

Final Report

Prepared by Hemson for the Township of Hornepayne

Comprehensive User Fee and Service Charge Review

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1. Introduction

Municipalities in Ontario are responsible for ensuring that the delivery of local services is undertaken in accordance with the provisions of Provincial legislation. To offset the cost of providing services municipalities are permitted to charge fees and the Township of Hornepayne has levied such fees for many years. However, it has not undertaken a comprehensive review of all user fees by a third party.

In 2019, the Township completed a Comprehensive Service Delivery Review of municipal operations. One of the recommendations of the review was for the Township to undertake a thorough review of its user fees. In light of this, Hemson Consulting Ltd. was retained to conduct an analysis of the cost of providing services and determine appropriate fee rates for recovering some or all costs as permitted under the *Building Code Act*, the *Municipal Act*, as well as other legislation. This report summarizes the analysis results and makes recommendations for changing fees and fee structures.

A. General Approach to Cost Recovery

The review is based on extensive research of municipal documents, including capital and operating budgets, by-laws, staff and consultants reports, and website materials of Hornepayne and similar sized municipalities, as well as e-mail and video-conference interviews with Township staff.

Unlike taxes, user fees and charges are levied for a specific purpose and on the basis of recovering some or all of the cost of providing a municipal service to the person paying the fee. Where possible, this review establishes the cost of services provided by the Township with a view to recommending an appropriate fee. In order to do this, two types of cost are distinguished:

- **Direct costs** – include the cost of staff (mainly wages and benefits) involved in providing a service;
- **Indirect costs** – include costs incurred by corporate and administration functions to support the direct service providers (e.g. the cost to provide building space). Indirect costs in Hornepayne generally range between 20% and 25% of direct costs.

B. General Approach to Benchmarking

Fee benchmarking has been used extensively in this report to supplement the cost analysis as information on current and future costs and service levels is often limited. The benchmarking analysis shows that for many service areas the current fees in Hornepayne are somewhat lower than the benchmark range. This is particularly the case for some fees for animal welfare, building permits, solid waste, and recreation (see Table 1).

Table 1 – Hornepayne Fees Compared to Municipal Benchmarks

By-law	Hornepayne Relative to Benchmark Range
Administration	Within benchmark range
Airport	Within benchmark range
Animal Control	
Licensing	Below benchmark range
Euthanasia/Offences	Above benchmark range
Building	Below benchmark range
Parking Enforcement	Within benchmark range
Cemetery	Somewhat below benchmark range
Civil Wedding Solemnization	Within benchmark range
Solid Waste	Somewhat below benchmark range
Public Works	Not applicable
Recreation	Somewhat below benchmark range

It is noted that this broad comparison does not take into account any service level differences that may exist in terms of, for example, the scope and quality of programs and services that are provided in other municipalities.

As well, given differences in program scope and the nature of services that are delivered it is not possible to compare fee rates for many fees. The benchmark analysis for each service area is therefore restricted to “like for like” services.

Within these limitations, it can be concluded that Hornepayne’s user fees are generally within the range or somewhat lower than those charged in similar and surrounding municipalities. The exceptions are fees for some administrative services, including civil wedding registration and some animal control fees.

2. Legislation Governing User Fees

The general power of municipalities to impose fees and charges derives from Sections 9, 10 and 11 of the *Municipal Act*. Specific authority to establish most of the fees and charges levied by the Township is contained in Parts XII and IV of the Act. Under Part XII of the Act municipalities can establish wide ranging user fees and penalties either for services they provide or for services provided on their behalf. Part IV of the legislation gives municipalities the power to impose licensing fees.

A. Municipal Act Part XIII Fees and Charges

Section 391(1) of the *Municipal Act* stipulates that a municipality or local board may impose a fee or charge on persons: for services or activities provided or done by or on its behalf; for costs payable by it for services or activities provided or done by or on behalf of municipalities or local boards; and for the use of its property including property under its control.

Fees and charges can be used to pay for service administration and enforcement costs as well as the cost of acquiring or replacing capital assets (Section 391(3)). They can also include capital costs associated with a deferred benefit (Section 391 (2)). Services for which fees are charged can be either mandatory or discretionary (Section 391(4)).

However, Section 394(1) prohibits fees that are based on:

- a) the income of a person, however it is earned or received, except that a municipality or local board may exempt, in whole or in part, any class of persons from all or part of a fee or charge on the basis of inability to pay;

- b) the use, consumption or purchase by a person of property other than property belonging to or under the control of the municipality or local board that passes the by-law;
- c) the use, consumption or purchase by a person of a service other than a service provided or performed by or on behalf of or paid for by the municipality or local board that passes the by-law;
- d) the benefit received by a person from a service other than a service provided or performed by or on behalf of or paid for by the municipality or local board that passes the by-law; or
- e) the generation, exploitation, extraction, harvesting, processing, renewal or transportation of natural resources.

B. Municipal Act Part IV Licensing

The power to license businesses by Ontario municipalities is long standing, although licensing legislation has undergone substantial revision in recent years. The current Part IV of the *Municipal Act* authorizes municipalities to impose licenses on any business even if the business is being carried out from a location outside the municipality. The definition of business is broad and includes trades and occupations, exhibitions, concerts, festivals and organized public amusements, the sale or hire of goods and services on an intermittent or one-time basis, and the display of samples, patterns or specimens of goods for the purpose of sale or hire.

The specific powers to impose business licenses are contained in Section 151(1) of the Act, which states that municipalities may:

- a) prohibit the carrying on or engaging in the business without a licence;
- b) refuse to grant a licence or to revoke or suspend a licence;

- c) impose conditions as a requirement of obtaining, continuing to hold or renewing a licence;
- d) impose special conditions on a business in a class that has not been imposed on all of the businesses in that class in order to obtain, continue to hold or renew a licence;
- e) impose conditions, including special conditions, as a requirement of continuing to hold a licence at any time during the term of the licence;
- f) license, regulate or govern real and personal property used for the business and the persons carrying it on or engaged in it; and
- g) require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with any part of a system of licences established by the municipality.

Restrictions on licensing are contained in Section 152(2), which states that a municipality may not require licenses for:

- a) a manufacturing or an industrial business, except to the extent that it sells its products or raw material by retail;
- b) the sale of goods by wholesale;
- c) the generation, exploitation, extraction, harvesting, processing, renewal or transportation of natural resources.

The authority to impose license fees to recover the cost of administration and enforcement of licensing by-laws is implied through the authority to impose conditions (see Section 151(1)(c)-(e)) and the fees and charges provisions of Part XII of the Act.

C. Building Code Act

To pay for the costs of providing Building Code services, municipalities are permitted to charge fees for processing building permit applications. The *Building Code Act* requires that permit fees not exceed “the anticipated reasonable costs to administer and enforce the Building Code during building construction”. In addition, municipalities are required to prepare annual reports that record the amount of fees received and the costs incurred in administering the process.

Ontario Regulation 305/03 expands on the requirements, specifying that annual reports must record both the direct and indirect costs of reviewing applications and conducting building inspections. In this regard:

- direct costs include the costs of reviewing building permit applications and inspecting buildings; and,
- indirect costs include the support and overhead costs of administering and enforcing the process.

Annual reports must also include the balance of any building permit reserve funds municipalities may have.

The Regulation also sets out the requirements for a public process that must accompany the setting of fees, including:

- holding at least one public meeting;
- providing 21 days notice of the public meeting; and
- providing in the notice an estimate of the costs of providing Building Code services, the amount of new fees, and the rationale for new fees.

D. Other Legislation

Other service specific statutes regulate how the Township can impose fees, for example for cemeteries (*Funeral, Burial and Cremation Services Act, 2002*) and parking enforcement (*Highway Traffic Act, 1990*).

3. Administration Fees

The Administration User Fees and Services Charges set out in the Township's Comprehensive User Fee By-law No. 1825 include fees and charges for services such as copying and printing, commissioning of documents, lottery licences, and municipal freedom of information requests. The By-law was passed on December 9, 2022.

A. Current Administration Fees

Administration fees are charged for services provided by the Administration Department (see Table 2). The fee-based services can be distinguished as follows:

- those where the cost of providing services is a “flow through” cost (e.g. photocopies, faxes, documents prepared through a Freedom of Information request);
- those that relate to the maintenance, billing and collection of property taxes: for example, providing written confirmation of a tax account through a tax certificate; or providing letters summarizing tax account status; and
- those that relate to the licensing: lotteries; and marriage licenses.

Table 2 – Current Administration Fees

Service	Basis of Fee	Fees and Charges	HST Applicable
Copies and Printing			
Black and White – Regular Letter	Per Single Side	\$0.50	Yes
Black and White – Regular Legal	Per Single Side	\$0.65	Yes
Black and White – Non-profit Groups Letter	Per Single Side	\$0.30	Yes
Black and White – Non-profit Groups Legal	Per Single Side	\$0.45	Yes
Colour – Regular Letter	Per Single Side	\$1.50	Yes
Colour – Regular Legal	Per Single Side	\$2.00	Yes
Colour – Non-profit Groups Letter	Per Single Side	\$1.00	Yes
Colour – Non-profit Groups Legal	Per Single Side	\$1.50	Yes

Service	Basis of Fee	Fees and Charges	HST Applicable
Posters, Maps, and Blueprints – Black and White			
9 x 12	Each	\$10	Yes
12 x 18	Each	\$15	Yes
18 x 24	Each	\$20	Yes
24 x 36	Each	\$25	Yes
30 x 42	Each	\$30	Yes
36 x 48	Each	\$35	Yes
Posters, Maps, and Blueprints – Colour			
9 x 12	Each	\$25	Yes
12 x 18	Each	\$30	Yes
18 x 24	Each	\$35	Yes
24 x 36	Each	\$40	Yes
30 x 42	Each	\$45	Yes
36 x 48	Each	\$50	Yes
Fax – Receiving (Black and White)	1 st Page	\$5	Yes
	Each Additional Page	\$0.50	Yes
Fax – Sending	Each	\$5	Yes
Sending/Receiving Emails (for Scanned Documents)	Each	\$5	Yes
Commissioning of Documents			
Regular Business Hours	Up to 30 minutes	\$50	No
	Each Additional 30 minutes	\$50	No
Same Day, After Hours or Emergency	Up to 30 minutes	\$150	No
	Each Additional 30 minutes	\$150	No
True Certified Copy of Document	Each	\$10	No
Administrative Letters – Letters of Support	Each	\$20	No
Tax/Water Certificates	Each	\$50	No
Letters for Tax/Water Purposes	Each	\$20	No
Tax and Water Account Research/Preparation for Property Owners	Each	\$20	No
Transfer of Payment or Correction of Payment Due to Client Error	Each	\$20	No
Bill/Receipt Re-Issue/Re-Print	Each	\$5	No
Registered Mail	Each	\$25	No
NSF Service Charge	Each	\$50	No

Service	Basis of Fee	Fees and Charges	HST Applicable
Postage/Courier Services	As Incurred by Township		No
Lottery Licence	Prize Value	3%	No
Marriage Licence	Each	\$150	No
Municipal Freedom of Information Requests			No
Application	Each	\$5	No
Search Time	Per ¼ Hour	\$7.50	No
Record Preparation	Per ¼ Hour	\$7.50	No
Photocopying	Per Page	\$0.20	No
Computer Print Outs	Per Page	\$0.20	No
Computer Programming	Per ¼ Hour	\$15	No
Electronic Format	Each	\$10	No

B. Service Costs and Revenues

Many of the Township's Administration fees have only recently been introduced. As such, data on historical fee revenue, service usage, and cost of service is generally unavailable.

Interviews were conducted with Administration staff to determine activity levels and processing time for each of the fee related services. However, given the low number of users, and the fact that processing times can vary considerably from one case to another, establishing an "average" cost of service is challenging. As a result, fee recommendations are largely based on benchmark comparisons with other municipalities.

The cost to provide a marriage license, which is relatively predictable, is estimated at \$150, including \$120 in direct costs (Administrative Assistance and CAO/Clerk staff time) and \$30 in indirect costs (including corporate overhead and building space costs).

C. Benchmarking

The benchmarking analysis illustrates that municipal Administration fee structures vary considerably. For Administration fees that can be directly compared, Hornepayne's fees are generally in line with other communities in northern Ontario (see Table 3).

Table 3 - Administration Fee Benchmarks

Application/Fee Type		Hornepayne	Thunder Bay	Timmins	Hearst
Marriage License		\$150	\$125	\$165	\$125
Lottery License		3%	3%	\$75	3%
Municipal Freedom of Information Requests	Application	\$5.00	\$10 – first 5 years \$15 – each additional year thereafter	n/a	\$5.00
	Search Time	\$7.50		n/a	\$7.50
	Record Preparation	\$7.50		n/a	\$7.50
	Photocopying	\$0.20		n/a	\$0.20
	Computer Print Outs	\$0.20		n/a	n/a
	Computer Programming	\$15.00		n/a	\$15.00
	Electronic Format	\$10.00		n/a	\$10.00

Marriage license fees are 16% per cent lower in Thunder Bay and Hearst, but 10% higher in Timmins. Fees for Freedom of Information Requests in Hornepayne, Thunder Bay, and Hearst are effectively the same. Of note is the common practice in other municipalities of imposing bulk fee rates for photocopying and printing (see Table 4).

Table 4 – Photocopying and Printing Fee Structure

Service	Municipality
Photocopying	Thunder Bay \$0.50 – per page \$0.25 – student (per page) Timmins \$0.80 – 8 1/2 " x 11" \$1.05 – 8 1/2" x 14" \$1.30 – 11" x 17" Hearst \$0.20 – per page
Printing	Hearst \$0.30 – first 10 (each) \$0.20 – thereafter (each) \$0.50 – colour

D. Fee Recommendations

The Township's current Administration fees fall within the benchmark range and, for marriage licenses, are already recovering the full cost of providing services. It is therefore recommended that existing license fees and other Administration fees remain generally unchanged. That said, given its wide-ranging powers under the *Municipal Act*, the Township has the ability to impose more administrative and licensing fees than it currently does.

With respect to licensing, and notwithstanding that smaller municipalities in northern Ontario do not have comprehensive licensing fee structures, the Township should consider whether the following are appropriate for Hornepayne moving forward:

- a broader range of amusement/recreation licenses, including bingos, raffles, and break open tickets (which are all licensed in Hearst), as well as pool halls, cinemas, golf courses and driving ranges, and public halls (with or without catering);

- food licenses (e.g. catering and event food services, convenience stores, mobile food operators, specialty food outlets (e.g. markets and other outdoor vendors));
- accommodation licenses (e.g. bed and breakfasts, motels, recreation vehicles with trailer, temporary trailers);
- road transportation licenses (e.g. taxis, tow trucks);
- personal care service licenses (e.g. barbers/hairstylists, beauty treatment, manicure/pedicure salons, tattoo parlours); and/or
- specialty trade contractor licenses (e.g. general trades, HVAC , plumbers, septic tank installers, drain contractors).

The Township should also ensure that there are sufficient fees in place to fully recover the cost of maintaining, billing, and collecting property taxes and utility rates. In this respect, it is recommended that additional flat fees be imposed for new property tax account set up (\$30), additions to the tax roll (\$10), ownership information change (\$30), arrears notice (\$10), and title search (\$30).

With respect to fee-based services with “flow through” costs, it is recommended that the Township introduce:

- bulk printing and photocopying rates in order to simplify the fee structure; and
- a 5% mark up on all printing and photocopying (bulk and non-bulk) to capture indirect costs of providing services (over and above direct printing costs).

An alternative option for Council to consider is to stop providing printing and photocopying services at municipal offices altogether. This would steer customers to the public library, where such services are available.

Finally, it is recommended that the Township ensure that Administration fees are increased at the same (or greater) rate as increases in operating costs. In keeping with municipal leading practices, this means that the Township should index its fees on an annual basis to cover changing costs arising from inflation and, given that the majority of Administration costs are payroll-related, wage agreements.

4. Airport Fees

The Township of Hornepayne's airport is unmanned, but is available for charters. The primary users are the Ministry of Northern Development, Mines, Natural Resources and Forestry, the Ministry of Health Corporations, and private pilots. Fees are imposed for airport services and landing fees through the Airport User Fees By-law No. 1482, which took effect on March 16, 2016.

A. Current Airport Fees

The Airport fees cover services for call out (to refuel an aircraft), aircraft parking, aircraft plug-in, fueling, and landing fees for corporate/private aircrafts and medical flights (see Table 5). Landing fees were adjusted in 2021 so that:

- fees for corporate aircraft and medical flights were increased from \$40 and \$100 respectively to \$60 and \$250 respectively; and
- fees for private aircraft were reduced from \$40 to \$25.

All other fees have remained unchanged since 2017, including the charge for jet fuel which, despite the recent rise in fuel prices, remains at \$1.55 per litre.

Table 5 – Current Airport User Fees (By-law No. 1482)

Service	Fee (HST extra)
Airport Fees	
Call-out	\$150 per call out
Parking	\$15 per day \$75 per month
Plug-in	\$15 per day
Fuel	As posted (currently \$1.55 per litre)

Service	Fee (HST extra)
Landing Fees	
Corporate Aircraft	\$60 per landing
Privately Owned Aircraft	\$40 per landing
Medical Flight	\$250 per landing

B. Service Costs and Revenues

After relatively steady activity at the airport between 2017 and 2019, the number of landings and refuelling requests fell significantly during the pandemic years of 2020 and 2021: a 67% decline in landings; a 79% decline in refuelling requests; and a 72% decline in days in use (see Table 6). Given that data from 2022 is as yet unavailable, it is too early to tell whether the lifting of public health and business restrictions has led to a return to previous activity.

Table 6 – Airport Activity 2017-2021

Year	Corporate	Medical	Private	Fueling	Days in Use
2017	49	41		89	49%
2018	40	5		68	31%
2019	98	34		44	48%
2020	28	14		43	23%
2021	30	15	2	0	13%

Annual fee revenue between 2017 and 2019 was \$51,600 on average and fell by 56% to \$22,600 on average in 2020 and 2021. Airport operating expenditures also fell during the pandemic though to a lesser degree. Jet fuel costs have accounted for about 22% of all operating expenditures since 2017 and it is estimated that jet fuel revenues have accounted for about 80% of all Airport revenues over the same period.¹ On average, fee revenues have covered just over one third (34%) of operating expenditures over the

¹ A revenue breakdown is only available for 2019 and 2020.

last five years (see Table 7).

Table 7 – Fee Cost Recovery 2017-2021

Year	Fee Revenue	Expenses	Difference	Cost Recovery
2017	\$75,955	\$163,153	\$87,198	47%
2018	\$44,832	\$165,708	\$120,876	27%
2019	\$33,911	\$95,389	\$61,478	36%
2020	\$27,367	\$60,432	\$33,065	45%
2021	\$17,793	\$99,467	\$81,675	18%
Total	\$199,858	\$584,150	\$384,292	34%

C. Benchmarks

Airport fees in Hornepayne are structured similarly to those in neighbouring communities (see Table 8). The Township's \$150 fee for a standard call-out is higher than that of Cochrane (\$115). Call-out fees in Hearst and Kapuskasing vary depending on the runway condition and time of year (e.g. statutory holidays)

Landing fees at other municipal airports, except for Cochrane, are structured by the weight of the aircraft rather than the aircraft type or flight purpose. Cochrane has three landing fees: \$115 for after-hours landings; \$30 for commercial aircraft; and \$150 for medi-vac aircraft. All are lower than Hornepayne's landing fees, by 50% for corporate aircraft and 46% for medical flights.

Overall, the benchmarking analysis demonstrates that the Township's Airport fee structure is broadly similar to those in neighbouring municipalities - fees are generally charged for the same services albeit in different ways. Hornepayne uses flat fees for landing and parking, which is a simpler approach. Generally, Hornepayne's plug-in fees are lower than in other municipalities.

Table 8 – Comparison of Airport Landing, Plug-In, and Fuel Fees

Application/Fee Type		Hornepayne	Thunder Bay	Timmins	Hearst	Cochrane	Kapuskasing
Landing Fees	Corporate	\$60	View Footnote ²	\$35	\$346.03	\$115 After Hours \$30 Commercial \$150 Medi-Vac	\$10: 0 to 21,000 kg \$11: 21,001 to 45,000kg \$12: < 45,000 kg
	Private	\$40					
	Medical Flights	\$250					
Plug-In Fees		\$15	N/A	N/A	Aircraft plug in: \$18.01 daily, \$180.01 monthly Vehicle plug in: \$3 daily, \$36 monthly	\$19	\$18 per night
Jet-A-Fuel		\$1.55	N/A	\$0.05	N/A	N/A	N/A

²Domestic: <15,000kg - \$7.27 turboprop, \$8.99 jet, 15,001 to 45,000kg - \$10.15 turboprop, \$12.76 jet, >45,000kg - \$12.07 turboprop, \$12.76 jet, minimum charge (flat rate) - \$25.41 turboprop, \$26.92 jet.

International: <30,000kg - \$10.01 turboprop, \$13.01 jet, 30,001 to 70,000kg - \$12.26 turboprop, \$13.01 jet, >70,000kg - \$16.98 turboprop, \$17.98 jet, minimum charge (flat rate) \$27.95 turboprop, \$29.59 jet.

D. Recommendations

Generally, the Township's current Airport fees fall within the benchmark range, although landing fees are somewhat higher and plug-in fees are somewhat lower. Only about one-third of Airport operating expenditures are covered by fee revenues and this is unlikely to change much as flight activity continues to rebound after the pandemic.

Based on the analysis set out above, it is recommended that the Township:

- Establish a target of 50% fee cost recovery for the Airport in order to ensure that an appropriate level of operating costs are paid for by those who actually use the facility. In this respect, it is noted that the level of service at the Airport has recently been increased through a \$5 million investment in asphalt, lighting, and fuel systems. An upward adjustment to the fees would also reflect these service enhancements.
- In order to achieve the 50% cost recovery target, increase all non-landing fees by 20% with the exception of the charge on jet fuel, which should be increased to current market price, as reflected in the latest monthly Statistics Canada's Industrial Product Price Index, for jet fuel, in Ontario, plus a 5% surcharge to cover administrative costs (mainly Administration and Public Works staff time).
- Maintain current landing fees, given fee increases implemented in 2021.
- Upon completion of a new hangar at the Airport site, consider differentiating daily and monthly Airport Parking fees based on whether aircraft are stored indoors or outdoors.

Finally, as with Administration fees, it is recommended that the Township ensure that Airport fees are indexed on an annual basis to cover changing costs arising from inflation. Jet fuel charges should also be adjusted annually to align with current market prices.

5. Animal Control Fees

The Township's Animal Control By-law No. 1475, passed on February 17, 2016, sets out rules and regulations for pets and animal control in Hornepayne. Fees authorized under the by-law included in By-law 1475 are for licencing, animals running at large, impounded animals, and veterinary costs.

A. Current Animal Control Fees

The Animal Control fees cover services for licensing animals as well as picking up and maintaining stray animals, mainly dogs (see Table 9). Licensing fees vary depending on whether animals are "fixed" and are lower for owners that are seniors (over 55). For managing strays, fees are scaled depending on the number of days the animal is in the Township's care and the number of prior offenses by the owner. The Township maintains a pound for housing animals, with 3 interior pens and 2 pens outside, at one of its Public Works garages. The Animal Control fees have not been adjusted for several years.

Table 9 – Current Animal Control Fees

Service	Fee
Licence Fees (must be vaccinated for rabies; must provide a copy of certification from veterinarian)	
Unaltered Animal	\$30 per year
Senior Rate (55+)	\$15 per year
Altered Animal	\$10 per year
Senior Rate (55+)	\$5 per year
1st Offence – any animal (including prohibited) detained and impounded.	\$100
Pick up Fee	\$50
Daily Maintenance Fee	\$20
2nd Offence – For any animal (including prohibited) impounded a second time within a period of 2 years from the time of the first impoundment.	\$200
Pick up Fee	\$50
Daily Maintenance Fee	\$20
3rd Offence – For any animal (including prohibited) impounded a third time within a period of 2 years from the time of the first impoundment.	\$300
Pick up Fee	\$50
Daily Maintenance Fee	\$20
Other – Animal must have tag prior to being released. If an animal has no tag, licence fee is doubled and added to the charges.	
Altered	\$20
Unaltered	\$60
Euthanasia	\$100
Any veterinary fees incurred for the animal	100% of costs
Owner is responsible for all costs/wages incurred during impoundment.	

B. Service Costs and Revenues

The cost of providing Animal Control services is minimal given the low number of licenses issued and the fact that only about 2 animals are impounded each year (there is no dedicated enforcement program in the Township). Average annual fee revenue between 2017 and 2021 was just \$275. Fee revenues have covered just under half (46%) of actual operating expenditures over that five-year period (see Table 10).

Table 10 – Fee Cost Recovery 2017-2021

Year	Fee Revenue	Expenses	Difference	Cost Recovery
2017	\$455	\$250	\$205	182%
2018	\$170	\$189	\$19	90%
2019	\$130	\$1,486	\$1,356	9%
2020	\$545	\$550	\$5	99%
2021	\$70	\$530	\$460	13%
Total	\$1,370	\$3,005	\$1,635	46%

Expenditures set out in Table 10 are those set out in Township budget documents. However, they do not reflect the full cost of providing services, which, based on interviews with Township staff, is estimated at:

- \$37 per license, including Administration staff time and associated indirect costs (space and corporate overhead);
- \$400 for euthanizing an animal, including the considerable staff time and mileage costs required to deliver an animal in Hornepayne to the nearest veterinarian; and
- \$300 to care for a stray animal, including Administration staff time, Public Works staff time (pick up, daily care, and return), and associated indirect costs (including the cost to maintain the pound).

As such, while current licensing fees are in line with the cost of providing services, fees for stray animals fall well below full cost recovery.

C. Benchmarks

Township Animal Control licensing fees are generally lower than those imposed in the benchmarked municipalities, and Hornepayne is the only municipality that provides a seniors' discount (Table 11). Thunder Bay, Sault Ste. Marie, and Timmins all have a discounted license fee for animals with a microchip implant.

The fee for euthanizing an animal in Hornepayne is \$100, higher than what is imposed in Thunder Bay (\$75) and Timmins (\$70). Both Hornepayne and Cochrane pass 100% of veterinary costs on to the owner.

Table 11 – Comparison of Animal License/Euthanasia Fees

Application/Fee Type		Hornepayne	Thunder Bay	Sault Ste. Marie	Timmins
Licenses	Unaltered Animal	\$30	\$61 – dog \$45.50 – dog with microchip implant \$60 – cat \$45 – cat with microchip implant	\$50	\$60 and \$60 – each additional animal thereafter
	Altered Animal	\$10	\$30.50 dog \$25.50 – dog with microchip implant \$30 – cat \$25 – cat with microchip implant	\$20 and \$10 – with microchip	\$35 and \$35 – each additional animal thereafter
Euthanasia		\$100	\$75		\$70

The Township’s scaled approach to charging fees for detaining and maintaining stray animals mirrors the approach in Thunder Bay, Cochrane, and Kapuskasing. However, fee rates are generally higher than those imposed in the other municipalities (see Table 12). Kapuskasing charges a flat rate of \$35 for the first offence, \$45 for the second, \$70 for the third, and \$120 for the fourth offence. Thunder Bay has a two offence fee structure with a \$61 fee and an “each day thereafter” fee of \$30.50 for the first offence and a \$120 fee with a \$60 “each day thereafter” fee for the second offence. The offences fee structure in Timmins is based on the number of offences and the type of animal.

Table 12 – Animal Offence Fees Structure

Fee Structure	Municipality
1 st Offence	<p>Thunder Bay \$61 – first day \$30.50 – each day after</p> <p>Cochrane \$50 - For any exotic animal impounded and detained for the first time \$10 – daily maintenance fee</p> <p>Kapuskasing \$35</p>
2 nd Offence	<p>Thunder Bay \$120 – first day \$60 – each day after</p> <p>Cochrane \$75 – for any exotic animal impounded a second time within a period of two (2) years from the time of the first impounding \$10 – daily maintenance fee</p> <p>Kapuskasing \$45</p>
3 rd Offence	<p>Cochrane \$100 – for any exotic animal impounded a third time within a period of two (2) years from the time of the first impounding \$10 – daily maintenance fee</p> <p>Kapuskasing \$70</p>

D. Recommendations

Generally, the Township's current Animal Control fees fall below the benchmark range for licensing and above the benchmark range for offences and euthanasia services. Fees should be increased to cover the full cost of providing services so that licensing and offenses are paid for by those animal owners who are using the services. As such:

- Licensing fees should be increased to: \$40 (unaltered); \$20 (unaltered; senior); \$20 (altered); and \$10 (altered; senior);
- Fees for euthanasia should be increased to \$400 to reflect the significant cost of service in Hornepayne (it is a three hour drive to the nearest veterinarian); and
- Pick up and daily maintenance fees associated with offences should be doubled, while leaving other scaled fees for offences the same.

Finally, it is recommended that the Township ensure that Animal Control fees are indexed on an annual basis to cover changing costs arising from inflation.

6. Building Permit Fees

The Township of Hornepayne's Building Permit Fees By-law No. 989 is authorized under the *Building Code Act* which allows municipalities charge fees pay for the cost to administer and enforce the Building Code during building construction. The By-law was passed on February 16, 2006.

A. Background

Permit fees are collected when permits are applied for. There are currently more than 40 different fee categories. The Township currently uses several methods for charging fees (Table 13). The bulk of the fees are based on the area of the subject property (i.e. rate per square foot of building gross floor area) but there are also a number of flat rate fees.

Section 3 (2) of the *Building Code Act* requires councils of municipalities to appoint a chief building official and inspectors to carry out the enforcement of the Building Code. Responsibility for Building Code matters in Hornepayne is carried out by an external contractor who is a qualified building official through the "registered code agency" provisions of the Act. The external contractor undertakes reviews of building permit applications, conducts inspections, and bills the Township directly for the work. Administration staff at the Township assist with the overall process.

Table 13 – Current Building Permit Fees

Building Permit	Fee per square foot
Group A Buildings	
all assembly buildings including arenas, schools, churches, theatres, restaurants, etc.	\$1.20
Group B Buildings	
all detention and care buildings including hospitals, nursing homes, etc.	\$1.32
Group C Buildings or Residential types	
single detached dwellings, duplexes, townhouses	\$0.65
multiple unite apartment buildings (3 or more units)	\$0.70
additions to residences comprising 3 new exterior walls	\$0.60
additions to residences comprising 2 new exterior walls	\$0.40
Group D Buildings, of business types	
office buildings	\$1.02
banks, medical clinics, beauty parlours	\$0.80
Group E Buildings, of commercial types	
retail and department stores	\$0.86
strip plazas	\$0.64
big box stores (no or few partitions)	\$0.70
Group F, of industrial types	
warehouses (shells)	\$0.50
industrial buildings with partitions	\$0.70
Special Cases, including repairs and renovations	
gas stations, car washes	\$0.32
basements, including new foundations, finishing existing	\$0.14
farm buildings, green houses	\$0.14
interior alterations, renovations (floor area)	\$0.12
repairs, re-cladding walls and ceilings (surface area)	\$0.09
domestic garages and sheds	\$0.14
sprinkler system (floor area protected)	\$0.01
structural repairs (area of work)	\$0.05

Building Permit	Fee per square foot
Flat Rates, where building area not considered	
installation of tents and mobile homes	\$57.00
fire alarm systems	\$115.00
fire places, wood stoves	\$57.50
decks and porches	\$34.50
installation of siding, windows and doors, or roof shingles for single detached dwellings, duplexes	\$34.50
installation of siding, windows and doors, or roof shingles for all other buildings	\$57.50
installation of exterior brick veneer	\$57.50
minor foundation repairs and damp proofing	\$34.50
Demolition Permit	\$115.00
Change of Use Permit	\$57.50
Conditional Permit	100% of fee for total building permit based on building area
Occupancy Permit	no charge
Communication Tower Permit	\$57.50
Fence Permit (height more than 2.0 m above grade)	\$34.50
Satellite Dish Permit (including antennae)	\$34.50
Sign Permit	\$34.50
Swimming Pool Permit (not including deck)	\$34.50
HVAC Permit	100%
installation of new system in existing building where fire separation penetrated	\$0.03 per square foot floor area serviced
installation of new system in residential building and other buildings where fire separation(s) not penetrated	\$34.50

B. Service Costs and Revenues

The absence of detailed information on historical permit activity, fee revenue, and service costs means that a full assessment of current costs, and the sufficiency of current fees to pay for them, is a challenge.

Nevertheless, construction activity in the Township has been steady in recent years, with the number of building permits processed annually actually increasing during the pandemic (see Table 14).

On average, the Township processes anywhere between 10 and 20 permits per year with a total construction value of \$476,100. Most construction takes the form of minor additions and alterations to residential buildings.

Improvements to non-residential buildings - such as the retrofitting of the power generation at a commercial premises on Front Street in 2021 - can involve significant time and resources in order to process permits.

Table 14 – Historical Building Permit Activity

Year	Number of Permits	Permit Value
2017	9	\$96,800
2018	14	\$144,000
2019	21	\$535,500
2020	15	\$381,000
2021	13	\$1,223,200
Average	14	\$476,100

It is clear that current fees are insufficient to fully fund the cost of Building Code services. Between 2020 and 2021, fees are estimated to have only recovered 42% of estimated costs, including the cost of the external contractor as well as direct and indirect Township administrative costs. This has occurred during a period where the number of building permits has increased, a pattern that appears to have continued into 2022 (see Table 15).

Table 15 – Fee Cost Recovery 2020-2022

Year	Fee Revenue	Estimated Costs	Difference	Cost Recovery
2017	\$997	n/a	n/a	n/a
2018	\$969	n/a	n/a	n/a
2019	\$7,457	n/a	n/a	n/a
2020	\$3,718	\$4,900	\$1,182	76%
2021	\$928	\$6,200	\$5,272	15%
2022	n/a	\$9,500	n/a	n/a
Total (2020-2021)	\$4,647	\$11,100	\$6,453	42%

C. Benchmarking Analysis

Municipalities are given broad discretion over how building permit fees are to be calculated and charged. As a result, there is considerable variation in approach to fees in Ontario. Most fees for construction permits are either based on the construction value of the building or the building area. Different fee rates are commonly (though not universally) applied to different categories of construction:

- farm, industrial and apartment buildings tend to have the lowest fees;
- the mid-range of fees applies to most residential and retail construction; and
- office, assembly, hotel/motel and institutional buildings generally attract the highest fees.

Flat rate fees often apply for smaller, more specific services such as plumbing inspections or deck permits. Fees based on hourly staff rates are often used in the case of complex permit applications. Finally, where Code violations are involved, punitive fees are often levied.

The municipalities surveyed in this report exhibit very different fee structures. Most fees for new construction, including those in Hornepayne, are imposed on the basis of building area in keeping with the prevailing approach throughout Ontario (the exception is Timmins, which uses a construction value approach). Of those, most have different fee rates for different classes of building (the exception here is Cochrane, which has a flat rate for all new building space).

Area-based fee rates for new residential and commercial buildings — the most common type of new construction in the Township — are set out in Table 16. The table shows that Hornepayne's fees fall well below the benchmark range:

- between 26% and 42% of the average fees charged in other municipalities for new residential construction; and
- between 48% and 65% of the average fees charged in other municipalities for new commercial construction.

Table 16 – Permit Fees for New Construction

Municipality	Residential Fee per sq. ft.	Commercial Fee per sq. ft.
Hornepayne (new construction)	\$0.65	
Hornepayne (addition – 3 walls)	\$0.60	
Hornepayne (addition – 2 walls)	\$0.40	
Hornepayne (retail & dept. stores)		\$0.86
Hornepayne (strip mall)		\$0.64
Hornepayne (big box)		\$0.70
Thunder Bay	\$1.21	\$1.04
Sault Ste. Marie	\$2.49	\$1.72
Hearst	\$0.48	\$0.69
Cochrane	\$2.10	\$1.50
Kapuskasing	\$1.52	
Kapuskasing (dept. stores, retail & plazas)		\$1.59
Kapuskasing (big box)		\$1.38
Average (without Hornepayne)	\$1.56	\$1.32

A comparison of flat rate building fees is provided in Table 17. As with the fees for new construction, Hornepayne's fees are generally well below the benchmark range.

Table 17 – Comparison of Building Permit Fees

Permit Type	Hornepayne	Thunder Bay	Sault Ste. Marie	Timmins	Hearst	Cochrane	Kapuskasing
Demolition	\$115	\$100	See footnote ³	\$135	\$103.5 - for Residential \$310.50 - Commercial	\$120	\$112 - Residential \$54 - Garages and Sheds (> 200 ft ²) \$69 - Garages and Sheds (< 200 ft ²)
Change of Use	\$57.50	\$100	\$430.94	\$135	\$82.80	\$120	
Conditional	100%	\$250	10% of Applicable Building Permit Fees (\$197.85 minimum)	\$180			
Occupancy	\$0		\$21.53	\$135			
Sign Permit	\$34.50		\$126.27	Base Application Fee + \$11/\$1000 Construction Value		\$80 - Signs up to and Including 4' x 8' \$130 - Signs Greater Than 4' x 8'	\$20 – Field Advertising (sq.m.) \$27 – Portable \$20 – Other \$20 - Business Identification
Swimming Pool (not including deck)	\$34.50		\$33.75		\$54.17 In or Above Ground \$108.33 - With Deck		

³Group C – Single Family Dwelling up to a 4 plex (including accessory buildings) \$126.27 fixed fee. All other Part 9 Buildings (up to 3 storeys and 600 m²) \$269.33 fixed fee. Part 3 Buildings (greater than 3 storeys or 600 m²) \$126.27 + \$0.58 / m².

D. Fee Recommendations

Hornepayne's fee process and fee structure are generally in line with other municipal practices. Municipalities with low construction activity often contract out building permit review and building inspection services to qualified professionals — as anticipated by the registered code agency provisions of the *Building Code Act*. Hornepayne's fee structure, which combines building area based fees for new construction with a number of flat fees, reflects those that exist in other municipalities in northern Ontario. The number of fees in the current by-law, although somewhat high for the Hornepayne's size and level of construction activity, appropriately covers the cost differential of construction activity that can be anticipated in the coming years.

However, the Township's fee rates are too low. Based on the analysis above that shows that current fees are funding less than 50% of the full cost of administering and enforcing the Building Code it is recommended that:

- all area-based fees in By-law 989 be doubled;
- select flat fees in By-law 989 be increased by 50% (see Appendix A);
- redundant fees, such as the fee for a satellite dish permit, as well as fees that have not been charged in the last 5 years, be removed from the by-law;
- the Township introduce a new fee of \$100 for renewing a building permit that has expired; and
- provisions for annual indexing of fees be included in the by-law.

Pursuant to the Building Code Act, the Township must hold at least one public meeting to implement new building permit fees. It must also provide in the notice of the public meeting an estimate of the costs of providing Building Code services, the amount of new fees, and the rationale for new fees. The information in this report can be used as the basis for these requirements.

Finally, it is noted that a number of municipalities in Ontario maintain a building permit fee reserve fund to ensure Building Code services can continue to be provided during periods of low construction activity. Given the low volume of permit applications, a similar reserve fund for Hornepayne is considered premature.

7. Civil Wedding Solemnization

The user fees for Civil Wedding Solemnization services are set out in the Comprehensive User Fees By-law No. 1825, which was passed on December 9, 2020.

A. Background

The Township imposes fees for marriage licences, civil marriages and renewals (scaled depending on whether the ceremony is within or after regular business hours and within or outside municipal boundaries), council chambers rental, cancellation, change of date, and failure to appear (see Table 18).

Table 18 – Current Civil Marriage Solemnization Fees

Service	Fee
Marriage licence	\$150 (tax incl.)
Civil marriages and renewals within municipal boundaries (Monday to Friday, regular business hours) (\$150 Township portion + \$150 Officiant portion)	\$300 (plus applicable tax)
Civil marriages and renewals within municipal boundaries (Monday to Friday, after regular business hours) (\$100 Township portion + \$150 Officiant portion)	\$350 (plus applicable tax)
Civil Marriages and renewals outside municipal boundaries / special locations including Saturdays, Sundays, and Statutory Holidays (at discretion of the Officiant) \$200 within – Township portion + \$250 Officiant portion \$100 outside – Township + \$350 Officiant Portion	\$450 (plus applicable tax)

Service	Fee
Rental of municipal Council chambers (dependent of availability, NOT available on Saturdays, Sundays, or Holidays) \$75 plus tax for Township portion	\$75 (plus applicable tax)
Cancellation fee (121 days or more from the original date the ceremony was booked)	Full Refund of ceremony cost, less \$50 (administration fee)
Cancellation fee (31-120 from the original date the ceremony was booked)	50% refund of ceremony costs, less \$50 (administration fee)
Cancellation fee (30 days or less or more from the original date the ceremony was booked)	No refunds, no exceptions
Change of date and/or time	\$0
Failure of applicants to appear	No refund, no exceptions

B. Service Costs and Revenues

Interviews were conducted with Administration staff to determine activity levels and processing times for each of the Civil Marriage fee services with a view to establish the cost of services. The interviews confirm that the current fee structure appropriately reflects differences in providing civil weddings at different days of the week and in different locations, as well as costs associated with space rental and cancellations.

However, given the low number of services provided and unavailability of historical data on activity and costs, establishing an “average” cost of service is not possible. As a result, fee recommendations are largely based on benchmark comparisons with other municipalities.

C. Benchmarks

The Township’s Civil Wedding fee structure is detailed and comprehensive and falls well within the benchmark range (Table 19).

- Hornepayne's marriage license fee of \$150 falls in the middle of the range, which extends from a low of \$125 in Hearst and Thunder Bay to a high of \$170 in Timmins;
- The Township's fees for marriage solemnization, between \$300 and \$450 depending on time and location, are at the upper end of the range, which extends from a low of \$275 in Timmins to a high of \$350 in Kapuskasing.

Table 19 – Comparison of Civil Wedding Fees

Service	Fee
Marriage License	\$125 – Thunder Bay \$135 – Sault Ste. Marie \$170 – Timmins \$125 – Hearst \$130 – Cochrane \$122 – Kapuskasing \$150 – Hornepayne \$135 – Average without Hornepayne
Marriage Solemnization	\$275 – Timmins \$350 – Kapuskasing \$300 – Hearst \$315 – Cochrane \$300 – Thunder Bay \$300 - \$450 – Hornepayne \$308 – Average without Hornepayne

D. Recommendations

Based on the above analysis, it is recommended that the Township maintain its current Civil Wedding fee structure and rates. Current fees generally reflect the cost of providing services and fall within the range of municipal benchmarks.

As with other fees, a provision for indexing Civil Wedding fees should be included in By-law 1825.

8. Solid Waste Tipping Fees

The Township's solid waste fees are authorized under the *Municipal Act, 2001* Section 11 (3) and are set out in the Landfill Tipping Fee By-law No. 1424, passed on June 17, 2015.

A. Background

Solid waste in Hornepayne is collected weekly at the curbside, processed at a municipally owned waste transfer station, and taken to the Township-owned landfill site. The collection, together with the operation of the transfer station, is contracted out to a third party (Cheffy's Painting and Renovations) by agreement under By-law 1661. Under the agreement, the Town pays a fixed annual fee to the contractor as well as 50% of the hydro costs incurred at the transfer station.

The Township imposes tipping fees at the transfer station for household waste, non-hazardous commercial waste, and white goods, tires, and batteries that are privately transported to the station (Table 20). Among the terms of the agreement are that the contractor bill and collect the tipping fees. Fee revenue is retained by the contractor over and above the fixed fee and hydro costs paid by the Township.

Tipping fees are also charged at the landfill site for unusually large garbage loads (e.g. building materials, trees). These fees are retained by the Township.

Table 20 – Transfer Station Tipping Fees

Waste Type	Fee
Household (as defined in by-law) <ul style="list-style-type: none"> ▪ Pick-up truck maximum of ▪ Larger than pick-up maximum of ▪ Trailer pulled by car maximum of ▪ Semi dump trailer 	\$20 per load \$50 per load \$50 per load \$350
Commercial <ul style="list-style-type: none"> ▪ Truck per cubic yard (taken by owner) ▪ Picked up by landfill contractor or private contractor rate to be negotiated between contractor and owner ▪ Semi dump trailer 	\$10 per yard \$350
White goods per unit (must be tagged)	\$10
Tires (does not include rims) – per unit	No charge
Batteries (automobile) – per unit	\$10
Contractors to bill a minimum of 4 times per year	
Demolition (tipping fees to go to the Municipality) Costs associated with disposal and burial are included in tipping fee to Municipality.	\$2,000

B. Service Costs and Fee Revenues

Transfer station tipping fee revenue is not reflected in Township budget documents and a detailed breakdown of the external contractor's operations and on site costs was not available to the consulting team. As such, it is not possible to establish the full cost of providing transfer station services for which tipping fees are charged.

It is noted that about 42% of the Towns' solid waste expenditures over the last five years are represented by payments made to the external contractor.

In order for the Township to set appropriate tipping fees, it needs to:

- have a clear understanding from the contractor of the cost of handling waste that is subject to the tipping fees;

- establish a cost recovery target to be paid for through fee revenue; and
- given it sets the fees itself, retain the tipping fee revenue for its own use.

C. Benchmarks

Solid waste tipping fees in other municipalities range from flat rate fees, fees based on vehicle size, and fees based on weight or volume. Most fees differentiate between residential and non-residential waste and have special rates for hazardous materials as well as special items such as tires, batteries, construction materials, leaf and yard waste, and contaminated soil. Given the complexity, a “like for like” comparison is not possible for all fees.

Nevertheless, it is clear that the Township’s tipping fees are lower than in other communities. Table 21 provides an estimate of the typical fees paid for a ½ tonne pick up truck’s worth of household waste in select municipalities. Of those municipalities that charge fees (Kapuskasing is the outlier with no charge) Hornepayne’s \$20 fee is the lowest and well below the municipal average of \$68.40.

Table 21 – Comparison of Tipping Fees for Household Waste

Municipality	Fee Estimate
Kapuskasing	no charge
Hornepayne	\$20.00
Timmins	\$55.50
Cochrane	\$55.00
Sault Ste. Marie	\$72.60
Hearst	\$80.00
Thunder Bay	\$80.40
Average (without Hornepayne)	\$68.70

D. Recommendations

The current agreement with the solid waste external contractor expires in 2023. Based on the analysis above it is recommended that in reviewing and negotiating a new contract the Township:

- establish a cost recovery target based on tipping fees recovering a substantial (at least 80%) of the full cost of providing services for which fees are charged;
- establish new tipping fees based on the cost recovery target and an estimate to be provided by the contractor of the full cost of providing services for which a fee is charged. The direct cost to the contractor should be increased by 25% to reflect staff time, building space, and administrative resources provided by the Township to support the service;
- in the meantime, triple all tipping fees to align with municipal benchmarks;
- ensure that the contractor pay rental fees for the use of Public Works vehicles (see Section 10 below); and
- provide for the indexing of tipping fees in By-law 1424.

9. Parking Enforcement

Township By-law 1827 imposes fees (or fines) for parking on municipal roads and property under the *Municipal Act* and *Highway Traffic Act, 1990*.

A. Summary of Fees

Included in the Parking By-law are fees/fines for parking infractions on specified roadways, specifically Front Street, Firman Avenue, and Lanes A, C and D (see Table 22).

Table 22 – Summary of Parking Enforcement Fees

Service	Fine
Obstructing Fire Hydrant	\$50
Parking in NO PARKING Zone	\$30
Parking at Restricted Times	\$30
Interfere/Obstructing Snow Removal/Road Maintenance/Winter Parking	\$50
School Bus Loading Zone	\$20
Disabled Parking Spaces	\$30
Parking in Reserved Parking Spaces/Churches, Funerals, Marriage & Other Special Ceremonies	\$20
All Other Parking Violations	\$20

B. Service Costs and Revenues

Although the Parking Enforcement By-law has been in place since 2018 it has never been enforced as the Township currently does not have a by-law enforcement officer to regulate parking and impose the fees/fines. As well, there are currently no parking meters installed on Township roadways. As a result, information on historical revenues and current costs is unavailable. Fee recommendations are therefore based on benchmark comparisons.

C. Benchmarks

Like Hornepayne, most small municipalities in northern Ontario do not regulate parking and parking fees are therefore rare. Where they do exist—in Sault Ste. Marie and Kapuskasing for example—the structure of fees and fines varies considerably. Where an “apples to apples” comparison is possible, the benchmarking analysis shows that Hornepayne’s fees/fines are generally within the benchmark range.

- Sault Ste. Marie charges a slightly higher fee (\$60 as opposed to \$50) for parking in a designated fire route. The disabled parking services fee is much lower in Hornepayne (\$30) than in Sault Ste. Marie (\$300).
- In Kapuskasing, the fees for obstructing a fire hydrant (\$110) and parking at restricted times (\$100) are more than double and triple the equivalent fees in Hornepayne.

Table 23 – Comparison of Parking Enforcement Fees

Application/Fee Type	Hornepayne	Sault Ste. Marie	Kapuskasing
Obstructing Fire Hydrant	\$50		\$110 – within 10 ft. of a hydrant
Parking in NO PARKING Zone	\$30	\$30	
Parking at Restricted Times	\$30	\$30	\$100
Interfere/Obstructing Snow Removal/Road Maintenance/Winter Parking	\$50	\$50	
School Bus Loading Zone	\$20		
Fire Hall Parking	\$50	\$60 – parking in front of a fire route	\$ 50 – within 25 ft. of fire hall \$50 – within 100 ft. of fire hall (opposite of roadway)
Disabled Parking Services	\$30	\$300	

D. Recommendations

Given the redundancy of the current by-law, it is recommended that the current Parking fees/fines be left unchanged. If and when the Township proceeds with regular parking enforcement it should consider:

- doubling the fines for obstructing fire hydrants, parking at restricted times, and parking in disabled spaces to align with municipal benchmarks; and
- as with other fees, including a provision for indexing Parking fees/fines in By-law 1827.

10. Public Works

The Comprehensive User Fees and Service Charges by-law No. 1825, passed on December 9, 2022, includes fees for the recovery of the cost of materials, equipment rentals, and charges for equipment operators.

A. Summary of Fees

The current Public Works fees and service charges are set out in Table 24. Fee-based services cover the sale of construction materials, rental of municipal public works vehicles and equipment (mainly to building contractors), and rental of municipal chambers and furniture. Rentals are infrequent and fees are intended to offset the cost of staff time, administration, and vehicle usage.

Table 24 – Current Public Works User Fees and Charges

Service	Unit	Fee
Materials		
A Gravel	Yard	\$51
B Gravel	Yard	\$16
Fill	Yard	\$10
Granite Powder	Yard	\$30
Sand	Yard	\$30
Top Soil	Yard	\$32
Equipment Rentals*		
Excavator**	Hourly	\$180
Sander	Hourly	\$95
Steamer	Hourly	\$45
Sweeper	Hourly	\$85
Backhoe	Hourly	\$95
Grader (Summer)	Hourly	\$120
Grader (Winter)	Hourly	\$165
Freightliner	Hourly	\$60
Loader	Hourly	\$120

Service	Unit	Fee
Municipal Chambers Rental		
During Business Hours	Hourly	\$25
Tables and Chairs (includes max. 8 chairs/tables)		
Table (includes 0-8 chairs)	Each	\$30
Chairs	Each	\$3
Tents – Municipal Staff to set-up and remove during business hours	Each	\$350

*Equipment rental fees indicated above do not include operator costs;
 Operator wages based on current collective agreement, plus 30% overhead;
 Equipment must be operated by Municipal Staff;
 Minimum charge 1-hour (no prorating).

** Prices for excavator rental do not include floating fees; fees will vary depending on contractor costs.

B. Service Costs and Fee Revenues

Costs and revenues for public works materials sales and rentals were reviewed with Public Works staff to assess activity levels and cost of service. The interviews confirm that the current fee structure for rentals appropriately reflects differences in renting vehicles and equipment. However, fees do not account for the full cost of Township staff to operate vehicles, for administration and building space costs, and provision for long-term vehicle repair and replacement. Staff rates for preparing, delivering, and operating vehicles and equipment, including appropriate adjustments for these indirect costs, are estimated at \$50 per hour.

As well, fees for materials sales do not currently reflect current market pricing and do not incorporate a mark up to cover direct (staff time) and indirect (administration and building space) costs.

C. Benchmarks

Most municipalities reviewed for the benchmarking analysis do not have public works fees that align with those in the Township's comprehensive fee by-law.

Timmins offers rentals of its public works equipment and apparatus on its website, but does not appear to publish corresponding fees. On December 14th, 2022, Kapuskasing approved new fees that are to come into effect on January 1, 2023 that include fees for equipment rentals.

D. Recommendations

Based on the analysis above, it is recommended that the Township:

- maintain its current Public Works vehicle and equipment rental fees and fee structure;
- introduce an “operator fee” equivalent to \$50 per hour when Public Works staff are required to prepare, deliver, and operate vehicles and equipment and deliver materials;
- adjust its Public Works materials sales fees to reflect current market pricing and add a 20% mark up on all sales to cover direct Public Works staff and administration costs;
- ensure that the terms and conditions of future road maintenance contracts are set with reference to current user fee by-laws; and
- as with other fees, including a provision for indexing Public Works fees and charges in By-law 1825. In this case, indexing should be based on the Statistics Canada non-residential construction price index.

11. Recreation Fees

Fees for recreation services provided by the Township are complex. The Recreational Fees By-law No. 1613 was passed on November 15, 2017 to amend By-law No. 1518 and rescind By-law No. 1584 (the latter imposed fees for the use of municipal recreation facilities). In 2016, By-law No. 1618 was passed to include a charge for a summer ice surface rental rate at the Hornepayne Community Arena at 1 Tower Road. As well, Resolution No. 13504 was passed to include 'Spot Rentals' and a Canada 150 rate for a public skating season pass for the 2017-2018 season.

A. Summary of Fees

The Township levies almost 50 user fees for a broad range of services at the Hornepayne Community Arena and C&D Paul Curling Facility (including the Fitness Centre and Canteen), as well as through outdoor programs. Recreation fee revenue is the largest component of total fee revenue collected by the Township.

A list of current recreation fees charged is set out in Table 25. Fees cover:

- services at the Arena, including public skating, shinny (adult, under 18/student, senior), arena ice rentals, locker rentals, parking, and advertising. Ice is available at the Arena between November 1 and March 31. Shinny fees can be paid for daily, monthly, or seasonal use. Different ice rental fees apply based on time of use (per hour, summer, spot rental) and type of user (hockey tournaments, not for profit/private special event, commercial special event);
- services provided at the Curling Club. This facility is owned by the Township, which rents the ice for use between December and March to a private club through an agreement. Fees are charged for use of the ice surface during the off season, with different rates for not for

profit/private special events and commercial special events such as first aid training courses;

- use of the Canteen in the Curling Club (non for profit/private and commercial events);
- memberships to the Fitness Facility (previously called the Weight Training Facility), located in the Curling Club, which are available for daily, monthly, 3 monthly, and annual use and are differentiated by age (adult, under 18/student, and senior). Weekly memberships are also available to non-residents of Hornepayne; and
- programs for indoor/outdoor minor soccer and summer/general programs provided by third party operators in Township parks and open spaces.

Table 25 – Summary of Recreation Fees

Service	Fee	HST	Total
Hornepayne Community Arena			
Canada 150 Public Skating Season Pass	\$13.27	\$1.73	\$15
Replacement Canada 150 Public Skating Season Pass	\$4.42	\$0.58	\$5
Shinny (Note: Goalies are free for all ages)			
Adults			
Per season	\$221.24	\$28.76	\$250
Per month	\$66.37	\$8.63	\$75
Per day	\$8.85	\$1.15	\$10
Under 18 Years/Full Time Students			
Per season	\$110.62	\$14.38	\$125
Per month	\$33.19	\$4.31	\$37.50
Per day	\$4.42	\$0.58	\$5
Seniors			
Per season	\$110.62	\$14.38	\$125
Per month	\$33.19	\$4.31	\$37.50
Per day	\$4.42	\$0.58	\$5

Service	Fee	HST	Total
Arena Ice Rentals			
Per hour	\$92.04	\$11.96	\$104
Summer ice surface rentals per hour	\$66.37	\$8.63	\$75
Spot rentals	\$44.25	\$5.75	\$50
Arena Locker Rentals			
Per season	\$66.37	\$8.63	\$75
Hockey Tournaments			
Hockey tournament, per day	\$736.28	\$95.72	\$832
Hockey tournament, 2 days	\$1,104.43	\$143.57	\$1,248
Ice Surface Rentals – Special Events (off season)			
Not for Profit/Private	\$552.21	\$71.79	\$624
Commercial	\$1,104.43	\$143.57	\$1,248
Arena Parking Lot			
Per day	\$132.74	\$17.26	\$150
Advertising Advertising and/or signage at all municipal properties and/or facilities			
Each sign, per year	\$106.19	\$13.81	\$120
C & D Paul Curling Facility			
Ice Surface Rentals – Special Events (including off season)			
Not for profit/private	\$552.21	\$71.79	\$624
Commercial	\$1,104.43	\$143.57	\$1,248
Canteen			
Not for profit/private – no equipment	\$53.10	\$6.90	\$60
Not for profit/private	\$88.50	\$11.50	\$100
Commercial	\$132.74	\$17.26	\$150
Monthly lease rate (to be negotiated)	\$ -	\$ -	\$ -

Service	Fee	HST	Total
Weight Training Facility			
Adult			
Per year	\$530.97	\$69.03	\$600
3 months	\$150.44	\$19.56	\$170
Per month	\$53.10	\$6.90	\$60
Per week – non resident	\$26.55	\$3.45	\$30
Per day	\$8.85	\$1.15	\$10
Under 18 Years/Full Time Students			
Per year	\$265.49	\$34.51	\$300
3 months	\$75.22	\$9.78	\$85
Per month	\$26.55	\$3.45	\$30
Per week – non resident	\$13.27	\$1.73	\$15
Per day	\$4.42	\$0.58	\$5
Seniors			
Per year	\$265.49	\$34.51	\$300
3 months	\$75.22	\$9.78	\$85
Per month	\$26.55	\$3.45	\$30
Per week – non resident	\$13.27	\$1.73	\$15
Per day	\$4.42	\$0.58	\$5
Indoor/Outdoor Minor Soccer			
Child/youth, per season	\$44.25	\$5.75	\$50
Late fee	\$17.70	\$2.30	\$20
Summer/General Programming			
Child/youth, per season	\$265.49	\$34.51	\$300
Each additional sibling, per person	\$132.74	\$17.26	\$150
Daily rate, per child	\$13.27	\$1.73	\$15

B. Service Cost and Revenues

Table 26 shows the revenue (in constant \$2017) generated from recreation fees since 2017. The table shows that up until the breakout of the pandemic in 2020 revenues had been declining somewhat, from \$84,500 in 2017 to \$69,200 in 2019. Revenues fell sharply during the lockdown period in 2020 and, despite the opening up of facilities and the return of participants, have yet to return to pre-pandemic levels.

Almost two thirds of all revenue is generated by programs and services provided at the Arena and Fitness Facility; 37% and 26% of total revenue respectively. While Fitness Facility revenue rebounded somewhat in 2021, Arena revenue remains well below the historical average (though 2022 data is unavailable as yet).

Table 26 – Summary of Recreation Fee Revenue

Year	General Recreation	Parks	Arena	Curling Club	Canteen	Fitness Facility	Total
2017	\$3,275	\$4,831	\$33,488	\$17,104	\$398	\$25,357	\$84,453
2018	\$-	\$4,077	\$29,796	\$19,065	\$2,581	\$21,435	\$76,953
2019	\$-	\$10,410	\$28,437	\$12,076	\$852	\$17,434	\$69,209
2020	\$362	\$3,124	\$16,736	\$12,512	\$10,812	\$6,442	\$49,988
2021	\$3,850	\$259	\$13,290	\$915	\$16,136	\$15,785	\$50,233
Total	\$7,487	\$22,701	\$121,746	\$61,672	\$30,778	\$86,453	\$330,837
%	2%	7%	37%	19%	9%	26%	100%

In order to understand the fee revenue pattern for the Arena, Table 27 shows the revenue (in constant \$2017) generated by the Arena and some other service areas (e.g. Canteen rentals) since 2017. The table shows that up until the breakout of the pandemic in 2020 revenues were very stable, at anywhere between \$31,000 and \$36,000 per year. Revenues fell sharply during the lockdown period in 2020 and, despite the opening up of facilities and the return of participants, have yet to return to previous levels. This is due to slower return of minor hockey, whose fees have generated the largest component of Arena-related revenue over the last six years by far (83%).

Table 27 – Recreation Fee Revenue by Service Area in Arena/Canteen

	2017	2018	2019	2020	2021	2022
Arena Advertising	\$578	\$368	\$-	\$355	\$-	\$-
Canteen Rentals	\$622	\$941	\$421	\$-	\$-	\$-
Public Skating	\$257	\$943	\$318	\$-	\$1,266	\$148
Shinny	\$259	\$859	\$48	\$-	\$1,858	\$125
Hourly Rental	\$78	\$522	\$50	\$102	\$460	\$196
School Skating	\$970	\$1,329	\$573	\$307	\$204	\$184
Minor Hockey	\$26,550	\$23,183	\$27,810	\$13,395	\$10,840	\$12,861
Men's Hockey	\$1,078	\$638	\$1,147	\$571	\$-	\$-
Women's Skating	\$863	\$425	\$-	\$-	\$-	\$-
Figure Skating	\$3,342	\$1,701	\$-	\$-	\$-	\$-
Combined Deposit	\$1,083	\$794	\$-	\$-	\$-	\$-
Refunds	\$-	\$(139)	\$-	\$-	\$-	\$-
Total	\$35,681	\$31,566	\$30,367	\$14,731	\$14,628	\$13,514

The amount of revenue generated in each service area from one year to the next depends on many external factors, including competition (from the private sector), the local economy, the fee charged, and the number of people who pay the fee (participation). Given the Township's relatively uniform approach to fee adjustments, it is possible to show how participation has changed for each service area. Table 28 shows that while participation fluctuates in each Arena-related service area from one year to the next, overall participation in activities has been fairly steady since 2017. Two caveats are noted:

- COVID lockdowns had the effect of severely reducing participation in 2020;

- participation figures for 2022 are incomplete; and
- fitness membership figures represent average monthly membership for any given year.

Table 28 – Participation in Recreation Programs 2017-2022

	Per	2017	2018	2019	2020	2021	2022 (YTD)
Arena Advertising	Unit	5	3	0	3	0	0
Canteen Rentals	Day	10	12	7	0	0	0
Public Skating	Unit	11	64	17	0	82	37
Shinny	Unit	2	47	2	0	152	8
Hourly Rental	Hour	1	5	1	1	4	2
School Skating	Hour	9	13	6	3	2	2
Minor Hockey	Hour	246	215	267	131	108	140
Men's Hockey	Hour	10	6	11	2	0	0
Women's Skating	Hour	11	4	0	0	0	0
Figure Skating	Hour	31	16	0	0	0	0
Combined Deposit	Unit	5	2	0	0	0	0
Refunds	Unit	0	6	0	0	0	0
Fitness Memberships	Unit	56	55	40	16	11	17
Total		397	447	351	156	359	206

Note: Fitness membership figures represent average monthly membership for any given year.

C. Recreation Pricing

Participation in Recreation services and programs is more sensitive to pricing than in other services. A strong pricing strategy will ensure users are both willing and able to pay fees and enable the Township recovers a sufficient amount of the cost of providing services while ensuring access and participation in Recreation activities.

Table 29 shows that on average fee revenues have covered just 21% of related Recreation operating expenditures since 2017. Moreover, the amount of cost recovered through fees has steadily declined over the past five years.

Table 29 – Recreation User Fee Cost Recovery

Year	Fee Revenue	Expenses	Difference	Cost Recovery
2017	\$84,453	\$353,444	\$405,941	26%
2018	\$76,953	\$351,134	\$401,057	24%
2019	\$69,209	\$359,068	\$407,729	20%
2020	\$49,988	\$348,529	\$384,726	15%
2021	\$50,233	\$290,047	\$330,744	18%
Total	\$330,837	\$1,599,360	\$1,930,197	21%

In setting fee rates Council should consider that:

- Given its relative isolation and low population, the Township is generally the only supplier of Recreation services. As such, fee increases are unlikely to significantly affect demand/participation as users do not have a competitive alternative.
- The importance placed on health, wellness, and communal activities explains the popularity of many programs and services irrespective of the fee charged. Participation in public skating and shinny have rebounded quickly after the pandemic and the demand for these activities can be expected to continue.
- Full cost pricing, or pricing that is increased too rapidly, can reduce participation because people find it too expensive or not good value. This is especially the case among specific age groups—seniors on fixed incomes for example—and households with lower incomes.

It is important to note that resistance to significant Recreation fee increases can be higher when it is not accompanied by an improvement in the level of service provided. In this respect, the Township is planning a significant capital investment in the Curling Club/Fitness Facility/Canteen over the

next three years. Recreation fees will likely need to be increased in order to cover the higher operating costs associated with these improvements. As such, a more comprehensive exercise to review the fee structure and appropriate fee rates should wait until detailed information about new costs becomes available.

D. Benchmarks

Table 30 sets out benchmark comparisons for Recreation fees where a “like for like” comparison exists. Generally:

- Municipalities do not charge high fees for public skating. It is noted that public skating fees are particularly low in Hornepayne and have not been updated since the “Canada 150” season pass was introduced on a temporary basis for the 2017-2018 season;
- Hornepayne’s fees for indoor ice rentals are generally in line with the benchmark range;
- Hornepayne’s Arena advertising fees (which allow businesses to place logos on Arena boards) fall within the low end of the benchmark range;
- Comparable benchmarks for Curling Club rentals, Canteen rentals, and Fitness Facility memberships are unavailable.

Table 30 – Comparison of Select Recreation Fees

Basic Fee Structure	Municipality
Indoor Ice Rentals	<p>Thunder Bay (hourly)</p> <ul style="list-style-type: none"> ▪ \$141.11 – minor, \$178.47 – adult, \$149.70 non-prime time adult, \$8.60 - individual <p>Kapuskasing (hourly)</p> <ul style="list-style-type: none"> ▪ \$88.50 – youth, \$153.10 – adults <p>Hearst</p> <ul style="list-style-type: none"> ▪ \$40.71 – online rental/individual rental ▪ \$66.37 – non-prime time, \$127.43 – prime time ▪ \$115.04 – tournament rate ▪ \$75 – minor organizations (under 18 years) <p>Timmins</p> <ul style="list-style-type: none"> ▪ \$145.66 – youth, \$190 – adult, \$296.86 – commercial/non-res.
Summer Ice Rentals	<p>Thunder Bay (hourly)</p> <ul style="list-style-type: none"> ▪ \$158.04 – weekdays, \$124.17 – weekends and holidays, \$146.76 – 3 to 4 hours, \$135.47 – 5 to 8 hours, \$71.81 – non-ice bookings <p>Hearst</p> <ul style="list-style-type: none"> ▪ \$34.51 - Monday to Thursday 7 a.m. to 5 p.m. & Friday 7am- 11 am ▪ \$78.76 - Monday to Thursday 5pm - 11pm & Friday 11am - 11pm (min. 3 hours if rental begins later than 5pm Monday to Thursday and after 11am Friday) ▪ \$78.76 – Saturday (min. 3 hours) ▪ \$104.42 – Sunday (min. 3 hours)
Special Events Rentals	<p>Kapuskasing (daily)</p> <ul style="list-style-type: none"> ▪ \$678.10 – concrete pad no permit ▪ \$1,356.64 – concrete pad SOP permit ▪ \$677.88 – non for profit concrete pad
Advertising	<p>Kapuskasing (per sq.ft.)</p> <ul style="list-style-type: none"> ▪ \$23.01 – north boards ▪ \$18.58 – south boards

E. Recommendations

Based on the above analysis it is recommended that the Township:

- Implement a comprehensive tracking system of participants in all fee-based Recreation activities to monitor changes in participation in programs and services on an annual basis.
- Ensure a full operating cost assessment is completed for the new capital improvements that are to be completed in the next three years.
- Establish a minimum cost recovery target of 30% of direct operating costs of the Arena and new Curling Club/Canteen/Fitness Facility.
- Undertake a detailed Recreation Fee Review in 2025 to implement appropriate fee rates and rate structures to achieve the 30% cost recovery target.

In the meantime, the Township should:

- Increase all fee rates by 10% to increase current cost recovery to a 20% to 30% range;
- Double the Canada 150 public skating season pass and replacement pass fees to reflect current costs;
- Increase Arena advertising fee by 20% and consider introducing other fees to advertise on the Township website, ice resurfacers, etc.;
- Based on staff recommendations, and a review of other municipalities, introduce fees for pavilion rentals (\$75 per day with electricity; \$30 without electricity), tent rentals (\$150 per day), tennis court rental (\$10 per hour), baseball field rental (\$15 per hour), park rental for special events (\$100 per day), outdoor sign rental, skate rental (\$3), and snowshoe rental (\$3); and
- As with other fees, including a provision for indexing Recreation fees in relevant by-laws.

12. Conclusions and Recommendations

This section provides recommendations for Cemetery service fees imposed by the Township as well as general user fee recommendations.

A. Cemetery Services

The Township manages the Hornepayne Cemetery, located at 8 Becker Road, where traditional burial plots and columbarium niches (for displayed urns and cremated remains) are available. Fees for Cemetery services are imposed through By-law 1909. The benchmarking analysis shows that these fees are low compared with those charged in other municipalities (see Table 31).

- For in-ground burials and columbarium niches, Hornepayne's fees are lowest of any fees charged elsewhere.
- For care and maintenance, interment, and monuments fees are more comparable but still fall within the lower end of the benchmark range.

Based on the benchmarking analysis, and recognizing that service standards may vary considerably from one municipal cemetery to another, it is recommended that the Township increase its current Cemetery fees by 50% and monitor key benchmarks on a regular basis (see Appendix A).

Table 31 – Comparison of Select Cemetery Fees

Fee Type	Hornepayne	Thunder Bay	Timmins	Hearst	Cochrane	Kapuskasing
In-Ground Burials	\$100.00	\$204.00 - \$1,959.00	\$1,035.20	\$546.46 – \$1,078.61	\$240.00 - \$730.00	\$143.71 - \$593.32
Columbarium Niche	\$410.00	\$2,108.00 - \$2,265.25	\$2,190.05 – \$2,726.35	\$1,167.96 - \$1,802.89	\$1,725.00 - \$2,060.00	N/A
Care and Maintenance	\$165.00 - \$290.00	\$136.00 - \$1,306.00	N/A	\$179.81 – \$346.66	\$150.00 - \$309.00	\$116.89 - \$391.03
Cemetery Services – Interment Fees	\$225.00	\$245.00 - \$1,170.00	\$660.65 - \$1,276.55	\$269.72 - \$519.99	\$110.00	N/A
Monuments and Maintenance	\$100.00 - \$400.00	N/A	\$100.00	\$0 – \$200.00	\$50.00 - \$200.00	N/A

B. General Fee Recommendations

In addition to the service-specific recommendations set out in each section above, the following general recommendations are made:

- The Township should consolidate, where possible, all fees into one by-law to improve transparency and ease of access for users. A proposed fee schedule for a consolidated fee by-law, containing all the recommendations in this report, is provided in Appendix A.
- The Township is responsible for fire prevention and public safety pursuant to the *Fire Prevention and Protection Act, 1997*. Currently, no fees are charged to provide fire services. Based on staff interviews and a review of other municipalities, the Township should introduce fees for:
 - Fire Department Compliance Letters/File Search (\$50 each)
 - Requested Fire Safety Inspections with Inspection Reports (\$75 per hour)
 - Permit to Conduct Open Air Burning (\$100 each)

Moreover, as part of its process for updating fees, it is recommended that the Township:

- undertake a comprehensive fee review every five years to ensure that its fees are achieving appropriate cost recovery and are aligned with municipal benchmarks;
- ensure that user fees are increased at the same (or greater) rate as increases in program operating costs. In keeping with municipal leading practices, this means that the Township should index its fees on an annual basis to cover changing costs arising from inflation and (given that the majority of costs are payroll-related) wage agreements;

- monitor municipal benchmark fees annually for key services and programs (set out in Appendix B) to ensure its fees remain competitive;
- introduce a 10% surcharge on all Solid Waste tipping fees, Public Works fees, and Recreation fees, for users who are not residents of Hornepayne; and
- continue to make information on fees accessible to the public via the municipal website.

Appendix A

Summary of Fee Recommendations

Administration Fees (Bylaw No. 1825)	Basis of Fee	Hornepayne	Recommended Fee	Percentage Difference
Copies and Printing				
Black and White – Regular Letter	Per Single Side	\$ 0.50	\$ 0.53	5%
Black and White – Regular Legal	Per Single Side	\$ 0.65	\$ 0.68	5%
Black and White – Non-profit Groups Letter	Per Single Side	\$ 0.30	\$ 0.32	5%
Black and White – Non-profit Groups Legal	Per Single Side	\$ 0.45	\$ 0.47	5%
Colour – Regular Letter	Per Single Side	\$ 1.50	\$ 1.58	5%
Colour – Regular Legal	Per Single Side	\$ 2.00	\$ 2.10	5%
Colour – Non-profit Groups Letter	Per Single Side	\$ 1.00	\$ 1.05	5%
Colour – Non-profit Groups Legal	Per Single Side	\$ 1.50	\$ 1.58	5%
Posters, Maps, and Blueprints – Black and White				
9 x 12	Each	\$ 10.00	\$ 10.50	5%
12 x 18	Each	\$ 15.00	\$ 15.75	5%
18 x 24	Each	\$ 20.00	\$ 21.00	5%
24 x 36	Each	\$ 25.00	\$ 26.25	5%
30 x 42	Each	\$ 30.00	\$ 31.50	5%
36 x 48	Each	\$ 35.00	\$ 36.75	5%
Posters, Maps, and Blueprints – Colour				
9 x 12	Each	\$ 25.00	\$ 26.25	5%
12 x 18	Each	\$ 30.00	\$ 31.50	5%
18 x 24	Each	\$ 35.00	\$ 36.75	5%
24 x 36	Each	\$ 40.00	\$ 42.00	5%
30 x 42	Each	\$ 45.00	\$ 47.25	5%
36 x 48	Each	\$ 50.00	\$ 52.50	5%

Administration Fees (Bylaw No. 1825)	Basis of Fee	Hornepayne	Recommended Fee	Percentage Difference
Fax – Receiving (Black and White)	1 st Page	\$ 5.00	\$ 5.25	5%
	Each Additional Page	\$ 0.50	\$ 0.53	5%
Fax – Sending	Each	\$ 5.00	\$ 5.25	5%
Sending/Receiving Emails (for Scanned Documents)	Each	\$ 5.00	\$ 5.25	5%
Commissioning of Documents				
Regular Business Hours	Up to 30 minutes	\$ 50.00	\$ 50.00	0%
	Each Additional 30 minutes	\$ 50.00	\$ 50.00	0%
Same Day, After Hours or Emergency	Up to 30 minutes	\$ 150.00	\$ 150.00	0%
	Each Additional 30 minutes	\$ 150.00	\$ 150.00	0%
True Certified Copy of Document	Each	\$ 10.00	\$ 10.00	0%
Administrative Letters – Letters of Support	Each	\$ 20.00	\$ 20.00	0%
Tax/Water Certificates	Each	\$ 50.00	\$ 50.00	0%
Letters for Tax/Water Purposes	Each	\$ 20.00	\$ 20.00	0%
Tax and Water Account Research/Preparation for Property Owners	Each	\$ 20.00	\$ 20.00	0%
Transfer of Payment or Correction of Payment Due to Client Error	Each	\$ 20.00	\$ 20.00	0%
Bill/Receipt Re-Issue/Re-Print	Each	\$ 5.00	\$ 5.00	0%
Registered Mail	Each	\$ 25.00	\$ 25.00	0%
NSF Service Charge	Each	\$ 50.00	\$ 50.00	0%
Postage/Courier Services	As Incurred by Township			

Administration Fees (Bylaw No. 1825)	Basis of Fee	Hornepayne	Recommended Fee	Percentage Difference
Lottery Licencing	Prize Value	\$ 0.03	\$ 0.03	0%
New Property Tax Account Set Up <i>(new fee)</i>	Each	N/A	\$ 30.00	N/A
Additions to the Tax Roll <i>(new fee)</i>	Each	N/A	\$ 10.00	N/A
Ownership Information Change <i>(new fee)</i>	Each	N/A	\$ 30.00	N/A
Arrears Notice <i>(new fee)</i>	Each	N/A	\$ 10.00	N/A
Title Search <i>(new fee)</i>	Each	N/A	\$ 30.00	N/A
Municipal Freedom of Information Requests				
Application	Each	\$ 5.00	\$ 5.00	0%
Search Time	Per ¼ Hour	\$ 7.50	\$ 7.50	0%
Record Preparation	Per ¼ Hour	\$ 7.50	\$ 7.50	0%
Photocopying	Per Page	\$ 0.20	\$ 0.20	0%
Computer Print Outs	Per Page	\$ 0.20	\$ 0.20	0%
Computer Programming	Per ¼ Hour	\$ 15.00	\$ 15.00	0%
Electronic Format	Each	\$ 10.00	\$ 10.00	0%

Airport Fees (Bylaw No. 2020-413)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Airport Fees				
Call-out Fees	Per Call-Out	\$ 150.00	\$ 180.00	20%
Parking Fees	Per Day	\$ 15.00	\$ 18.00	20%
	Per Month	\$ 75.00	\$ 90.00	20%
Plug-in Fees	Per Day	\$ 15.00	\$ 18.00	20%
Jet-A-Fuel	Per Litre	\$ 1.55	current market price + 5% surcharge	
Landing Fees				
Corporate Aircrafts	Per Landing	\$ 60.00	\$ 60.00	0%
Privately Owned Aircrafts	Per Landing	\$ 40.00	\$ 40.00	0%
Medical Flights	Per Landing	\$ 250.00	\$ 250.00	0%
Local Flying Club Members				
Landing Fee	Each	\$ 10.00	\$ 12.00	20%
Runway Rental	Hourly	\$ 75.00	\$ 90.00	20%

Animal Fees (Bylaw No. 1475)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Licence Fees				
(must be vaccinated for rabies; must provide a copy of certification from Veterinarian)				
Unaltered Animal	per year	\$ 30.00	\$ 40.00	33%
Senior Rate (55+)	per year	\$ 15.00	\$ 20.00	33%
Altered Animal	per year	\$ 10.00	\$ 20.00	100%
Senior Rate (55+)	per year	\$ 5.00	\$ 10.00	100%
1 st Offence				
Any animal (including Prohibited) detained and impounded.		\$ 100.00	\$ 100.00	0%
Pick up Fee		\$ 50.00	\$ 75.00	50%
Daily Maintenance Fee		\$ 20.00	\$ 30.00	50%
2 nd Offence				
For any animal (including Prohibited) impounded a second time within a period of two (2) years from the time of the first impoundment		\$ 200.00	\$ 200.00	0%
Pick up Fee		\$ 50.00	\$ 75.00	50%
Daily Maintenance Fee		\$ 20.00	\$ 30.00	50%
3 rd Offence				
For any animal (including Prohibited) impounded a third time within a period of two (2) years from the time of the first impoundment		\$ 300.00	\$ 300.00	0%
Pick up Fee		\$ 50.00	\$ 75.00	50%

Animal Fees (Bylaw No. 1475)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Daily Maintenance Fee		\$ 20.00	\$ 30.00	50%
Other Fees				
Animal must have tag prior to being released. If an animal has no tag, licence fee is doubled and added to the charges				
Altered		\$ 20.00	\$ 20.00	0%
Unaltered		\$ 60.00	\$ 60.00	0%
Euthanasia		\$ 100.00	\$ 400.00	300%
Any veterinary fees incurred for the animal		100%	100%	0%
<i>Owner is responsible for all costs/wages incurred during impoundment.</i>				

Building Fees (Bylaw No. 989)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Group A Buildings				
all assembly buildings including areans, schools, churches, theatres, resturants, etc.	Per Square Foot	\$ 1.20	\$ 2.40	100%
Group B Buildings				
all detention and care buildings including hospitals, nursing homes, etc.	Per Square Foot	\$ 1.32	\$ 2.64	100%
Group C Buildings or Residential types				
single detached dwellings, duplexes, townhouses	Per Square Foot	\$ 0.65	\$ 1.30	100%
multiple unite apartment buildings (3 or more units)	Per Square Foot	\$ 0.70	\$ 1.40	100%
additions to residences comprising 3 new exterior walls	Per Square Foot	\$ 0.60	\$ 1.20	100%
additions to residences comprising 2 new exterior walls	Per Square Foot	\$ 0.40	\$ 0.80	100%
Group D Buildings, of business types				
office buildings	Per Square Foot	\$ 1.02	\$ 2.04	100%
banks, medical clinics, beauty parlours	Per Square Foot	\$ 0.80	\$ 1.60	100%
Group E Buildings, of commercial types				
retail and department stores	Per Square Foot	\$ 0.86	\$ 1.72	100%
strip plazas	Per Square Foot	\$ 0.64	\$ 1.28	100%
big box stores (no or few partitions)	Per Square Foot	\$ 0.70	\$ 1.40	100%
Group F, of industrial types				
warehouses (shells)	Per Square Foot	\$ 0.50	\$ 1.00	100%
industrial buildings with partitions	Per Square Foot	\$ 0.70	\$ 1.40	100%

Building Fees (Bylaw No. 989)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Special Cases, including repairs and renovations				
gas stations, car washes	Per Square Foot	\$ 0.32	\$ 0.64	100%
basements, including new foundations, finishing existing	Per Square Foot	\$ 0.14	\$ 0.28	100%
farm buildings, green houses	Per Square Foot	\$ 0.14	\$ 0.28	100%
interior alterations, renovations (floor area)	Per Square Foot	\$ 0.12	\$ 0.24	100%
repairs, re-cladding walls and ceilings (surface area)	Per Square Foot	\$ 0.09	\$ 0.18	100%
domestic garages and sheds	Per Square Foot	\$ 0.14	\$ 0.28	100%
sprinkler system (floor area protected)	Per Square Foot	\$ 0.01	\$ 0.02	100%
structural repairs (area of work)	Per Square Foot	\$ 0.05	\$ 0.10	100%
Flat Rates, where building area not considered				
installation of tents and mobile homes	Flate Rate	\$ 57.00	\$ 85.50	50%
fire alarm systems	Flate Rate	\$ 115.00	\$ 115.00	0%
fire places, wood stoves	Flate Rate	\$ 57.50	\$ 86.25	50%
decks and porches	Flate Rate	\$ 34.50	\$ 51.75	50%
installation of siding, windows and doors, or roof shingles for single detached dwellings, duplexes	Flate Rate	\$ 34.50	\$ 34.50	0%
installation of siding, windows and doors, or roof shingles for all other buildings	Flate Rate	\$ 57.50	\$ 57.50	0%
installation of exterior brick veneer	Flate Rate	\$ 57.50	\$ 57.50	0%

Building Fees (Bylaw No. 989)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
minor foundation repairs and damp proofing	Flate Rate	\$ 34.50	\$ 34.50	0%
Demolition Permit	Flate Rate	\$ 115.00	\$ 115.00	0%
Change of Use Permit	Flate Rate	\$ 57.50	\$ 86.25	50%
Conditional Permit	Of Fee For Total Building Permit Based On Building Area	100%	100%	0%
Occupancy Permit	Flate Rate	\$ -	\$ 50.00	
Communication Tower Permit	Flate Rate	\$ 57.50	\$ 57.50	0%
Fence Permit (height more than 2.0 metres above grade)	Flate Rate	\$ 34.50	\$ 34.50	0%
Satellite Dish Permit (including antennae)	Flate Rate	\$ 34.50	\$ 34.50	0%
Sign Permit	Flate Rate	\$ 34.50	\$ 51.75	50%
Swimming Pool Permit (not including deck)	Flate Rate	\$ 34.50	\$ 51.75	50%
HVAC Permit		100%		
installation of new system in existing building where fire separation penetrated	Per Square Foot Of Floor Area Serviced	\$ 0.03	\$ 0.05	50%
installation of new system in residential building and other buildings where fire separation(s) not penetrated	Flat Rate	\$ 35.50	\$ 53.25	50%
Renewal of Expired Building Permit (<i>new fee</i>)	Flat Rate	N/A	\$ 100.00	N/A

Cemetery Fees (Bylaw No. 1909)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Internment Rights			Not included in recommended fees or benchmarking	
In-ground burials (Adult or Child Grave)	Flat Rate	\$ 100.00		-100%
Niches (Columbarium Niche)	Flat Rate	\$ 410.00		-100%
Care and Maintenance Fund Contribution				
For one in-ground grave, 2.23m ² /24ft ² or larger	Flat Rate	\$ 290.00		-100%
Care and Maintenance Fund Contribution				
Columbarium Niche	Flat Rate	\$ 165.00		-100%
Internment Fees (opening and closing of grave)				
Internment of an adult or child at standard depth	Flat Rate	\$ 225.00		-100%
Monuments and Markers				
For flat markets measuring less than 1,116.13 cm ² /173in ²	Flat Rate	\$ -		
For flat markets measuring 1,116.13 cm ² / 173in ² or larger	Flat Rate	\$ 100.00		-100%
For upright monuments 1.22m / 4ft or less in height and 1.27m / 4ft or less in length, including base	Flat Rate	\$ 200.00		-100%
For upright monuments more than 1.22m / 4ft in height and 1.22m / 4ft, including base	Flat Rate	\$ 400.00		-100%

Civil Wedding Solemnization Fees (Bylaw No. 1825)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Marriage Licence	Tax Included	\$ 150.00	\$ 150.00	0%
Civil Marriages and Renewals within Municipal Boundaries				
Monday to Friday Regular Business Hours (9am-3pm)	Plus Applicable Tax (\$150 Township Portion, \$150 Officiant Portion)	\$ 300.00	\$ 300.00	0%
Monday to Friday After Regular Business Hours & Saturday and Sunday	Plus Applicable Tax (\$100 Township Portion, \$250 Officiant Portion)	\$ 350.00	\$ 350.00	0%
Civil Marriages and Renewals Outside Municipal Boundaries/Special locations ***including Saturdays, Sundays, and Stat Holidays (at discretion of the Officiant)				
Monday to Sunday Within Business Hours and Outside Business Hours	Plus Applicable Tax (\$200 Within Township Portion, \$250 Officiant Portion) and (\$100 Outside Township, \$350 Officiant Portion)	\$ 450.00	\$ 450.00	0%
Rental of Municipal Council Chambers (Dependent of availability, NOT available on Saturdays, Sundays or Holidays)		\$ 75.00	\$ 75.00	0%
Cancellation Fee (121 days from original booked ceremony date)	Full Refund of Ceremony Cost, Less \$50 (Administration Fee)	100%	100%	0%
Cancellation Fee (31 - 120 days from original booked ceremony date)	50% Refund of Ceremony Costs, less \$50 (Administration Fee)	50%	50%	0%

Civil Wedding Solemnization Fees (Bylaw No. 1825)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Cancellation Fee (30 days from original booked ceremony date - full penalty)	No Refund, No Exceptions	0%	0%	
Change of date and/or time		\$ -	\$ -	
Failure of applicants to appears	No Refund, No Exceptions	0%	0%	

Parking Enforcement Fees (Bylaw No. 1827)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Obstructing Fire Hydrant	Flat Rate	\$ 50.00	\$ 50.00	0%
Parking in NO PARKING Zone	Flat Rate	\$ 30.00	\$ 30.00	0%
Parking at Restricted Times	Flat Rate	\$ 30.00	\$ 30.00	0%
Interfere/Obstructing Snow Removal/Road Maintenance/Winter Parking	Flat Rate	\$ 50.00	\$ 50.00	0%
School Bus Loading Zone	Flat Rate	\$ 20.00	\$ 20.00	0%
Disabled Parking Spaces	Flat Rate	\$ 30.00	\$ 30.00	0%
Parking in Reserved Parking Spaces/Churches, Funerals, Marriage & Other Special Ceremonies	Flat Rate	\$ 20.00	\$ 20.00	0%
All Other Parking Violations	Flat Rate	\$ 20.00	\$ 20.00	0%

Public Works - Bylaw No. 1825	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Materials				
A Gravel	Yard	\$ 51.00	Based on Current Market Pricing Plus 20% Mark Up on All Sales	N/A
B Gravel	Yard	\$ 16.00		
Fill	Yard	\$ 10.00		
Granite Powder	Yard	\$ 30.00		
Sand	Yard	\$ 30.00		
Top Soil	Yard	\$ 32.00		
Equipment Rentals*				
Operator Fee for the Use of all Equipment Rentals (<i>new fee</i>)	Hourly	N/A	\$ 50.00	N/A
Excavator**	Hourly	\$ 180.00	\$ 180.00	0%
Sander	Hourly	\$ 95.00	\$ 95.00	0%
Steamer	Hourly	\$ 45.00	\$ 45.00	0%
Sweeper	Hourly	\$ 85.00	\$ 85.00	0%
Backhoe	Hourly	\$ 95.00	\$ 95.00	0%
Grader (Summer)	Hourly	\$ 120.00	\$ 120.00	0%
Grader (Winter)	Hourly	\$ 165.00	\$ 165.00	0%
Freightliner	Hourly	\$ 60.00	\$ 60.00	0%
Loader	Hourly	\$ 120.00	\$ 120.00	0%
Municipal Chambers Rental				
During Business Hours	Hourly	\$ 25.00	\$ 25.00	0%
Tables and Chairs (includes max. 8 chairs/tables)				
Table (includes 0-8 chairs)	Each	\$ 30.00	\$ 30.00	0%
Chairs	Each	\$ 3.00	\$ 3.00	0%

Public Works - Bylaw No. 1825	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Tents				
Municipal Staff to set-up and remove during business hours	Each	\$ 350.00	\$ 350.00	0%
<i>All fees to be increased by 10% for non-resident users.</i>				

Recreation Fees (Bylaw No. 1613)	Current Fee Rate	Recommended Fee	Percentage Difference
Hornepayne Community Arena:			
Canada 150 Public Skating Season Pass	\$ 13.27	\$ 26.54	100%
Replacement Canada 150 Public Skating Season Pass	\$ 4.42	\$ 8.84	100%
Shinny			
Note: Goalies are free for all ages			
Adults			
Per season	\$ 221.24	\$ 243.36	10%
Per month	\$ 66.37	\$ 73.01	10%
Per day	\$ 8.85	\$ 9.74	10%
Under 18 Years/Full Time Students			
Per season	\$ 110.62	\$ 121.68	10%
Per month	\$ 33.19	\$ 36.51	10%
Per day	\$ 4.42	\$ 4.86	10%
Seniors			
Per season	\$ 110.62	\$ 121.68	10%
Per month	\$ 33.19	\$ 36.51	10%
Per day	\$ 4.42	\$ 4.86	10%
Arena Ice Rentals			
Per Hour	\$ 92.04	\$ 101.24	10%
Summer ice surface rentals per hour	\$ 66.37	\$ 73.01	10%
Spot rentals	\$ 44.25	\$ 48.68	10%
Arena Locker Rentals			
Per season	\$ 66.37	\$ 73.01	10%
Hockey Tournaments			

Recreation Fees (Bylaw No. 1613)	Current Fee Rate	Recommended Fee	Percentage Difference
Hockey Tournament, per day	\$ 736.28	\$ 809.91	10%
Hockey Tournament, 2 days.	\$ 1,104.43	\$ 1,214.87	10%
Ice Surface Rentals – Special Events (including off season)			
Not for Profit/Private	\$ 552.21	\$ 607.43	10%
Commercial	\$ 1,104.43	\$ 1,214.87	10%
Arena Parking Lot			
Per day	\$ 132.74	\$ 146.01	10%
Advertising			
Advertising and/or signage at all municipal properties and/or facilities			
Each sign, per year	\$ 106.19	\$ 127.43	20%
C & D Paul Curling Facility:			
Ice Surface Rentals – Special Evens (including off season)			
Not for Profit/Private	\$ 552.21	\$ 607.43	10%
Commercial	\$ 1,104.43	\$ 1,214.87	10%
Canteen:			
Not for Profit/Private – No Equipment	\$ 53.10	\$ 58.41	10%
Not for Profit/Private	\$ 88.50	\$ 97.35	10%
Commercial	\$ 132.74	\$ 146.01	10%
Monthly Lease Rate (to be negotiated)	\$ -	\$ -	
Weight Training Facility:			
Adult			
Per year	\$ 530.97	\$ 584.07	10%
3 months	\$ 150.44	\$ 165.48	10%

Recreation Fees (Bylaw No. 1613)	Current Fee Rate	Recommended Fee	Percentage Difference
Per month	\$ 53.10	\$ 58.41	10%
Per week – Non Resident	\$ 26.55	\$ 29.21	10%
Per day	\$ 8.85	\$ 9.74	10%
Under 18 Years/Full Time Students			
Per year	\$ 265.49	\$ 292.04	10%
3 months	\$ 75.22	\$ 82.74	10%
Per month	\$ 26.55	\$ 29.21	10%
Per week – Non Resident	\$ 13.27	\$ 14.60	10%
Per day	\$ 4.42	\$ 4.86	10%
Seniors			
Per year	\$ 265.49	\$ 292.04	10%
3 months	\$ 75.22	\$ 82.74	10%
Per month	\$ 26.55	\$ 29.21	10%
Per week – Non Resident	\$ 13.27	\$ 14.60	10%
Per day	\$ 4.42	\$ 4.86	10%
Indoor/Outdoor Minor Soccer			
Child/Youth, per season	\$ 44.25	\$ 48.68	10%
Late Fee	\$ 17.70	\$ 19.47	10%
Summer/General Programming			
Child/Youth, per season	\$ 265.49	\$ 292.04	10%
Each Additional Sibling, per person	\$ 132.74	\$ 146.01	10%
Daily Rate, per child	\$ 13.27	\$ 14.60	10%
Pavillion Rental (<i>new fee</i>)			
Per Day with Electricity	N/A	\$ 75.00	N/A
Per Day without Electricity	N/A	\$ 30.00	N/A

Recreation Fees (Bylaw No. 1613)	Current Fee Rate	Recommended Fee	Percentage Difference
Tent Rental, per day <i>(new fee)</i>	N/A	\$ 150.00	N/A
Tennis Court Rental, per hour <i>(new fee)</i>	N/A	\$ 10.00	N/A
Baseball Field Rental, per hour <i>(new fee)</i>	N/A	\$ 15.00	N/A
Park Rental for Special Events, per day <i>(new fee)</i>	N/A	\$ 100.00	N/A
Outdoor Sign Rental <i>(new fee)</i>	N/A	\$ 3.00	N/A
Skate Rental <i>(new fee)</i>	N/A	\$ 3.00	N/A
Snowshoe Rental <i>(new fee)</i>	N/A	\$ 3.00	N/A
<i>All fees to be increased by 10% for non-resident users.</i>			

Solid Waste Tipping Fees (Bylaw No. 1424)	Basis of Fee	Current Fee Rate	Recommended Fee	Percentage Difference
Household (as defined in by-law)				
Pick-up truck maximum of	Per Load	\$ 20.00	\$ 60.00	200%
Larger than pick-up maximum of	Per Load	\$ 50.00	\$ 150.00	200%
Trailer pulled by car maximum of	Per Load	\$ 50.00	\$ 150.00	200%
Semi dump trailer		\$ 350.00	\$ 1,050.00	200%
Commercial Waste				
Truck per cubic yard (taken by owner)	Per Yard	\$ 10.00	\$ 30.00	200%
Picked up by landfill contractor or private contractor rate to be negotiated between contractor and owner				
Semi dump trailer		\$ 350.00	\$ 1,050.00	200%
White goods per unit (must be tagged)	Per Unit	\$ 10.00	\$ 30.00	200%
Tires (does not include rims)	Per Unit	\$ -		
Batteries (automobile)	Per Unit	\$ 10.00	\$ 30.00	200%
<i>Contractors to bill a minimum of 4 times per year</i>				
Demolition (tipping fees to go to the Municipality)		\$ 2,000.00	\$ 6,000.00	200%
<i>Costs associated with disposal and burial are included in tipping fee to Municipality.</i>				
<i>All fees to be increased by 10% for non-resident users.</i>				

Appendix B

Summary of Key Benchmark Fee Indicators

Administration Fees	Basis of Fee
Marriage License	Each
Lottery License	Prize Value
Municipal Freedom of Information Requests	
Application	Each
Search Time	Per 1/4 Hour
Computer Programming	Per 1/4 Hour

Airport Fees	Basis of Fee
Airport Fees	
Plug-in Fees	Per Day
Landing Fees	
Corporate Aircraft	Per Landing
Privately Owned Aircraft	Per Landing
Medical Flight	Per Landing

Animal Fees	Basis of Fee
Licence Fees	
Unaltered Animal	per year
Altered Animal	per year
1 st Offence	
Any animal (including Prohibited) detained and impounded.	
Pick up Fee	
Daily Maintenance Fee	
Euthanasia	

Building Fees	Basis of Fee
Single Detached Dwellings, Duplexes, Townhouses	Per Square Foot
Retail and Department Stores	Per Square Foot
Demolition Permit	Flat Rate
Change of Use Permit	Flat Rate
Sign Permit	Flat Rate

Civil Wedding Solemnization Fees	Basis of Fee
Marriage Licence	Tax Included
Marriage Solemnization	

Recreation Fees	Basis of Fee
Arena Ice Rentals	Per Hour
Summer ice surface rentals per hour	Per Hour
Spot rentals	
Ice Surface Rentals – Special Events (including off season)	
Not for Profit/Private	
Commercial	
Advertising	
Advertising and/or signage at all municipal properties and/or facilities	Each Sign, Per Year
Public Skating	Season Pass

Cemetery Fees	Basis of Fee
In-ground burials (Adult or Child Grave)	Flat Rate
Niches (Columbarium Niche)	Flat Rate