revenue estimates are based on any approved rate levels. This is typically done pre-budget to assist with estimating revenues into the budget year, but any changes to any of the fees and charges can be updated at any time, should a further review be deemed prudent.

There are some exceptions where review occurs out of this cycle, where governed by other indices for inflation or are tied to other by-laws. When these specific ones are next reviewed may be considered as additional schedules for the consolidated by-law.

Analysis: The fees and charges are separated into schedules to reflect the functional areas to which they apply. The intent is to assist with navigation through the document, but also to allow for modification of specific schedules in between full reviews if required, without opening the entire by-law.

Not all services provided by the City are intended to be user-pay (full cost recovery), and Staff continue to assess the appropriate impact on the tax levy for each type of service. Staff have reviewed existing rates and fees to ensure they remain:

- Reflective of the desired split between user-pay and tax-supported services
- Market competitive (looking at other comparable centres)
- Valid and appropriate

Rates are analyzed and proposed at the department level and compiled into this report and the attached proposed by-law. Each Director and Manager can respond to questions related to the rates and fees for the specific divisions.

Where Consumer Price Index (CPI) was used as the basis for increasing fees, a modest 2.5% inflator was chosen, rather than the actual levels of CPI which have been much higher. This was for two reasons: 1) to recognize that CPI is intended to measure the cost of inflation on a basket of household goods, and these fees are not necessarily similar and 2) the current measures of CPI are higher than historical for the past number of years, and a market correction is likely to occur over time. Using a lower figure ensures some recognition of increasing costs but will not result in a large increase. In some cases, to keep the fees simple as in the case of a transit fare or a public skating admission for example, the fees have been rounded and may vary from the 2.5% but the intent is to approximate this inflator unless otherwise noted. In many cases, there is a rounding effect to minimize the penny-factor so this could slightly impact the 2.5% incremental increase.

Where an increment other than 2.5% was used, further explanation is noted below.

The section below indicates which fees are being proposed amended and where wording clarifications are added:

Schedule "A" Corporate-Wide Fees and Charges

From the previous by-law, Schedule "A - Corporate Wide Fees and Charges" has now been combined with Schedule "D" "Corporate Services Department Fees and Charges" as they both contain corporate-wide fees and charges.

Changes proposed to this schedule include:

- Area Openings or Encroachment increasing from \$582.12 to \$596.67.
- Release of an Encroachment Agreement increasing from \$415.07 to \$425.45.
- Retail Business Holidays Act Exemption Single Application increasing from \$559.51 to \$560.
- Retail Business Holidays Act Exemption Shopping Mall Application increasing from \$671.41 to \$688.
- Retail Business Holidays Act Exemption Group of 3 or more stores on same property increasing from \$671.41 to \$688.

Schedule "B" Planning Fees and Charges

This schedule has been relabeled from "Building Fees and Charges" to "Planning Fees and Charges" to more accurately reflect that Building division and Building Code fees are covered separately under By-law 112-2005, last updated February 1, 2023.

For 2025, for the more complex application processes that increasingly require senior-level expertise and involvement, an interim adjustment of 15% is recommended by the Director of Building and Planning Services. This adjustment is considered moderate and necessary to acknowledge recent staffing investments in the Division, and to mitigate the financial burden on the tax base that has been increasing over time. The 15% interim adjustments are based on the Director's anecdotal evidence and professional judgment, as a detailed internal review of planning fees is anticipated for mid-2025 (the last review being done in 2019). Such a review will provide a more precise supporting calculation of actual processing costs and will involve consultation with the City's development community. However, the interim proposed adjustment will address immediate discrepancies between current fees and actual costs.

As the City's Planning Division works towards modernized processes, including the introduction of e-services approved in the 2024 budget, there is potential for actual processing costs to decrease over time. The implementation of e-services and other efficiency measures is expected to reduce the time and resources required for processing applications. While this modernization effort is ongoing, it is essential to adjust fees in the interim to ensure cost recovery aligns with current operations.

It is important to approach the concept of cost reductions with caution. Although any decrease in processing costs due to modernization/e-services will be closely monitored and reflected in future fee adjustments, the Director foresees e-services timelines shortening (and improving) the review, reporting, and approvals process rather than resulting in a future reduction in fee amounts.

The interim adjustments proposed for the 2025 budget are based on the current state of City processes and the best available evidence, ensuring that we remain fair and equitable in our fee structures.

Beyond the standard CPI increases, the summarized details of the changes include:

- General restructuring of fee categories by application types.
- An increase of fees by 15% for applications & processes related to Official Plan Amendments, "Major" Zoning By-law Amendments, Subdivisions & Condominiums, consents (severances).
- A division of the fee for Zoning By-law Amendments into two types: "Major" and "Standard". This approach has increased in recent years so as to differentiate and more accurately recover the costs for more complex applications versus more straight forward proposals. This is determined by whether a proposal is accompanied by various technical studies/reports that need to be evaluated and assessed by Staff.

The current fee (2024) for a Zoning By-law Amendment is \$4,835.00. With the new streams, the "Major" type is proposed at \$5,699.00. A "Standard" type is proposed to be a reduced rate (by approx. 25%) of \$3,717.00. In addition to more accurately reflecting actual cost, this newly introduced "Standard" rate will also assist proposals that are perhaps more technically complex to be considered through a Minor Variance (through the City's Committee of Adjustment).

- A new fee is proposed relating to development agreements imposed as conditions of approval for Committee of Adjustment applications. The fee is also split into two: "major" and "minor", with the "major" agreements being those that require legal and/or technical review. However, most agreements associated with Committee of Adjustment decisions are rather simple and straightforward ("minor").
- Although the Director is of the general opinion that fees should be charged for the formalized "pre-consultation" process, the City does not currently impose this fee. Whether or not to change that approach will be considered through a detailed internal review of planning fees which is anticipated for mid-2025.

Lastly, although there are recommended moderate fee increases recommended for the City's more complex application types, the Planning Act does provide mechanisms for stakeholders to appeal planning fees and charges, ensuring additional transparency and accountability in the planning fee-setting process.

Specific changes are noted below.

A new section has been added as "Pre-Application Formal Consultation" with no fee currently recommended (to be reviewed). This fee was previously under section "Application" in the previous By-law, and although this item will be listed with the notation of "no fee", this is done simply to reduce any confusion for applicants.

Former section "Application" has been renamed "Official Plan Amendment" with the following revised fees:

- Applications for an Amendment to the Zoning By-law fee \$4,835. has been removed – this fee is covered in new section "Zoning By-law Amendment (Zone Change)".
- Amendment to the Official Plan fee has increased from \$5,875. to \$6,925.
- Concurrent Applications for an Amendment to the Official Plan and Zoning By-law (Major or Standard) fee has increased from \$6,485. to \$7,644.
- Amendment to the Official Plan and/or Zoning By-law requiring recirculation fee of \$1,220 has been increased and broken out between Requested Recirculation (by applicant) Requiring Technical Re-review \$1,251.; and new fee Requested (by applicant) Recirculation Not Requiring Technical Re-review \$626.

A new section "Zoning By-law Amendment (Zone Change)" has been added:

- Zoning By-law Amendment (Major) increased from \$4,835. to \$5,699.
- **New fee** for Zoning By-law Amendment (Standard) \$3,717.
- Concurrent Applications for an Amendment to the Official Plan and Zoning By-law with no fee being recommended at this time (to be reviewed).
- Amendment to the Official Plan and/or Zoning By-law requiring recirculation with no fee being recommended at this time (to be reviewed).
- Removal of a Holding Provision increased from \$2,060 to \$2,112.
- Extend a Temporary Use increased from \$1,490 to \$1,527.

A new section has been added "Committee of Adjustment (Minor Variances and Consents)":

- Minor Variance increased from \$1,335 to \$1,368.
- If a Minor Variance application requires a recirculation increased from \$735 to \$753.
- Consent of one additional lot/easement (severance) increased from \$1,490 to \$1,756.; each additional lot/easement (severance) increased from \$220 to \$260; and if an application requires a recirculation increased from \$780 to \$800.
- Request for Change to Condition(s) of Approval increased from \$555 to \$569
- Concurrent Applications to the Committee of Adjustment for Consent and Minor Variance increased from \$1,775 to \$2,092.
- Development Agreement – Committee of Adjustment new fees: \$500 plus incurred legal/technical review costs for Major, and \$300 for Minor.

Former section "Site Plan Application" has been renamed "Site Plan Control":

- Site plan approval increased from \$3,550 to \$3,639; additional fee to be added if building or addition is equal to or greater than 40,000 sq. ft. or greater than 50 units has increased from \$1,110 to \$1,138.
- Amendment to a site plan agreement increased from \$2,385 to \$2,445.
- Minor Amendment to a site plan agreement increased from \$440 to \$451.
- Site Plan Approval for infill developments increased from \$1,880 to \$1,927.
- Letter of Conformity relating to site plan agreement compliance increased from \$100 to \$105.

Plan of Subdivision, Vacant Land Condominium and Common Element Plans of Condominium fees have increased as follows:

- Up to 50 development lots/block/units increased from \$7,985 to \$9,413; additional fee if greater than 50 units proposed increased from \$1,110 to \$1,309.
- Revisions to draft conditions of approval with recirculation increased from \$1,220. to \$1,439.; without recirculation increased from \$440 to \$519.
- Registration of final plan increased from \$680 to \$802.

- Extension of Draft Approval with recirculation increased from \$1,220 to \$1,439; without recirculation increased from \$440 to \$519.

Standard, Amalgamated, Phased and Leasehold Condominium fees:

- Up to 50 units increased from \$4,550 to \$5,364.; additional fee if greater than 50 units increased from \$1,110 to \$1,309.
- Revisions to draft conditions of approval with recirculation increased from \$1,220 to \$1,439; without recirculation increased from \$440 to \$519.
- Registration of Final Plan increased from \$660 to \$802.
- Condominium Exemption increased from \$1,355 to \$1,597.

Miscellaneous fees:

- Deeming Application increased from \$1,110 to \$1,138.
- Driveway Widening Review increased from \$115 to \$120.
- **New:** Telecommunication Tower Review \$1,138.
- Applications for the passing of a Part-Lot Control exemption by-law moved from previous "Application" section and increased from \$1,560 to \$1,838.85; for each Additional New Part Created was increased from \$115 to \$135.56.

Secondary Suite Registration fees:

- Registration of New Secondary Suite increased from \$260 To \$270.
- Renewal of previously registered Secondary Suite increased from \$160 to \$165.

General fees:

- Letters of Conformity (other than By-law 92-75) with survey increased from \$100 to \$105.
- Letters of Conformity without survey increased from \$85 to \$90.
- Letters of Conformity without survey with 2 business day response increased from \$155 to \$160.
- Letters of Conformity with survey with 2 business day response increased from \$165 to \$170.
- Full Size Registered Plans, Plans of Condominium, City Street Maps increased from \$30 to \$35.
- Custom Plots increased from \$55 to \$60.
- Change of Municipal Address increased from \$165 to \$170.
- Alcohol and Gaming Commission of Ontario (AGCO) Approval Letter – Building increased from \$80 to \$85.

Schedule "C" Community Services Department Fees and Charges

Special Events:

- Amended Road Closure fee to refer to Schedule "D" Infrastructure Services.

Arenas:

Summer Ice Rates (April 1 to September 30) (all rates include tax):

- Standard Rental increased from \$204. per hour to \$210. per hour.
- Minor Sports increased from \$204. per hour to \$210. per hour.
- "Slice of Ice Single Admission" changed to "Last Minute Ice Flat Fee" and increased from \$19.50 per hour to \$60.00 per hour flat.

Winter Ice Rates (October 1 to March 31) (all rates include tax):

- Prime Time changed from \$240. per hour to \$250. per hour.
- Non-Prime Time changed from \$204. per hour to \$210.00 per hour.
- Minor Sports increased from \$204. per hour to \$210. per hour.
- "Slice of Ice Single Admission" changed to "Last Minute Ice Flat Fee" and increased from \$19.50 per hour to \$60.00 per hour.

Arena Floor – No Ice Rentals (all rates include tax):

- Removed "maximum 12 hours" from Private Full Day Rental (rate is the same)
- Removal of Ice Surface Cover new fee of \$1,500. per event.
- Halls and Meeting Space - removed "Monday at 7:00am to Friday at 4:00pm" and replaced with "Monday to Friday".
- Double Meeting Room – added "Ritsma Room".
- Banquet Halls – added "City Hall Auditorium" and "Agriplex Hall" – removed "Ritsma Room".
- Event Halls – Community Halls Rotary Complex – removed "Evenings/Weekends: Friday after 4:00pm to Sunday at Midnight" and replaced with "Weekends: Saturday and Sunday".
- Double Meeting Room – added "Ritsma Room".
- Banquet Halls – added "City Hall Auditorium" and "Agriplex Hall" – removed Ritsma Room.
- Installations – removed "Insulated Floor to Cover Ice Surface" and replaced with "Removal of Ice Surface Cover" with reduced fee from \$2,299.55 per day to \$1,500.00 per event (includes tax).
- "Fields – Outdoor" changed to "Fields/Diamonds – Outdoor".
- Single Field/Diamond, "half day maximum 4 hours" – changed to "maximum 6 hours".
- Minor Sport Use increased from \$14.69 per participants to \$15.13 per participant (includes tax).

Beach Volleyball – Outdoor (May 1 – October 31) – added "Basketball, Pickleball, Tennis".

Added new section "Upper Queen's Park" as follows (all include tax):

- **New:** Pavilion \$46.55 per hour; Pavilion – Charitable Event (6 hours or more) \$116.39 per day.
- **New:** Pavilion – Commercial Event (6 hours or more) \$232.78 per day.
- **New:** Permanent Picnic Tables \$98.93 per four-hour period, \$145.48 for more than a four-hour period.
- **New:** Bandshell (Upper Queen's and Veteran's Drive) \$29.09 per hour, \$14.57 per hour (non-profit/fundraising), \$116.39 per day for multi-day events.
- **New:** No charge for Community Events of Remembrance; Non-Profit and Charitable organizations receive a 50% discount on commercial rates.

Skating (all rates include tax):

- Sponsored Skate – added "Weekends and holidays, including school holidays" and increased from \$240. per hour to \$250 per hour.
- **New:** Sponsored Skate for weekdays \$210 per hour.

Day Camps:

- 5-day Week increased from \$155 to \$172.50 (tax not applicable).

Advertising:

- Rink Board Sign Advertising – For Glass (one time change) increased from \$327.70 per glass to \$355.95 per glass (including tax).

Cemetery:

- 6 Grave Plot – changed dimensions from "3m x 3m" to "3m x 6m".
- Infant Plot Flat Marker – Perpetual Care increased from \$170.73 to \$175.00; HST and new total changed accordingly.
- Stillborn Plot Flat Marker - Perpetual Care increased from \$170.73 to \$175.00; HST and new total changed accordingly.
- Cremation Plot Flat Marker – Dimensions changed from "4ft x 4ft" to "2ft x 4ft".

Niches:

- Bronze Scrolls – Land increased from \$850. to \$875.50; HST and new total changed accordingly.
- Plaque Emblem – new fee for Land \$20.60; plus HST and total.
- Level above bottom (per level) – Land decreased from \$50. to \$42.23; Perpetual Care added \$7.45; plus HST and total.

Avondale Garden Mausoleum:

- Section # 2 Level E – Maintenance increased from \$1,288.98 to \$1,289.27; plus HST and new total changed accordingly.
- Exterior Courtyard Level B – Maintenance increased from \$1,556.94 to \$1,573.27; plus HST and new total changed accordingly.

Scattering Garden:

- Sale of Scattering Services – Service increased from \$400. to \$422.30; Perpetual Care reduced from \$60. to \$30; plus HST and new Total changed accordingly.
- Moved “Replacement Certificate of Interment Rights” to “Other”.

Interment Charges:

- License Fee – Base Rate increased from \$10. to \$30. (tax not applicable).
- Cremation Remains – changed (12ft x 12ft) to (12 inches x 12 inches).
- Cremation Remains (over 12ft x 12ft) – changed (12ft x 12ft) to (12 inches x 12 inches).

Disinterment Charges:

- **New:** Cremation 12 x 12 Base Rate \$446.13 plus HST and total.
- **New:** Niche Base Rate \$342.03 plus HST and total.

Foundations:

- Inspection fee – removed “(not to exceed \$84.52)” – corrected HST calculation and Total.
- Flat Marker Installation – added “(by City staff)”.
- Flat Market Installation over 173 square inches – removed fee (see new section “Foundations – Care and Maintenance”).
- Up to 4 feet x 4 feet – removed fee (see new section “Foundations – Care and Maintenance”).
- Over 4 feet x 4 feet – removed fee (see new section “Foundations – Care and Maintenance”).

Added new section “Foundations – Care and Maintenance” with following fees previously under “Foundations”:

- Flat Marker under 173 square inches with no fee.
- Flat Marker over 173 square inches – Base Rate reduced from \$103. to \$100.; plus HST and total.
- Up to 4 feet x 4 feet – Base Rate reduced from \$206. to \$200.; plus HST and total changed accordingly.
- Over 4 feet x 4 feet - Base Rate reduced from \$412. to \$400.; plus HST and total changed accordingly.

Other:

- Transfer of Certificates of Internment Rights – Base Rate increased from \$104.61 to \$130., plus HST and total changed accordingly.
- Replacement Certificate of Interment Rights – moved from “Scattering Garden”.

Schedule “D” Corporate Services Department Fees and Charges

Removed and added to Schedule “A” Corporate-Wide Fees and Charges.

Schedule “D” Infrastructure Services Fees and Charges

This schedule has been renamed as “D”.

Administrative fees for construction projects– 5% increase to move closer to reflecting cost of staff time – proposed fees would represent approximately 2/3 of the cost of staff time.

Damage deposits – 5% increase to better reflect actual costs of construction / restoration.

Agreements – add Pre-Servicing agreements ; update fee for review by 2.5% in line with inflation, and in line with previous annual increases.

Other fee increases are noted below:

Miscellaneous:

- Land Transfer Inquiries increasing from \$60. to \$65. per inquiry to reflect similar level of effort and staff time spent as street permit.
- **New fee** Single Trip Oversized Load Permit \$65.
- Hydration Station Rental increasing from \$25. to \$30. per day.

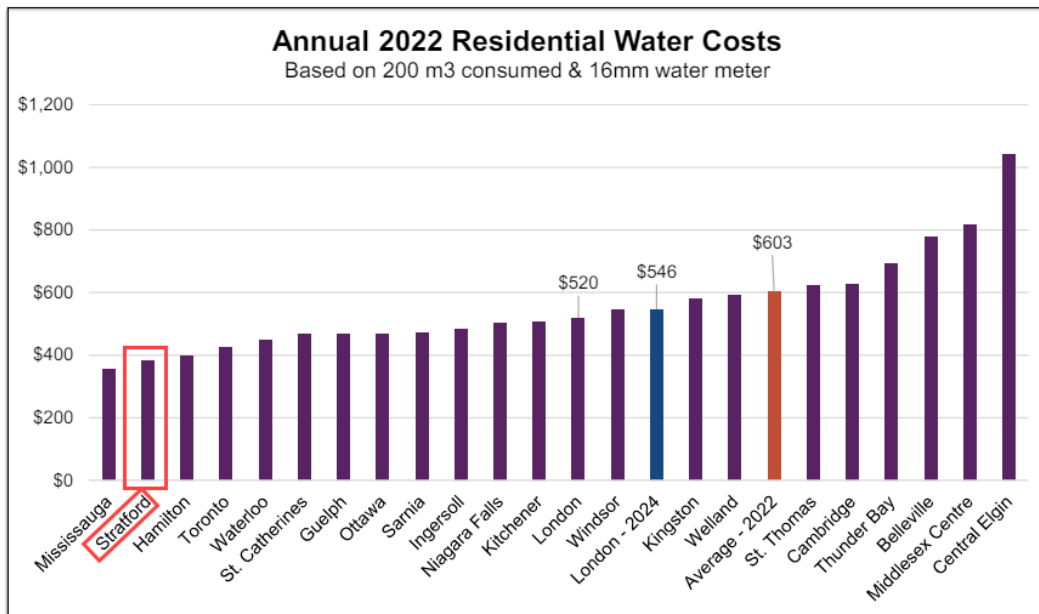
Administrative:

- New Sewer and/or Water Connections increasing from \$180. plus actual cost of the project to \$190. plus actual cost of the project.
- Sewer and/or Water Repairs increasing from \$80. plus actual cost of the project to \$85. plus actual cost of the project.
- Private Sidewalk and Curb services increasing from \$80. plus actual cost of the project to \$85. plus actual cost of the project.
- Sidewalk or Curb Repair for Utility Companies increasing from \$40. per location plus actual cost of the project to \$42.50 per location plus actual cost of the project.
- Miscellaneous Invoice for Services increasing from 7% with minimum of \$80. plus actual cost of the activity, to 7% administrative costs with minimum fee of \$85. plus actual cost to provide service including materials.

- Special Events Road Closure Set-Up and Take-Down Requiring Barricades Only increasing from \$100 to \$200 per event to distinguish between two distinct types of setups; better reflect cost of service in effort to move closer to cost recovery for the work.
- **New fee** for Special Events Road Closure Set-up Requiring Traffic Control Plan 7% administrative costs with a minimum fee of \$85. plus actual costs to provide service including materials.
- Temporary Access Across Municipal Property (Policy P.3.6) increasing from \$50. per application plus damage deposit of \$100. per metre of private property abutting City property, to \$55. per application plus damage deposit of \$105. per metre of private property abutting City property.
- As Built Drawings increasing from \$25. per sheet, to \$25. per sheet and \$25. per pdf file.

Water Rates and Sanitary Sewer Rates:

All fees are consistent with Year 5 in the 10-year Water Rate Plan adopted by Council on March 9, 2020. This plan is also currently under review. Stratford’s rates based on a table compiled by another municipality indicate they have been relatively low/comparable, as noted for information.



Note: Based on 2022 BMA Municipal Study (excluding Customer Assistance Charge). The “London – 2024” bar reflects the 2024 rate increase of 2.5% for water.

Development, Subdivision, Pre-Servicing, Condominium Servicing Agreements:

- Addition of ‘Pre-Servicing’ to Development Section header.
- Administrative Fees for Preparation of an Agreement increasing from \$2,240. to \$2,300. plus all legal fees including registration – also ***new*** initial deposit required of \$8,000. to be applied toward legal expenses.

- Review fees for Engineering Submissions: Per Single or Semi-Detached increasing from \$55. to \$57.40; Per Block increasing from \$110. to \$114.
- Subdivision Tree Fee increasing from \$300. per tree to \$350. per tree.

Added new section "Ministry of the Environment, Conservation and Parks (MECP) Consolidated Linear Environmental Compliance Approval (ECA) and Water System Review and Approvals" with **new fees** as follows:

- Watermain review and approvals \$1,200.
- Sanitary and Storm Sewers review and approvals \$1,100.
- Stormwater Management Systems review and approvals \$1,800.

Waste Management:

- Bag Tags increasing from \$3.70 to \$3.86.
- Bag or Can at Landfill increasing from \$4.80 to \$5.06.
- Minimum Scale Rate increasing from \$20. to \$25.00.
- Tip fee regular loose loads increasing from \$85.50 per tonne to \$94.00 per tonne.
- Tip fee regular more than 5 bags or cans increasing from \$85.50 per tonne to \$94. per tonne.
- Tip Fee regular loads of recyclables, brush, yard waste 200kg or greater increasing from \$85.50 per tonne to \$94. per tonne.
- **Remove Fee** for Tip Fee large hauler in excess of 10,000 tonnes in a 12-month period.
- Tip Fee asbestos increasing from \$170. per tonne to \$180. per tonne.
- Scale Down car increasing from \$20. to \$25.
- Scale Down truck increasing from \$25. to \$27.
- Scale Down trailer increasing from \$22.75. to \$25.
- Scale Down roll off increasing from \$12.25 per cubic yard to \$12.50 per cubic yard.
- Scale Down packer increasing from \$17.50 per cubic yard to \$18.00 per cubic yard.
- Large Item Tag increasing from \$13.50 to \$14.
- Recycle Box increasing from \$7.30 to \$8.25
- **New fee** for Green Bin 45 litre \$20.
- **New fee** for Large Green Bin (commercial only) \$40.
- **New fee** for IPL Recycle Carts (commercial only) \$100.
- **New fee** for Organic Kitchener Catcher \$4.
- **Remove fee** for Backyard Composter \$28.32
- White Goods freon removal increasing from \$43. to \$45.
- **Remove fee** for Televisions and Computer Monitors.
- **Remove fee** for Finished Compost produced through City's Organic Diversion Program to Commercial Users and Landscapers \$3.50 per cubic metre.
- Added a note "All goods sold are HST applicable and HST is included in the price of the goods".

Tipping Fees for Eligible Brownfields Sites:

- This section has been removed.

Site Alteration:

- Site Alteration Permit Fee increasing from \$500 to \$510.
- Site Alteration Permit Renewal Fee increasing from \$500 to \$510.
- Site Alteration Transfer of Permit Fee increasing from \$250 to \$255.
- Preparation of Site Alteration Agreement Fee changed from all costs to be recouped from the applicant including registration, to \$920 plus all legal fees including registration - \$2,000 initial deposit required to be applied toward legal expenses.

Schedule "E" Fire Department Fees and Charges

This schedule has been renamed as "E".

- Fire Investigation Report increasing from \$100 to \$130.
- **Removed fees** for two types of Air Cylinder Refills as this service is no longer provided.
- **Removed fee** for Annual Fire Inspections for inns and short-term accommodation as this is now included in the Accommodations By-law.
- Fire Extinguisher Training increasing from \$130. per session to \$150 per session for maximum 12 persons; and added "Trainee is required to supply their own extinguisher".
- **New Fee** for Fire Department Assistance beyond Normal Requirements - \$271.52 for each 30-minute increment per apparatus after the first hour; plus changed "\$100. per firefighter per hour" to "attending firefighter wages".
- **New Fee** for Response to False Automatic Fire Alarm, Failure to Notify of System Maintenance and Nuisance/Malicious False Alarms – these have been expanded to include \$271.52 for each 30-minute increment per apparatus after the first hour; plus changed "\$100. per firefighter per hour" to "attending firefighter wages" when there are 3 or more responses required.
- **New Fee** for Cost Recovery of any third-party or contracted equipment – recovery of the billed cost (this will vary depending on the type of equipment being billed), plus 7% administration fee, with a minimum of \$85. fee.

Schedule "F" Social Services Department Fees and Charges

This schedule has been renamed as "F".

Currently no fee changes are being proposed, but the following is noted:

- Anne Hathaway Daycare Centre – In 2022 Anne Hathaway Day Care Centre entered into a Canada-Wide Early Learning and Child Care (CWELCC) agreement with the City of Stratford. As a result of this agreement and the guidelines, Anne Hathaway Day Care Centre was mandated to update their fees to reflect a 50% reduction of the 2022 fees. In December 2022 new guidelines were published

mandating the reduction be increased to 52.75% effective January 1, 2023. This fee reduction is being offset with CWELCC flowthrough funding received from the Social Services, Children's Services Division. See report COU23-003 for more information regarding the most recent reduction in fees.

Although there have been no further mandated decreases since December 2022, it is anticipated that there will be further reductions in the parental fees as the CWELCC program moves toward the goal of reducing fees to an average of \$12 per day for care. These decreases would be offset by increased CWELCC funding to Anne Hathaway Day Care Centre. Information will be brought to Council with a staff recommendation to amend the Fees and Charges By-law at the time any mandated decreases are received.

- Britannia Street Housing – Analysis was completed of current fees and charges based on expenses and no changes are being proposed at this time, as the established fees are based on a model of cost recovery including the costs of materials and labour. Staff will continue to explore whether the flat rate recovery method, or invoiced costs plus staff time method is most efficient. There have been cases where the costs for larger-than-usual fees may be warranted based on the extent of the work required.

The housing team is currently working on streamlining the move-out/unit turnover/ chargeback to former tenant process and this could include formalizing flat fees and charges related to move-outs (for example, replacement of flooring or kitchens) while others might be better suited to remain at invoiced costs plus labour (for example, waste removal of significant personal property and furniture).

- A language change has been made to Missing (or tampered with) Smoke Detectors – “plus possible fine by Fire Department up to \$25,000.” has been removed with an explanatory note added – the City does not have the authority to determine this fine as it is administered through a legal process.

Schedule “G” Airport Fees and Charges

New – these fees were not previously captured in the consolidated fees and charges by-law, so this schedule is new. The fees themselves are not new, but changes include specifying the fuel mark-up. The Director will be conducting further review for other revenue options.

Building Permit Fees

Proposed rate changes for 2024 are being brought forward under a separate report as the review is still underway. Currently these fees are not part of the consolidated fees and charges, but once brought forward, will be incorporated into this By-law.

By-law Enforcement Fees

Currently fees relating to by-law are captured in a separate by-law and are reviewed later in the fall. Incorporating these fees into the consolidated fee by-law will be considered when that review takes place.

Licensing Fees (B&B and Short-Term Accommodations)

B&B and short-term licensing fees are not being proposed at this time.

Financial Implications:

Financial impact to current year operating budget:

Not applicable as this report relates to 2025 revenues for the City.

Financial impact on future year operating budget:

The 2025 budget is currently underway, and the approved fees and charges will inform the estimated budgeted revenues to come from fee sources.

Alignment with Strategic Priorities:

Not applicable: This report does not directly align with the Strategic Priorities as it is a financial/administrative report.

Alignment with One Planet Principles:

Not applicable: One Planet Principles do not apply to this financial/administrative report.

Staff Recommendation: THAT the 2025 Fees and Charges By-law to set the fees and charges for services performed by the City in 2025 be approved as presented in Report COU24-085 with an effective date of January 1, 2025;

THAT the Fees and Charges By-law 117-2023 as amended, be repealed upon the new Fees and Charges By-law coming into force and effect;

AND THAT direction be given to the City Clerk to list the 2025 Fees and Charges By-law on a future agenda for consideration by Council.

Prepared by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Recommended by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Joan Thomson, Chief Administrative Officer