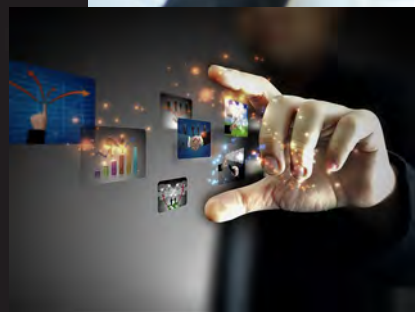


Comprehensive  
Study of  
Fees and Charges



**The Corporation of the  
Township of West Lincoln**

---

***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

***Table of Contents***

Introduction	1
Building Permit Fees	11
Planning Fees	38
Finance and Clerks	61
Fire	70
Recreation & Cemeteries	77
Public Works	91

---

***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

***INTRODUCTION***

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Introduction—User Fee Review***

User fees are used by municipalities to fund programs and services that provide limited or no direct benefit to the community as a whole. The Township of West Lincoln engaged BMA Management Consulting Inc. (BMA) to perform a comprehensive study to determine the “reasonable cost” of each service provided by the Township for which it charges a user fee and benchmarking with other Niagara municipalities.

Given the limitations on raising revenue in the municipal environment, the Township recognizes that a user fee study is a cost-effective way to understand the total cost of services and identify potential fee deficiencies. In accordance with leading practices as set out by the Government Finance Officers Association (GFOA) which includes representation from Canada and the United States, municipalities should undertake a comprehensive review of their fees every 3-5 years to ensure that the existing fees continue to align with the underlying goals and objectives and reflect existing work processes and resource allocations.

While some user fee reviews have been undertaken over the past 10+ years, there has not been a comprehensive review of all Township fees. For example:

- There have been significant changes in planning processes over the last 10 years which have resulted in more costs. Planning fees have been increased multiple times over the ten years, but not adjusted based on increased complexity.
- In 2016, building permit fees were increased and again in June 2021 when an across the board 15 percent increase was implemented. Before that, due to surplus revenues, an increase in fees was not required.
- A comprehensive review of recreation user fees was undertaken in 2019 which resulted in changes to fees which were implemented in 2019-2021 (through a phase-in approach).

The focus of this User Fee study was primarily on those areas where fee reviews have not been undertaken in a number of years (e.g. Building, Planning, Finance, Clerks) and to review the methodologies to calculate fees in areas where more recent reviews have been undertaken (e.g. Recreation).

Due to the complexity and the breadth of performing a comprehensive review of fees, BMA employed a variety of fee methodologies to identify the reasonable costs of programs and services. This report identifies reasonable cost recovery for each municipal program and service.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

Establishing fees in various departments also requires consideration of the legislative and regulatory framework upon which fees can be established. In each section of the report, the pertinent requirements under the *Municipal Act*, *Planning Act*, *Building Code Act*, *Municipal Act and the Funeral, Burial and Cremation Services Act* have been included.

This study determines the reasonable cost for the Township to provide each service; however, each fee is set at the Township's discretion, up to 100% of the total cost, as specified in this report. The principle goal of the study was to develop the reasonable cost for each user fee to assist the Township in making informed decisions regarding the actual fee charges.

The Township is not obligated to charge the full cost of service. Policy considerations as well as past experience, implementation issues and the competitive market environment must also be factored in. The reality of the municipal fee environment is that significant increases to achieve 100% cost recovery may not be feasible, desirable, or appropriate depending on policy direction. Further, municipalities may wish to phase-in future fee increases.

### ***Scope of the Review***

The study included the following key steps:

- Review of prior years budgeted and actual revenues and expenditures;
- Calculate the direct, indirect, administrative costs, capital costs;
- Review of existing user fees and policies;
- Process map fee related tasks to support fee calculations. This helps ensure fees are defensible and involved working with staff from each department to review and document steps involved in each work process associated with a fee;
- Calculate fees in compliance with all relevant legislative and regulatory requirements;
- Benchmark fees, fee structures and reserve policies to ensure that the Township remains competitive and has considered alternative policies and fee structures;
- Identify opportunities where existing fees/services could be eliminated if determined to be inefficient in charging the fee/providing the service; and
- Identify areas where new fees are recommended.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Staff Participation***

A user fee study requires significant involvement of the managers and staff from the departments. The contributions from staff were critical to this study. We would like to express our appreciation to the Township and its staff for their assistance, professionalism, helpful suggestions, responsiveness, and overall cooperation.

BMA received significant support and cooperation from Township staff, to undertake the analysis of:

- Budget and other cost data;
- Staffing structures;
- Roles and responsibilities;
- Fee and service structures, organization, and descriptions;
- Direct and indirect work hours (billable/non-billable);
- Time estimates to complete work tasks;
- Frequency and current fee levels; and
- Review of draft results and other documentation.

### ***Conceptual Approach***

The basic concept of a user fee study is to determine the “reasonable cost” of each service provided by the Township for which it charges a user fee. The full cost of providing a service may not necessarily become the Township’s fee, but it serves as the objective basis as to the maximum amount that may be collected.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Fully Burdened Hourly Rate***

The total cost of each service included in this analysis is primarily based on the Fully Burdened Hourly Rates (FBHRs) that were determined for Township staff directly involved in providing services. The FBHRs includes not only salary and benefits, but also any other costs that are reasonably ascribable to personnel. Generally, the cost elements that are included in the calculation of fully burdened rates are:

- Salaries & benefits of personnel involved;
- Operating costs applicable to fee operations;
- Departmental support, supervision, and administration overhead; and
- Corporate cost allocations.

An important factor in determining the fully burdened rate is in the calculation of productive hours for personnel. This calculation takes the available workable hours in a year and adjusts this figure to account for calculated or anticipated hours' employees are involved in non-billable activities such as paid vacation, sick leave, emergency leave, holidays, and other considerations as necessary. Dividing the full cost by the number of productive hours provides the FBHR. The FBHRs are then used in conjunction with time estimates, when appropriate, to calculate a fees cost based on the staff time that is involved in providing each service.

### ***Key Findings, Observations and Recommendations***

The following provides a review of the key findings, observations, leading practices and recommendations to the establishment of future fees:

- ***User Fee Objectives are Needed***—BMA and staff established a series of objectives including:
  - Developing a rational basis for setting fees and the intentions of where fees should recover the full cost of service and where tax subsidies are recommended;
  - Enhancing fairness and equity;
  - Ensuring compliance with legislation and regulations;
  - Developing an updatable and comprehensive list of fees;
  - Supporting financial sustainability; and
  - Establishing fees that are competitive and have been compared in a meaningful manner to “like municipalities”.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

- ***User Fee Structures Needs to Be Rationalized***—As will be shown in the report, there are a number of fee structures where recommended changes in the methodologies have been made to align with underlying work processes and leading practices. In some cases the fees are confusing to applicants and recommendations have been made to improve fee structures.
- ***Existing User Fees are Not Consistently Aligned to Resources Expended***—Some of the work processes have changed since the last time that fees were updated. Process maps help identify areas where resource realignment was required and has been incorporated into the calculated fees. It is recommended that a comprehensive fee review be undertaken every 3-5 years, consistent with changes in work processes.
- ***Create a Tool to Calculate and Update Costs***—A financial model was established to calculate fees and provide annual updates using activity based costing (ABC) principles. ABC assigns costs to the activities required to deliver a service. This will be provided to the Township for future updates.
- ***There are Challenges in Identifying all Township User Fees***—This comprehensive review of user fees identified the need for an omnibus user fee report to consolidate all user fees into one document. Through the study process, there were fees that are charged but not easily accessible to the public or to staff across the Corporation. The creation of a consolidated user fee schedule will increase transparency. This will be provided to staff and can be updated annually.
- ***Benchmarking of Fees Provides Insight to Decision-Makers***—Benchmarking individual fees with those of comparable neighbouring municipalities can provide guidance in setting fees and it can also differentiate service levels and reveal different fee structure options.
- ***Annual Inflationary Increases are Needed***—Currently, there are many areas where no increase in fees have been made in a number of years. It is recommended that the Township review and update fees based on such factors as the impact of inflation, other cost increases, adequacy of cost recovery, use of services and the competitiveness of current rates. Inflationary increases should be made to ensure that fees keep pace with the underlying cost of service.
- ***Publicly Share Changes to Fees***—There should be opportunities for community feedback when new rates are introduced or when significant changes are made to existing fees. Further, there are legislative requirements in the Building Code Act to provide 21 days notice before a public meeting.



---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***User Fee—Guiding Principles***

The following provides the recommended Guiding Principles for establishing user fees in the Township:

#### ***Guiding Principle #1: Service Efficiencies***

- Fees for service will be set to reflect the efficient cost level of carrying out the service.
- If inefficient practices are identified (either through a review of internal processes or in relation to peer municipalities), then consideration of the inefficiencies will be taken into account during costing and, where appropriate, measures will be implemented to remove inefficiencies.

#### ***Guiding Principle #2: Fairness and Equity***

- The Township will distribute the cost of providing the service by charging a fee to applicants who receive direct benefit.
- The Township will not set the fees beyond 100% of the full cost of the service. Full cost of service will include direct and indirect costs, overhead and charges for the use of capital assets used to provide the service.
- There will be a nexus between revenues from the imposition of a fee and the anticipated expenditure of administering the service.
- Phase-in strategies may be employed to smooth impacts of fee changes over time.

#### ***Guiding Principle #3: Transparency***

- The cost of providing services, the allocation methodology of costs and the pricing structure will be transparent. Information will be provided on the rationale for funding from property taxes when applicable.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Fees Reviewed***

The review includes user fees in the following areas:

***Building***

***Planning***

***Finance and Clerks***

***Fire***

***Recreation, Cemeteries***

***Public Works***

Exclusions from the scope of the study include the following:

- Fines (i.e. parking, bylaw fines, etc.)
- Water & wastewater consumptive/fixed charges
- Development Charges

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Summary of Efficiencies***

There are a number of areas where efficiencies will be realized as a result of implementing the recommendations in this report including the following:

#### ***Consolidated By-law***

Currently, there are 4-5 different user fee reports that are prepared annually by staff across the Corporation and presented to Council. The presentation of one report through a consolidated user fee by-law will save significant report preparation, review and approval time for staff, management, Clerks and Council. The estimated reduction in the total number of hours across the Corporation is 92 hours annually. In addition, there will be newspaper advertising savings as less public notices will be needed.

#### ***Utilizing a Financial User Fee Model***

By utilizing a financial user fee model, efficiencies will be realized by staff by reducing the number of staff meetings to discuss how to calculate fees; improved documentation of fee inputs for ease in understanding fees especially with potential staff turnover in future; reduced time in calculating new fees and updating fees given the model functionality. This includes efficiencies in the seven cost centres that were included in the study. This involved staff and management establishing process maps for each application. The estimated reduction in staff hours across the Corporation is 140 hours annually.

#### ***Avoidance of Frivolous Public Requests***

Finance related requests (tax and water) are often frivolous and time consuming for staff to complete. A fee would act as a deterrent for these frivolous requests. With the implementation of new fees for these services, it is anticipated that there will be a reduction in requests, with an estimated staff time savings of 5 hours a week. This is equivalent to an estimated reduction in the number of total hours of 255 annually. In addition, there will be printing and postage savings.

---

## **Township of West Lincoln—Comprehensive Study of Fees & Charges**

---

### ***Efficiency on Fee Process Changes***

As a result of changes in work processes as well as fee administration, there are anticipated reductions in the areas of Planning and Engineering. For example, time savings will be realized with the consolidation of engineering review time fees built into the planning fee calculations. The Engineering Co-ordinator will no longer be required to track time on each Engineer review. The Water & Tax Clerk will also save time spent as the preparation of separate invoices, mailing and collection follow-up are no longer required.

By consolidating fees in subdivision and condominiums from the current practice of three separate fees to one fee, administrative time will be saved and improved service and understanding will be experienced by the applicant.

Recommendations have also been made to eliminate some fees which are administratively cumbersome and difficult to enforce (e.g. hunting licenses, auctioneering fees).

It is estimated that these efficiencies would save approximately 120 hours annually across the Corporation.

The following table summarizes the efficiencies anticipated annually:

Efficiencies	Total Staff Efficiencies	Other Cost Savings	Total Efficiencies
1. Consolidated Fee By-Law	\$ 4,941	\$ 1,000	\$ 5,941
2. Updating Fees Based on Financial Model	\$ 8,870	\$ -	\$ 8,870
3. Avoidance of Frivolous Requests	\$ 9,614	\$ 500	\$ 10,114
4. Efficiency on Fee Process Changes	\$ 5,925	\$ 200	\$ 6,125
<b>Total Efficiencies</b>	<b>\$ 29,350</b>	<b>\$ 1,700</b>	<b>\$ 31,050</b>

***BUILDING PERMIT FEES***



---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Introduction—Building Permit Fees***

The Building Department is responsible for enforcing of building codes relative to new construction, additions, remodeling and interior renovation of residential, commercial, and industrial property; including accepting and processing building permit applications, reviewing plans, and conducting inspections. Also, the Building Department is responsible for condemnation and demolition of unsafe structures.

In 2021, BMA was engaged by the Township of West Lincoln to undertake an extensive review of its building permit fees, to establish the full cost of providing services and to calculate fees, as permitted under the legislation.

The last comprehensive review of building permit fees was undertaken in 2011. Since that time, an update was made to the fees in 2016. As processes and complexity of permits have changed, it is an appropriate time to undertake a comprehensive analysis of the building permit fees. In June 2021, fee increases were implemented to recognize inflationary increases not made in previous years. This was an interim step until the Township completed the comprehensive fee review.

The building permit fee review included an analysis of the cost of services including direct and indirect costs and the development of process maps for building permit applications, including all administrative activities, plans examination and inspections services. The scope of the undertaking consists of ensuring that the fees ultimately established are in compliance with the legislation and that they are fair, reasonable and proportionate to the actual cost of the service. In addition, a comparison of fees to other Niagara municipalities was undertaken to ensure that the recommended fees are competitive and to provide financial context related to fee adjustments. Recommendations have been included with respect to the most appropriate fee structure. In addition, a review of the existing Building Permit Stabilization Reserve Fund policy has been included along with a benchmarking of fees for all key building permits.



---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Legislative and Regulatory Requirements—Building Code Act***

The Ontario Building Code (OBC) is the provincial regulation that sets the uniform and minimum standards for buildings and structures. The main purpose of the Building Code is to protect public health, safety and general welfare as it relates to the construction and occupancy of building and structures. 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 (the Act)* requires that permit fees not exceed “the anticipated reasonable costs to administer and enforce the *Building Code* during building construction.” However, the Code does not offer specific requirements or guidelines for a municipality to calculate their costs. Therefore it is up to the discretion of each municipality to determine their own method of calculating the costs using industry standards. 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 is the associated regulation arising from the *Building Code Statute Law Amendment Act, 2002*. The regulation provides details on the contents of the annual report and the public requirements for the imposition or change in fees. It specifies 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 that municipalities may have. The regulation also sets out the requirements for a public meeting 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 the new fees.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Process—Analysis of Building Permit Fees***

The work accomplished in the analysis of the proposed fees for service involved the following key steps:

- ***Departmental Staff Interviews:*** Interviews were held with the Building staff to review the work processes involved in each fee recoverable service and the development of work process templates for staff to complete.
- ***Process Mapping:*** Process maps were developed based on information provided by staff. Utilization of time estimates is a reasonable and defensible approach, especially since these estimates were developed by experienced staff members who understand service levels and processes unique to the Township of West Lincoln. The following process was used to develop the process maps:
  - Estimates were prepared based on average times for providing service. Extremely difficult or abnormally simple projects are excluded from the analysis
  - Estimates provided by staff were reviewed and approved by the Director of Planning and Building.
- ***Fully Burdened Hourly Rate (FBHR):*** The average fully burdened hourly productive rates, as described earlier in the report were calculated for staff involved in the review process (deducting vacation time, holidays, average sick time, training from total hours). These hourly rates were used to calculate fees.
- ***Financial Model:*** A financial model was developed to calculate fees.
- ***Operating Costs:*** Data was collected based on the 2021 Operating Budget to identify the direct and indirect costs. All direct and indirect costs were entered into a model to calculate fees.



---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

- ***Fee Calculation:*** The full cost of providing service for each application type was established by applying an activity based costing methodology.
- ***Fee Comparison:*** A benchmarking analysis of the proposed fees in other Niagara municipalities was undertaken to ensure that the cost of service in West Lincoln continues to be competitive and to further test for reasonableness. However, the following issues should be noted regarding the use of comparative analysis in setting fees:
  - A comparative analysis does not provide adequate or objective information of the relationship of a municipality's costs to its fees.
  - Each municipality and its fees are different, with different objectives in terms of full cost recovery of the services provided.
  - The same "fee" with the same name may include more or less steps or sub-activities. Municipalities provide varying levels of service and have varying levels of costs associated with providing services such as staffing levels, salary levels, the inclusion of indirect overhead costs, etc.
  - Because each municipality is different, it is recommended that the information contained in the comparative analysis of fees be used as a secondary decision-making tool, rather than a tool for establishing an acceptable price point for services.
  - It should also be noted that municipalities are in different stages of fee updates. For example, Port Colborne is commencing a fee review for 2022 and their fees tend to be low. Others such as Grimsby and Thorold updated their fees within the last three years and typically have higher fees.

## *Township of West Lincoln—Comprehensive Study of Fees & Charges*

### *Building Permit Reserve Fund*

The Building Permit Reserve Fund manages the risk associated with an economic downturn; spreads the impact of market fluctuations across an economic cycle; avoids fluctuations in fees and is available to fund one-time capital requirements. Without reserve funds, a sustained shortfall would need to be funded from fee increases or property taxes. Legislation requires this Reserve Fund to be used only for expenditures related to Building operations (segregated fund) and cannot be used to fund tax supported programs and services.

- Optimally, a matching of revenues and expenditures, on an annual basis, ensures that the cost of service is fully recovered from the associated fee revenues but, to balance the revenues and expenditures on an annual basis is difficult without the availability of reserves.
- Given that building operations do not have sufficient elasticity to adjust operating expenditures to immediately coincide with the fluctuations in building activity, a best practice of municipalities is to establish a dedicated Building Permit Reserve Fund. This is in fact in place in the Township for the past 10+ years and has helped to address peaks and valleys in activity levels and associated revenues.

<b>Building Reserve Fund</b>						
<b>Statement</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Total Fees (Revenues)</b>	<b>\$878,593</b>	<b>\$472,604</b>	<b>\$487,350</b>	<b>\$505,755</b>	<b>\$258,612</b>	<b>\$346,493</b>
<b>Direct Costs</b>						
Staffing Costs	\$194,377	\$190,983	\$193,351	\$218,170	\$232,285	\$160,988
Office Expenses	\$61,072	\$84,998	\$57,844	\$102,313	\$82,986	\$113,224
Capital Expenses		\$14,343	\$55,604		\$50,563	\$118,399
<b>Total Direct Costs</b>	<b>\$255,449</b>	<b>\$290,324</b>	<b>\$306,799</b>	<b>\$320,483</b>	<b>\$365,834</b>	<b>\$392,611</b>
Indirect Costs	\$33,800	\$90,700	\$91,800	\$100,900	\$147,400	\$165,300
<b>Total Direct and Indirect Costs</b>	<b>\$289,249</b>	<b>\$381,024</b>	<b>\$398,599</b>	<b>\$421,383</b>	<b>\$513,234</b>	<b>\$557,911</b>
<b>Revenues Over (Above) Costs</b>	<b>\$589,344</b>	<b>\$91,580</b>	<b>\$88,751</b>	<b>\$84,372</b>	<b>(\$254,622)</b>	<b>(\$211,418)</b>
<b>Statement of Reserves</b>						
Opening Balance	\$373,415	\$962,759	\$1,062,305	\$1,161,263	\$1,266,005	\$1,034,804
Transfer to (from) Reserves	\$589,344	\$91,580	\$88,751	\$84,372	(\$254,622)	(\$211,418)
Interest Earned on the Reserve	\$0	\$7,966	\$10,207	\$20,370	\$23,421	\$10,406
<b>Closing Balance</b>	<b>\$962,759</b>	<b>\$1,062,305</b>	<b>\$1,161,263</b>	<b>\$1,266,005</b>	<b>\$1,034,804</b>	<b>\$833,792</b>

---

## *Township of West Lincoln—Comprehensive Study of Fees & Charges*

---

- The table on the previous page reflects the balance in the Building Permit Reserve Fund from 2015-2020 which is reported to Council annually. Without Reserve Funds, future changes in activity would need to be funded from changes to the fees annually or the property tax base which is not recommended.
- While there is a responsibility on behalf of the Building Department to demonstrate their willingness to reduce operating costs during economic downturns, any short-term decisions to reduce the staffing levels must also consider the costs/benefits in the mid to longer term when development rebounds. Without a dedicated Reserve Fund, economic downturns could not only result in budgetary pressures but also the loss of competent, difficult-to-replace, qualified staff. As shown in the table, in 2019-2020, the expenditures exceeded the revenues, requiring a draw of \$466,040 on the Reserve Fund.
- Year end 2020 reflects a balance of \$833,792.
- As stated in the 2011 Building Permit Fee review and continues to be the case, municipalities across Ontario have typically established a ceiling for the Building Permit Reserve Fund balance to be 100%-300% of the operating expenditures. This is required to sustain the municipality through economic downturns which can last for several years.
- A recommendation was made in the 2011 review for the Township to establish a minimum balance of 150% of operating expenditures for the Building Permit Reserve Fund.
  - Over the past 5 years, the Reserve Fund to Operating Expenditure Ratio has ranged from a high of 333% in 2015 to a low of 149% in 2020.
  - It is recommended that the minimum Reserve Fund target of 150% of operating expenditures continue to be maintained.

---

## *Township of West Lincoln—Comprehensive Study of Fees & Charges*

---

### *Analysis of the Cost of Service—Building*

The following table reflects the 2021 budgeted cost of services related to building permit fee processing, plans review and inspections.

<b>Building Expenditures</b>	<b>Budget 2021</b>	<b>% of Total</b>
Salaries & wages	\$ 253,350	41%
Benefits	\$ 83,850	13%
Misc Expenses	\$ 57,320	9%
Software Fees	\$ 29,890	5%
Consulting Fees	\$ 22,850	4%
Program Support	\$ 177,400	28%
<b>Total</b>	<b>\$ 624,660</b>	<b>100%</b>

- The base budget for 2021 related to the provision of Building Standards services is \$624,660. The Township of West Lincoln budget includes all direct, indirect and corporate cost allocations, in accordance with leading practices.
- As illustrated above, 54% of the budget is related to salaries, wages and benefits.
- The Township intends to recover 100% of program support costs from Building operations as Building Services is operated as an Enterprise model whereby the cost of service is fully recovered from building permit fees.
- The analysis of building permit fees relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata a share of departmental costs, including indirect costs for Program Support Services. The analysis found that current services are being provided below the cost of providing them.
- The tables on the next several pages are the results of the cost recovery model for the Building Department. The schedules also show the Township’s current fee being charged for each permit type for reference in relation to the calculated fees.

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Building Permit Fees Existing and Calculated

NEW CONSTRUCTION AND ADDITIONS		
Group A – Assembly Occupancies		
Class of Permit	Existing Fee	Calculated Fee
school, church, restaurant over 30 seats, library, theatre, educational or recreational facility and occupancies of a similar nature - m2	\$16.48	\$19.24
outdoor public swimming pool	\$355 flat	\$380 flat
Group B – Institutional Occupancies		
Class of Permit	Existing Fee	Calculated Fee
hospital, nursing home, reformatory, prison and occupancies of a similar nature - m2	\$18.42	\$21.09
Group C – Residential Occupancies		
Class of Permit	Existing Fee	Calculated Fee
single detached, semi-detached, duplex dwellings - m2	\$13.71	\$14.69
triplex, fourplex, townhouse dwellings - m2	\$13.71	\$14.69
apartment building - m2	\$13.71	\$14.69
hotel / motel - m2	\$11.66	\$12.50
repeat plans for single detached, etc - m2	\$13.71	\$12.49
garage, carport, deck, porch, shed (accessory building) - m2	\$3.45	\$3.70
finish basement in dwelling unit - m2	\$6.85	\$7.35
sunroom / solarium (not heated) - m2	\$7.61	\$8.08
swimming pool - seasonal	\$75 flat	\$100 flat
swimming pool - above ground	\$100 flat	\$150 flat
swimming pool - in ground	\$125 flat	\$200 flat
Group D – Business and Personal Service Occupancies		
Class of Permit	Existing Fee	Calculated Fee
office or medical building, financial institution and occupancies of a similar nature – <b>FINISHED</b> - m2	\$15.32	\$18.78
office or medical building, financial institution and occupancies of a similar nature – <b>ARCHITECTURAL SHELL</b> - m2	\$12.26	\$15.39
Group E – Mercantile Occupancies		
Class of Permit	Existing Fee	Calculated Fee
low rise retail store, strip plaza, small restaurant or 30 seats or less and occupancies of a similar nature – <b>FINISHED</b> - m2	\$13.35	\$17.29
low rise retail store, strip plaza, small restaurant or 30 seats or less and occupancies of a similar nature – <b>ARCHITECTURAL SHELL</b> - m2	\$10.68	\$13.83

## *Township of West Lincoln—Comprehensive Study of Fees & Charges*

### *Building Permit Fees Existing and Calculated*

Group F – Industrial Occupancies		
Class of Permit	Existing Fee	Calculated Fee
factory, plant, warehouse, industrial building and occupancies of a similar nature - m2	\$9.95	\$12.50
parking garage - m2	\$10.94	\$13.75
service station and/or car wash - m2	\$6.45	\$8.78
canopies including gas station canopies and those intended for the parking and loading or unloading of vehicles - m2	\$3.45	\$5.60
solar collectors for swimming pools	\$150 flat	\$191 flat
Private Sewage Systems		
Class of Permit	Existing Fee	Calculated Fee
new application and/or replacement of existing CLASS IV system	\$900 flat + \$200 additional for tertiary fees	\$1,300 flat
minor sewage system repair or septic tank replacement	\$450 flat	\$600 flat
CLASS V installation	\$400 flat	\$600 flat
building addition / alteration	\$275 flat	\$350 flat
comment on consent applications	\$275 flat	\$350 flat
subdivision for each lot	\$275 flat	\$350 flat
Investigate complaint/site visit	\$275 flat	\$350 flat
Follow-up/site visit (non-routine inspections)	\$275 flat	\$350 flat
Analysis/report	\$275 flat	\$350 flat
Farm Buildings		
Class of Permit	Existing Fee	Calculated Fee
Greenhouse - m2	\$0.95	\$1.08
barn or agricultural building other than a greenhouse - m2	\$2.30	\$2.53

---

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

---

**Building Permit Fees Existing and Calculated**

Mobile / Portable Buildings		
Class of Permit	Existing Fee	Calculated Fee
trailer (construction trailer / sea container)	\$230 flat	\$275 flat
relocatable building / portable (support structure included)	\$550 flat	\$409 flat
CSA certified mobile home (foundation not included)	\$288 flat	\$302 flat
uncertified mobile home (foundation included) - m2	\$7.18	\$9.16
mobile home foundation - m2	\$2.06	\$3.70
Tents and Air Supported Structures		
Class of Permit	Existing Fee	Calculated Fee
air supported structure, tent, temporary fabric structure (use aggregate area for multiple tents) – <b>under 250 m<sup>2</sup></b>	\$150 flat	\$235 flat
air supported structure, tent, temporary fabric structure (use aggregate area for multiple tents) – <b>250 m<sup>2</sup> or more</b>	\$4.22	\$235 flat plus \$2.08 per sq.m. over 250 sq.m.

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Building Permit Fees Existing and Calculated

Signs		
Class of Permit	Existing Fee	Calculated Fee
Ground sign - less than 2.5m <sup>2</sup> [26.91 ft <sup>2</sup> ]	\$150 flat	\$150 flat
Ground sign - 2.5 m <sup>2</sup> [26.91 ft <sup>2</sup> ] to 10 m <sup>2</sup> [107.64 ft <sup>2</sup> ]	\$300 flat	\$300 flat
Ground sign - 10 m <sup>2</sup> [107.64 ft <sup>2</sup> ] or greater	\$450 flat	\$450 flat
Portable ground sign (for each 30 day period or portion thereof)	\$150 flat	\$150 flat
Pole sign - less than 2.5 m <sup>2</sup> [26.91 ft <sup>2</sup> ]	\$150 flat	\$150 flat
Pole sign - 2.5 m <sup>2</sup> [26.91 ft <sup>2</sup> ] to 10 m <sup>2</sup> [107.64 ft <sup>2</sup> ]	\$300 flat	\$300 flat
Pole sign - 10 m <sup>2</sup> [107.64 ft <sup>2</sup> ] or greater	\$450 flat	\$450 flat
Roof sign - less than 2.5 m <sup>2</sup> [26.91 ft <sup>2</sup> ]	\$150 flat	\$150 flat
Roof sign - 2.5 m <sup>2</sup> [26.91 ft <sup>2</sup> ] to 10 m <sup>2</sup> [107.64 ft <sup>2</sup> ]	\$300 flat	\$300 flat
fascia / wall sign - less than 2.5m <sup>2</sup> [26.91 ft <sup>2</sup> ]	\$150 flat	\$150 flat
fascia / wall sign - 2.5 m <sup>2</sup> [26.91 ft <sup>2</sup> ] to 10 m <sup>2</sup> [107.64 ft <sup>2</sup> ]	\$300 flat	\$300 flat
fascia / wall sign - 10 m <sup>2</sup> [107.64 ft <sup>2</sup> ] or greater	\$450 flat	\$450 flat
Inflatable sign	\$150 flat	\$150 flat
Billboard	\$1,000 flat	\$1,000 flat
Permit renewal	\$150 flat	\$150 flat
Variance of sign regulations	\$750 flat	\$750 flat
Sign removal - less than 0.6 m <sup>2</sup> [6.46 ft <sup>2</sup> ]	\$75 flat	\$75 flat
Sign removal - 0.6 m <sup>2</sup> [6.46 ft <sup>2</sup> ] or greater	\$200 in addition to removal costs	\$200 in addition to removal costs
Storage fee for signs greater than 0.6 m <sup>2</sup> [6.46 ft <sup>2</sup> ]	\$10/day	\$10/day
Designated Structures		
Class of Permit	Existing Fee	Calculated Fee
communication tower	\$345 flat	\$352 flat
retaining wall, pedestrian bridge, crane, runway		\$18.49/\$1,000 construction
satellite dish with structural pedestal anchored to solid concrete pier and or building structure	\$150 flat	\$18.49/\$1,000 construction
other designated structures as listed in Division A 1.3.1.1 of the Ontario Building Code	\$288 flat	\$288 flat



## *Township of West Lincoln—Comprehensive Study of Fees & Charges*

### *Building Permit Fees Existing and Calculated*

Miscellaneous Works		
Class of Permit	Existing Fee	Calculated Fee
roof structure (replace, modify or alter structure)	\$430 flat	\$201 flat
racking system		\$18.49/\$1,000 construction
installation of drainage layer & weeping tile system	\$230 flat	\$230 flat
minor alterations and repairs (not requiring plans)	\$150 flat	\$168 flat
underpinning / shoring	\$150.00 / m	\$18.49/\$1,000 construction
temporary stages	\$316 flat	\$316 flat
demising wall / party wall installation	\$138 flat	\$174 flat
fireplace / woodstove	\$150 flat	\$150 flat
Fire Systems		
Class of Permit	Existing Fee	Calculated Fee
electromagnetic Locks		\$285 flat
commercial kitchen hood & fire suppression system	\$288 flat	\$352 flat
fire alarm system upgrades / installations	\$460 flat	\$468 flat
sprinkler system upgrades / installations	\$460 flat	\$468 flat
standpipe system upgrades / installations	\$460 flat	\$468 flat
Energy Projects		
Class of Permit	Existing Fee	Calculated Fee
industrial wind turbines subject to Renewable Energy Approval in accordance with the Green Energy and Green Economy Act	\$11,500 flat	\$12,325 flat
Solar panels		\$302 flat
solar collector – swimming pool	\$150 flat	\$150 flat
solar collector – ground mounted	\$402 flat	\$402 flat
solar collector – roof mounted	\$288 flat	\$288 flat

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Building Permit Fees Existing and Calculated

ALTERATIONS AND REPAIRS		
Group A – Assembly Occupancies		
Class of Permit	Existing Fee	Calculated Fee
including plumbing AND mechanical (60% of full rate) - m2	\$9.89	\$11.55
including plumbing OR mechanical (55% of full rate) - m2	\$9.06	\$10.58
excluding plumbing AND mechanical (50% of full rate) - m2	\$8.25	\$9.62
Group B – Institutional Occupancies		
Class of Permit	Existing Fee	Calculated Fee
including plumbing AND mechanical (60% of full rate) - m2	\$11.05	\$12.65
including plumbing OR mechanical (55% of full rate) - m2	\$10.13	\$11.60
excluding plumbing AND mechanical (50% of full rate) - m2	\$9.21	\$10.55
Group C – Residential Occupancies		
Class of Permit	Existing Fee	Calculated Fee
including plumbing AND mechanical (60% of full rate) - m2	\$8.22	\$8.82
including plumbing OR mechanical (55% of full rate) - m2	\$7.54	\$8.08
excluding plumbing AND mechanical (50% of full rate) - m2	\$6.85	\$7.35
foundation only - m2	\$3.43	\$3.70
Group D – Business and Personal Service Occupancies		
Class of Permit	Existing Fee	Calculated Fee
including plumbing AND mechanical (60% of full rate) - m2	\$9.22	\$11.27
including plumbing OR mechanical (55% of full rate) - m2	\$8.45	\$10.33
excluding plumbing AND mechanical (50% of full rate) - m2	\$7.69	\$9.39
Group E – Mercantile Occupancies		
Class of Permit	Existing Fee	Calculated Fee
including plumbing AND mechanical (60% of full rate) - m2	\$8.02	\$10.37
including plumbing OR mechanical (55% of full rate) - m2	\$7.35	\$9.51
excluding plumbing AND mechanical (50% of full rate) - m2	\$6.68	\$8.64

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Building Permit Fees Existing and Calculated

Group F – Industrial Occupancies		
Class of Permit	Existing Fee	Calculated Fee
including plumbing AND mechanical (60% of full rate) - m2	\$5.97	\$7.50
including plumbing OR mechanical (55% of full rate) - m2	\$5.45	\$6.88
excluding plumbing AND mechanical (50% of full rate) - m2	\$4.98	\$6.25
Farm Alterations		
Class of Permit	Existing Fee	Calculated Fee
Farm Buildings up to 116 sq m gross floor area - per building - m2	\$5.97	\$6.40
Farm Buildings over 116 sq m gross floor area - m2	\$5.45	\$5.84
DEMOLITION		
Class of Permit	Existing Fee	Calculated Fee
buildings less than <b>100m<sup>2</sup></b> in gross floor area	\$150 flat	\$168 flat
all other demolitions	\$0.77	\$0.83
PLUMBING AND SEWER		
Construction work related to plumbing and sewer installation when conducted as a component of other construction covered by a permit shall be included in the permit fee charged for that construction.		
Where plumbing or sewer works are done as standalone projects the following fees shall be applicable:		
Single, Semi-Detached, Duplex, Triplex, Fourplex, and Row House		
Class of Permit	Existing Fee	Proposed Fee
first six (6) fixtures	\$150 flat	\$218 flat
each additional fixture	\$9.20 per fixture	\$9.86 per fixtures
All Other Buildings		
Class of Permit	Existing Fee	Proposed Fee
first five (5) fixtures	\$230 flat	\$285 flat
each additional fixture	\$9.20 per fixture	\$9.86 per fixtures

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Building Permit Fees Existing and Calculated

Sewer and Water Main Installations		
The fee shown below shall include all buried pipe on private property outside the building		
Class of Permit	Existing Fee	Proposed Fee
first fifteen (15) metres	\$150 flat	\$168 flat
each additional fifteen (15) metres	\$40.25 flat	\$43.14 flat
Specialized Plumbing Fixtures and Appurtenances		
The fee shown below shall include all plumbing contained inside the building		
Class of Permit	Existing Fee	Proposed Fee
back flow preventer installation (water line)	\$150 flat	\$168 flat
back water valve (sewer)	\$150 flat	\$168 flat
sump pump installation (weeping tile installation included)	\$288 flat	\$352 flat
grease / oil interceptor installation	\$288 flat	\$352 flat
OTHER FEES		
Administration		
Class of Permit	Existing Fee	Proposed Fee
Minimum Permit Fee	\$150 flat	\$168 flat
transfer of permit	\$150 flat	\$168 flat
moving a building (all alterations & repairs subject to applicable charges as stipulated above)	\$150 flat	\$168 flat
deferral of permit revocation (per instance)	\$150 flat	\$168 flat
limiting distance agreement (registered on title)	\$1,150 flat	\$1,263 flat
research request – Building Division Records search	\$80.50 / hour	\$107 / hour
911 house number – sign, post and installation (rural lots)	\$150 flat	\$168 flat
911 house number – replacement of sign only	\$69 flat	\$72 flat
Permits		
Class of Permit	Existing Fee	Proposed Fee
change of use (under 400m <sup>2</sup> )	\$150 flat	\$168 flat
change of use (400m <sup>2</sup> or more) - m2	\$0.87	\$0.93
change of use (no construction required)	\$86.50 flat	\$89.96 flat
partial occupancy permit for unfinished buildings	\$150 flat	\$187 flat

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Building Permit Fees Existing and Calculated

Inspections		
Class of Permit	Existing Fee	Proposed Fee
non routine inspection	\$86.25 / hour	\$134 / hour
illegal grow operation – general inspection	\$719	\$748
illegal grow operation – occupancy inspection	\$863	\$898
off hours inspection	\$143.75 / hour	\$201 / hour
unprepared for inspection	\$86.25 flat	\$134 flat
Plans Examination		
Class of Permit	Existing Fee	Proposed Fee
stock plans examination (model plans reviewed without building permit application)	\$402.50 flat	\$589.45 flat
off hours plans examination requests (min. 4 hours)	\$143.75 per	\$201 / hour
review of alternative solution (min. 4 hours)	\$143.75 per	\$168 / hour
secondary plans examination	\$86.25 per hour	\$168 / hour
review of revisions / amendments to permits	\$115	\$168
engineer review as determined by Chief Building Official	actual cost	actual cost plus 10% admin costs
CONDITIONAL / PARTIAL PERMITS		
Class of Permit	Existing Percentage of	Proposed Percentage of
conditional building permit agreement, in addition to all applicable building permit fees – <i>the conditional building permit fee shall be a nonrefundable fee</i>	\$862.50 flat	\$898 flat
Building Foundation – complete to grade including all underground services	15%	15%
Completed Structural Shell – complete exterior shell without any interior finishes	55%	55%
Completed Architectural Shell – complete exterior shell including interior finishes on exterior and structure walls	80%	80%
Complete Building – includes all tenant improvements and complete interior finishes	100%	100%

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

**Building Permit Fees Existing and Calculated**

FEE BASED ON VALUE OF CONSTRUCTION		
Class of Permit	Existing Fee	Calculated Fee
for categories of construction not listed above (minimum permit fee identified in subsection 1.2 of this schedule shall apply)	\$17.25 per \$1,000 of valuated construction cost or portion thereof	\$18.49/\$1,000 construction
Class of Permit	Existing Fee	Calculated Fee
single, semi, duplex, triplex, fourplex, townhome	\$1,150 per dwelling unit	\$1,150 per dwelling unit
addition(s) to buildings described above where excavation is required	\$863 flat	\$863 flat
buildings accessory to the buildings above w/ construction value greater than \$3,500	\$575 flat	\$575 flat
construction projects other than those described above (Site Plan Agreement <b>IS</b> required)	\$1,438 flat	\$1,438 flat
construction projects other than those described above (Site Plan Agreement <b>IS NOT</b> required)	\$2,875 flat	\$2,875 flat
demolition project	\$863 flat	\$863 flat
moving a building	\$1,150 flat	\$1,150 flat

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

**Building Permit Fees Existing and Calculated**

LOT GRADING		
The lot grading deposit is collected by the Township to provide securities to ensure compliance with the proposed lot grading plan submitted with the application.		
An applicant shall be required to submit the applicable deposit(s) as specified below for each permit application submitted.		
Class of Permit	Existing Fee	Proposed Fee
each dwelling on property in a plan of subdivision that <b>HAS NOT</b> already been assumed by the Township	\$1,150 per dwelling unit	\$1,150 per dwelling unit
each dwelling on property other than those listed above	\$1,725 per	\$1,725 per
Where an applicant requests an extension for the completion of lot grading to allow occupancy of the dwelling in a plan of subdivision or plan of condominium to occur prior to the completion of lot grading in accordance with Article 3.6.4 of the Building by-law, any such request shall be accompanied by the following applicable deposit(s) as specified below for each dwelling having occupancy being requested.		
Occupancy despite Incomplete Lot Grading Deposit		
Class of Permit	Existing Fee	Proposed Fee
single detached, semi-detached, duplex dwellings	\$4,000 per dwelling unit	\$4,000 per dwelling unit
triplex, fourplex, street townhouse dwellings	\$3,450 per dwelling unit	\$3,450 per dwelling unit
condominium townhouse dwellings	\$2,875 per dwelling unit	\$2,875 per dwelling unit
any dwelling type other than those listed above	\$2,300 per dwelling unit	\$2,300 per dwelling unit

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

**Building Permit Fees Existing and Calculated**

CONDITIONAL PERMIT		
In the case of a conditional permit the applicant shall submit a conditional permit deposit which shall be calculated by the Chief Building Official to be a percentage of the value of construction as prescribed below.		
The conditional permit deposit shall be submitted as a condition of a Conditional Permit Agreement whereby the agreement shall establish a limitation to the extent of permitted construction.		
Where an applicant exceeds the limitations set out by the Conditional Permit Agreement, the Applicant shall be deemed to be in breach of the said agreement and as such the conditional permit deposit, in its entirety, shall be forfeited to the Township.		
Class of Permit	Existing Fee	Proposed Fee
conditional building permit deposit	10% of construction value (minimum	10% of construction value (minimum \$5,000)
REFUNDS		
FEES		
The fees that may be refunded shall be a percentage of the eligible applicable fees assessed by this Schedule of Fees, calculated by the Chief Building Official as follows:		
Class of Permit	Existing Refund	Proposed Refund
where the permit has been issued and field inspections have yet to be performed, subsequent to permit issuance	50%	50%
for each inspection conducted after issuance of the permit	5%	5%



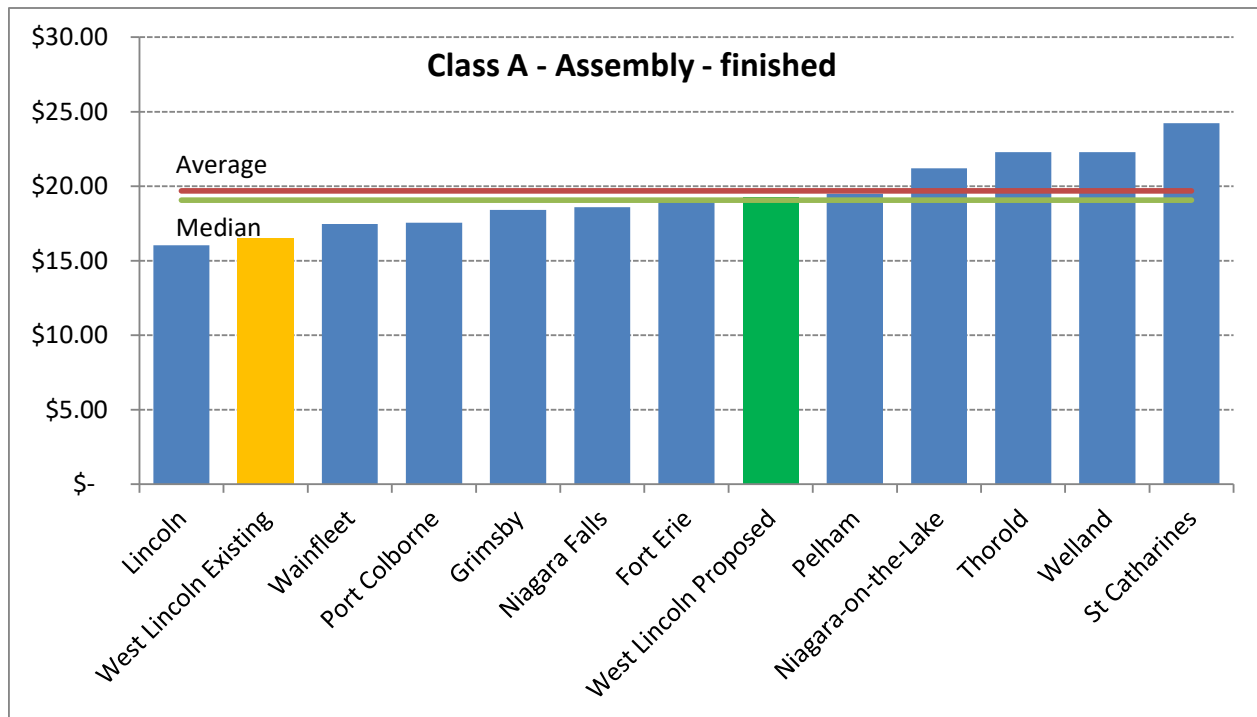
---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Building Peer Fee Municipal Comparison

The following provides a comparison of the Township's current and proposed building permit fees for all Niagara municipalities.



As shown above, the existing fee in West Lincoln is the second lowest in the survey. Based on process mapping and full cost of service principles, the calculated fee would increase by approximately 17% and would bring the proposed fee slightly below the survey average.

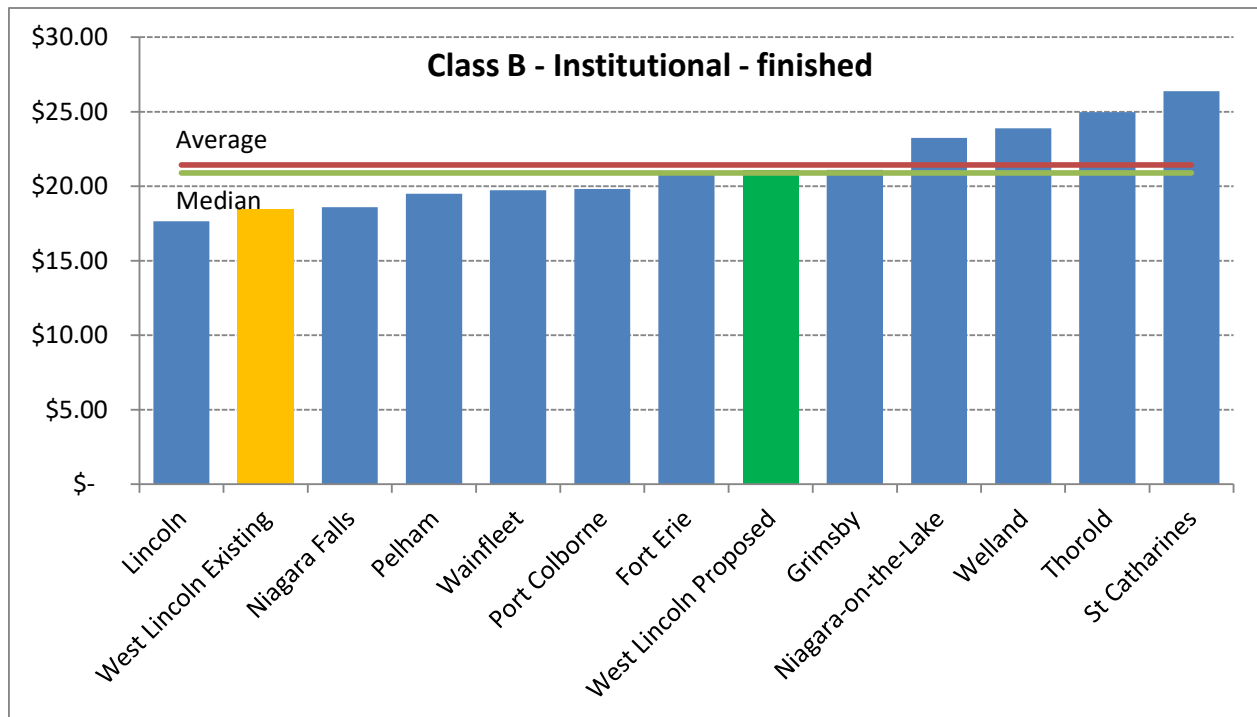
---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Building Peer Fee Municipal Comparison

The following provides a comparison of the Township's current and proposed building permit fees for all Niagara municipalities.



As shown above, the existing fee in West Lincoln is the second lowest in the survey. Based on process mapping and full cost of service principles, the calculated fee would increase by approximately 14% and would bring the proposed fee slightly below the survey average.

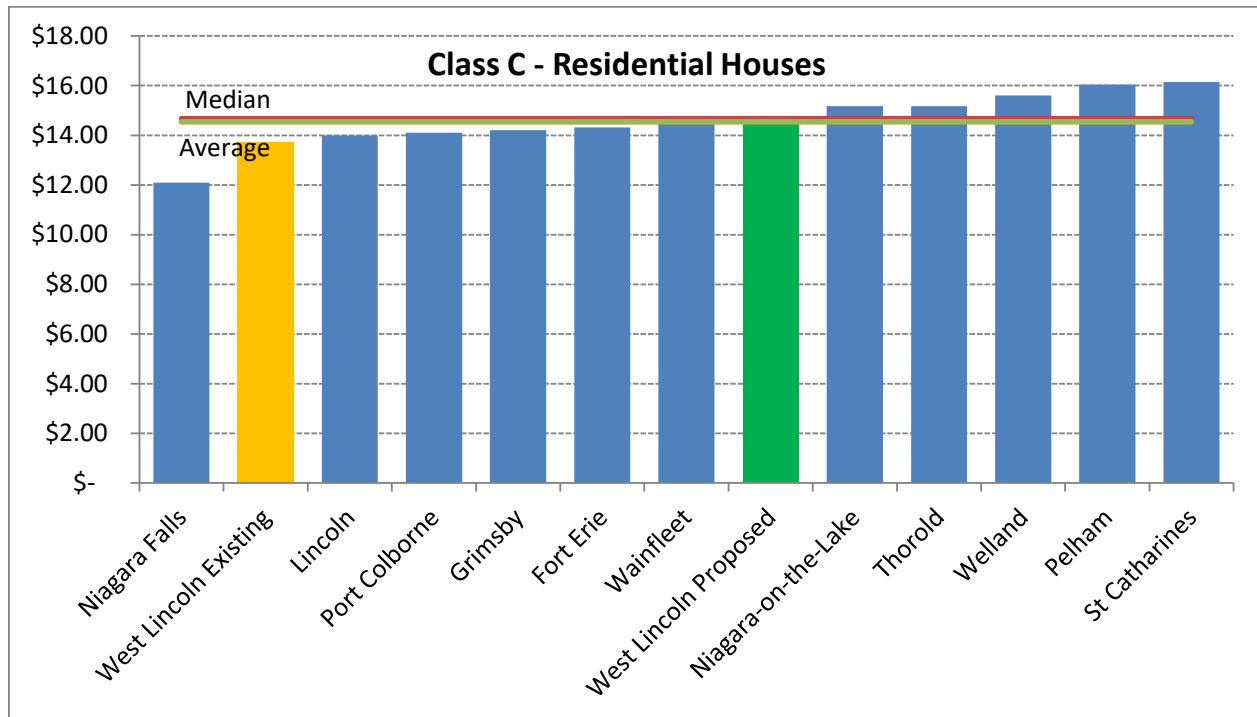
---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Building Peer Fee Municipal Comparison

The following provides a comparison of the Township's current and proposed building permit fees for all Niagara municipalities.



As shown above, the existing fee in West Lincoln is the second lowest in the survey. Based on process mapping and full cost of service principles, the calculated fee would increase by approximately 7% and would bring the proposed fee approximately at the survey average.

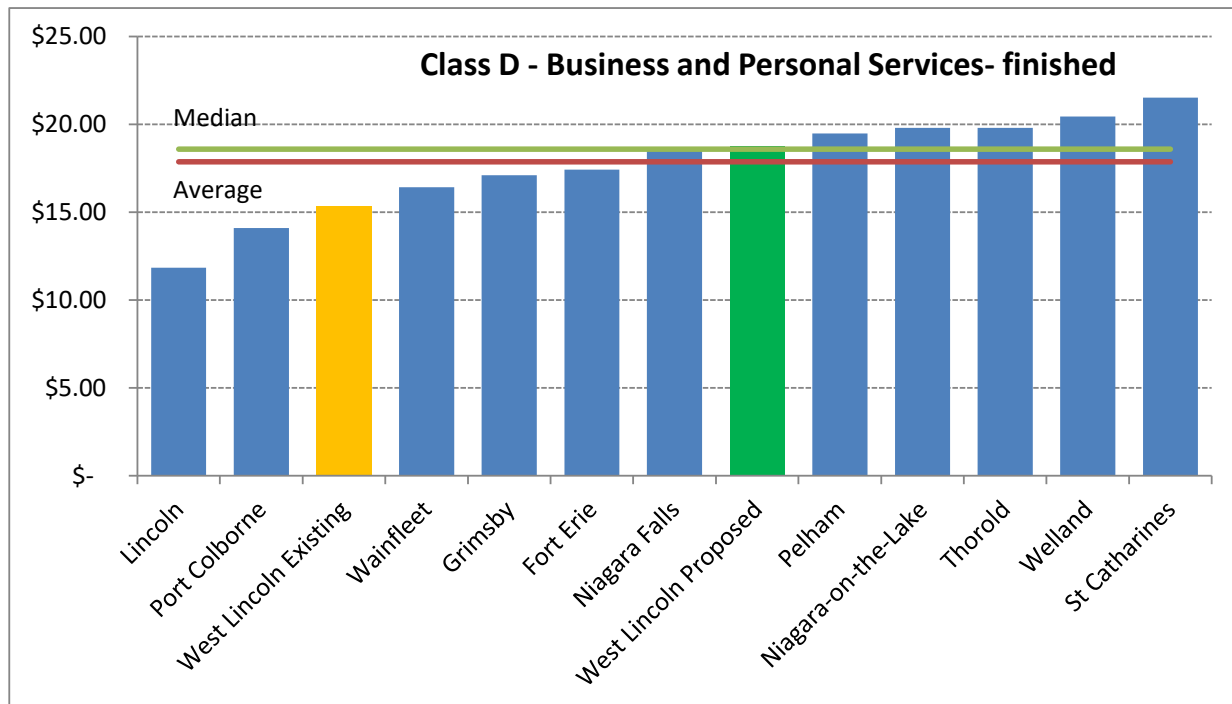
---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Building Peer Fee Municipal Comparison

The following provides a comparison of the Township's current and proposed building permit fees for all Niagara municipalities.



As shown above, the existing fee in West Lincoln is the third lowest in the survey. Based on process mapping and full cost of service principles, the calculated fee would increase by approximately 23% and would bring the proposed fee approximately at the survey average.

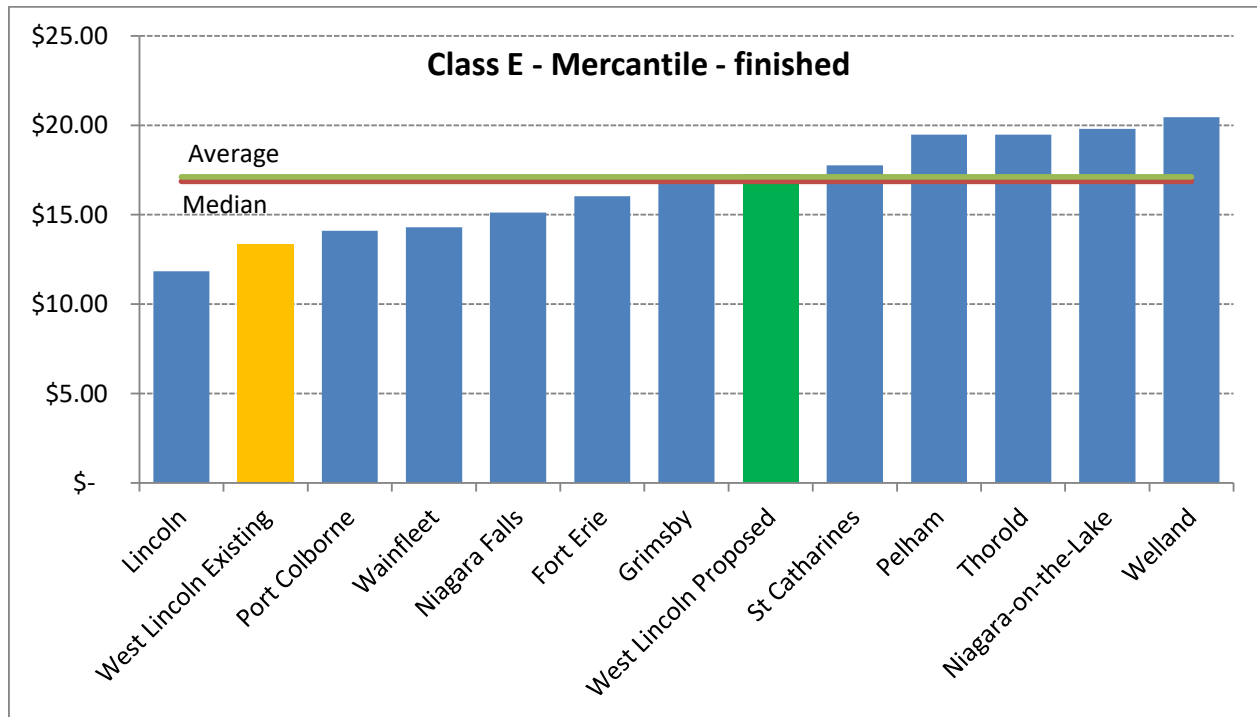
---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Building Peer Fee Municipal Comparison

The following provides a comparison of the Township’s current and proposed building permit fees for all Niagara municipalities.



As shown above, the existing fee in West Lincoln is the second lowest in the survey. Based on process mapping and full cost of service principles, the calculated fee would increase by approximately 29% and would bring the proposed fee slightly above the survey average.

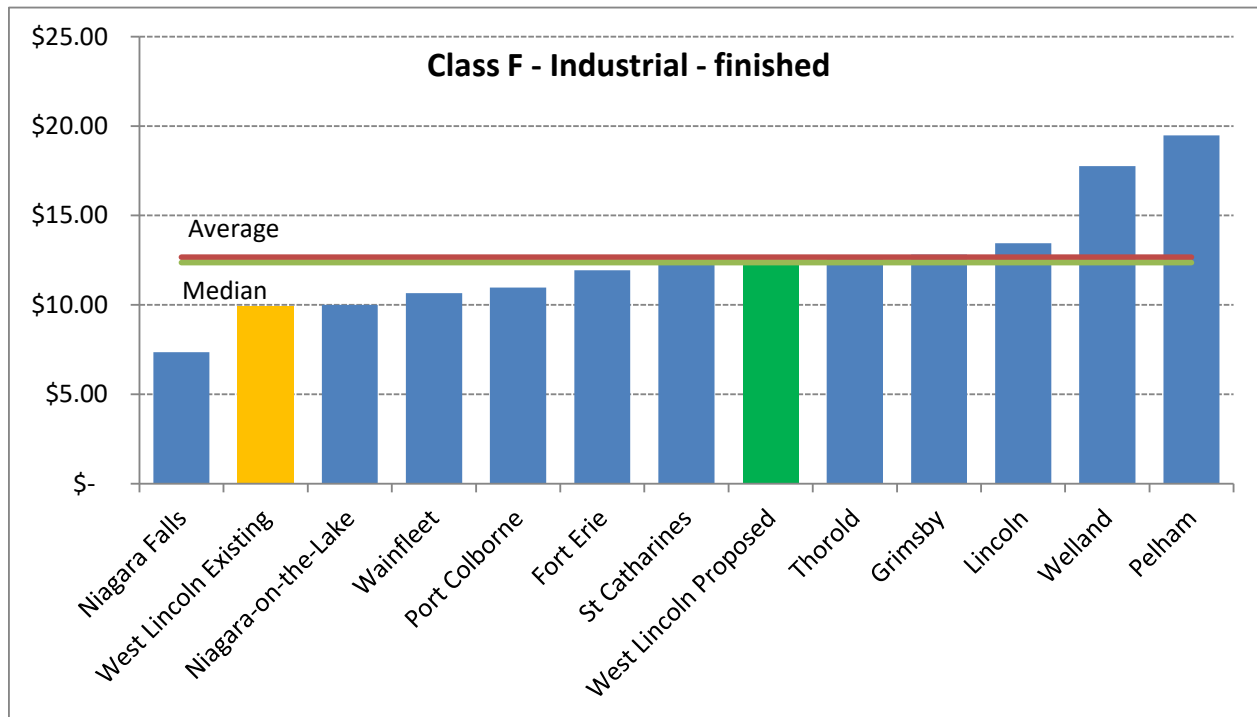
---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Building Peer Fee Municipal Comparison

The following provides a comparison of the Township's current and proposed building permit fees for all Niagara municipalities.



As shown above, the existing fee in West Lincoln is the second lowest in the survey. Based on process mapping and full cost of service principles, the calculated fee would increase by approximately 26% and would bring the proposed fee slightly below the survey average.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Building Permit Fee—Summary***

The *Ontario Building Code (OBC)* is the provincial regulation that sets the uniform and minimum standards required to be adhered to in the construction of buildings and structures. The main purpose of the *Building Code* is to protect public health, safety and general welfare as it relates to the construction and occupancy of building and structures. Municipalities are responsible for the enforcement of the *OBC* through designated officials. Municipalities recover some/all of the cost of service through building permit fees from those who are the direct beneficiary of the service; the applicant.

The calculated building permit fees would continue to be competitive with other Niagara municipalities.

It is recommended that annual inflationary increases be applied to all building permit fees to ensure that fees keep pace with expenditure increases.

**PLANNING FEES**





---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Legislative and Regulatory Requirements—Planning Act***

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

“The Council of a municipality, by by-law, and a planning board, by resolution, may establish a tariff of fees for the processing of applications made in respect of planning matters, which tariff shall be designed to meet only the anticipated cost to the municipality or to a committee of adjustment or land division committee constituted by the Council of the Municipality or to the planning board in respect of the processing of each type of application provided for in the tariff.”

As stated above, the *Planning Act* stipulates that fees be designed “to meet only the anticipated cost.” In setting the fees, direct costs, support function costs directly related to the service provided and general overhead indirect costs related to the service provided have been included in the fee calculation.

### ***General Comments on Fee Structure and Calculated Fees***

The following general comments relate to the calculated fees, consistent with existing fee setting practices in the Township of West Lincoln:

- The *Planning Act* allows the Township to establish fees for planning services as long as the fees do not exceed the full cost of service provided. The calculated planning fees are based on the principles of full cost recovery. The revenue shortfall that would result from imposing less than full cost recovery would be funded from the general taxes.
- The existing fees are generally lower than the cost of providing the service.
- The analysis of Planning fees relied primarily upon a standard unit cost build-up approach using staff time to recover the direct cost of staff time and a pro-rata share of departmental and corporate costs.
- As there were a number of areas where there were multiple fees, the recommended strategy is to consolidate fees, where appropriate. This included incorporating the Engineering review time into the Planning application fees.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Process—Analysis of Planning Fees***

The work accomplished in the analysis of the proposed fees for service involved the following key steps:

- ***Departmental Staff Interviews:*** Interviews were held with staff to discuss processes involved in each fee recoverable service and the development of work process templates for staff to complete.
- ***Process Mapping:*** Data was collected for each application type, including, time estimates and volume of activity. Process maps were developed for each fee based on information provided by staff. Utilization of time estimates is a reasonable and defensible approach, especially since these estimates were developed by experienced staff members who understand service levels and processes unique to the Township of West Lincoln. The following process was used to develop the process maps:
  - Estimates were prepared based on representative of average times for providing service. Extremely difficult or abnormally simple projects are excluded from the analysis.
  - Estimates provided by staff were reviewed and approved by the Planner.
  - Estimates were also reviewed by the participating divisions.
- ***Fully Burdened Hourly Rate (FBHR):*** The average fully burdened hourly productive rates, as described earlier in the report were calculated for staff involved in the review process (deducting vacation time, holidays, average sick time, training from total hours). These hourly rates were used to calculate fees.
- ***Operating Costs:*** Data was collected based on the 2021 Operating Budget to identify the indirect and direct costs. All direct and indirect costs were entered into a model to calculate fees.
- ***Fee Calculation:*** The full cost of providing service for each application type was established by applying an activity based costing methodology.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

- ***Fee Comparison:*** A benchmarking analysis of the proposed fees in other municipalities was undertaken to ensure that the cost of service in West Lincoln continues to be competitive and to further test for reasonableness. However, the following issues should be noted regarding the use of comparative analysis in setting fees:
  - A comparative analysis does not provide adequate or objective information of the relationship of a municipality's costs to its fees.
  - Each municipality and its fees are different, with different objectives in terms of full cost recovery of the services provided as it relates to the general or public benefit that might result from the processing of applications in terms of assessment and employment growth.
  - The same "fee" with the same name may include more or less steps sub-activities. Further, some municipalities charge one fee regardless of whether it is a minor or major application, others charge different fees but the definition of major and minor may vary. To the extent that is possible, "apples to apples" comparisons have been provided by assuming a prototype application (e.g. subdivision application with 25, 50 units).
  - Municipalities provide varying levels of service and have varying levels of costs associated with providing services such as staffing levels, salary levels, the inclusion of indirect overhead costs, etc.
  - Because each municipality is different, it is recommended that the information contained in the comparative analysis of fees be used as a secondary decision-making tool, rather than a tool for establishing an acceptable price point for services.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Description of Major Application Fees***

The following provides a brief overview of the main areas where application fees are charged.

#### ***Official Plan Amendment (OPA)***

The Official Plan guides all planning decisions in the Township. This means that:

- Council and municipal officials must follow the Plan;
- All new developments and uses must conform to the Plan;
- All new services, sewer or watermains, for example, must conform to the Plan; and
- All by-laws, including zoning and related bylaws, must conform to the Official Plan.

The Township of West Lincoln Official Plan implements the policies of the Province of Ontario and of the Niagara Region Official Plan, while providing greater detail in terms of land use designations and policies which reflect specific characteristics of the Township. The plan can be changed or amended as the community's needs change.

All development that proceeds in the Township must conform to the policies of the Official Plan. In some cases, a development application requires an amendment to the Plan prior to it being approved. If a proposal to develop land does not comply with the Official Plan and/or land use designation applied to those lands, an OPA application may be made.

From 2018-2020 there was one OPA application. The process map reflects a need to increase the fee to recover the full cost of service.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Zoning By-law Amendment***

The land uses provided for in the Official Plan are generalized. The accompanying Zoning By-law prescribes the precise numerical figures and land use permissions, and is the key regulatory instrument used to implement the Official Plan. The Township's Zoning By-law 2017-70, as amended controls the use of land throughout the Township of West Lincoln. This includes information on:

- How land may be used within the Township;
- The types of building structures that are permitted and how they may be used;
- The required lot sizes/dimensions, parking requirements, building heights and setbacks; and
- How and when the Minimum Distance Separation (MDS) calculation will be implemented (required separation between livestock operations and houses as well as other uses).

The Township has a major and minor zoning by-law amendment. This is consistent with the practice in most Niagara municipalities. The Township's minor amendment fee is 50% of the major fee.

Under the *Planning Act*, Council may pass a 'holding' zoning by-law that places an "H" symbol over the zoning and sets out the conditions that must be met before the "H" symbol is removed and the land can be developed.

From 2018-2020 there were 43 zoning by-law amendment applications. The process map reflects a need to increase the fees to recover the full cost of service.

Consistent with the existing practice, if an applicant is applying for both a zoning amendment and an OPA, a discounted fee is charged to reflect the duplication of effort for each type of application.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Part Lot Control***

The *Planning Act* permits municipalities to pass by-laws to exempt lots within a plan of subdivision from part-lot control so that further subdivision can take place. Part-lot control may be used for existing plans of subdivision where it is necessary to re-align lot boundaries to clarify or grant title, require specific servicing requirements as a condition of approval such as a road widening or to further control internal development on a lot. From 2018-2020 there were four applications.

The process map reflects a need to increase the fee to recover the full cost of service.

### ***Subdivision/Condominium***

From 2018-2020 there were 14 subdivision applications and 20 subdivision agreements and four condominium applications.

A Plan of Subdivision is a legal survey which:

- Shows how the property has been subdivided;
- Includes information and conditions on how to develop a parcel of land; and
- Includes details on storm and sanitary sewers, protection of natural features and other site-specific information.

A Draft Plan of Subdivision is a proposal to subdivide property. An application must be completed whenever there is a plan to:

- Divide land into three or more parcels or lots; or
- Establish a new public street.

---

## *Township of West Lincoln—Comprehensive Study of Fees & Charges*

---

A Condominium is a form of property ownership in which title to a unit, such as an individual apartment in a high-rise building, is held by an individual together with a share of the rest of the property, which is common to all owners. A Plan of Condominium can be residential, commercial and industrial, or a combination. They are generally made up of two parts:

- Common element such as hallways, private streets or parking areas (something of shared ownership); and
- Exclusive use areas such as the individual unit.

A condominium plan is like a plan of subdivision in that it is a way of dividing property. Similarly, plans of condominium must be approved, or in some cases granted an exemption from approval, by the Township of West Lincoln.

The process for subdividing land is lengthy and involves considerable Township resources and public consultation. The actual length of any one review is dependent on the nature of the subdivision or condominium being processed.

Currently there are three separate fees which is cumbersome to administer and confusing for the applicant. These include an application fee, an agreement fee and a final approval fee. The proposed approach is to consolidate these fees and also introduce a per gross hectare fee for subdivisions larger than 10 hectares to recognize the additional effort and associated cost.

Most subdivision applications include a rezoning application. The calculated fee takes into consideration the duplication of effort in processing a zoning application and provides a 25% discount for the total fee.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Site Plan Control***

Site Plan Control is an important means of providing for development which is well designed, functional and compatible. Site Plan Control is the process that regulates various activities on the site of an actual development including building location, design and massing of buildings, building site and access, landscaping, parking, drainage, lighting, pedestrian and vehicular access and other features or engineering of the development. Site Plans, or Site Plan Control, is used by the Township to ensure that development, such as a new commercial building or multi-unit residential building meets the design requirements of the Township to ensure that:

- Developments are built and maintained in the way that is Township approved;
- New developments meet the Township's urban design standards;
- There is safe and easy access for pedestrians and vehicles;
- There is adequate landscaping and drainage; and
- That the development is compatible with nearby properties

Section 41 of the *Planning Act* allows the Township to designate areas of the Township for requiring site plan control. By-law 2014-18 designates the entire Township within the site plan control area. All development is subject to site plan control with exception of:

- Any one or two unit dwelling
- Street Townhouses located within a registered plan of subdivision
- Swimming Pools
- Agricultural buildings accessory to a farm operation except cannabis production facilities
- Greenhouses less than 4000 m<sup>2</sup> in size

The approval process for Site Plan Control can take several months depending on the complexity of the proposed development. The first step to obtaining site plan approval is to attend a formal pre-consultation meeting. The Township's fee distinguishes between applications where an agreement is or is not required, consistent with the underlying staff review required to process the application. This is a common practice across Niagara municipalities and in other jurisdictions.

From 2018-2020 there were 41 site plan applications.



---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Committee of Adjustment—Land Consent and Minor Variance Approvals***

A Committee of Adjustment is responsible for approving applications for minor variance and consent. Often a proposed development will require that one or more development standards established in the Zoning By-law be waived to allow the development to proceed. In such cases, an approval for variance must be received.

A Minor Variance is an application submitted by a land owner for any land, building or structure that cannot meet the required Zoning By-law regulations.

In the Township of West Lincoln, there are three main types of Consent applications:

- Lot Creation— If approved, this type of Consent application will result in the creation of a new lot.
- Minor Boundary Adjustment—If approved, this type of Consent application will not result in the creation of a new lot. Minor Boundary Adjustments are intended to be used for legal or technical purposes to shift existing lot lines. For example, if someone needs more room to accommodate their required septic system.
- Easement—This type of Consent application is only required if a private easement agreement over a piece of land is required for more than 21 years. This application will not result in the creation of a new lot.

From 2018-2020 there were 123 Committee of Adjustment applications.

## *Township of West Lincoln—Comprehensive Study of Fees & Charges*

### *Planning Application Activity and Revenues*

The following table reflects the number of applications within each major type of planning application:

Row Labels	2018		2019		2020	
	Revenues	# of Applications	Revenues	# of Applications	Revenues	# of Applications
COMMITTEE OF ADJUSTMENT	\$ 83,395	51	\$ 56,645	43	\$ 36,260	29
COMPLIANCE LETTER	\$ 5,070	30	\$ 5,474	31	\$ 4,733	24
CONDO FEES					\$ 10,224	4
OFFICIAL PLAN ADMENDMENT			\$ 11,220	1		
PART LOT CONTROL FEES			\$ 27,300	3	\$ 4,260	1
PRE-CONSULTATION MEETING FEE					\$ 6,500	32
SITE PLAN AGREEMENT	\$ 54,795	18	\$ 45,245	14	\$ 29,121	9
STREET NAMING			\$ 4,095	3		
SUBDIVISION ADMINISTRATIVE	\$ 192,470	6	\$ 131,312	6	\$ 53,589	8
SUBDIVISION APPLICATION	\$ 12,325	5	\$ 20,275	4	\$ 21,100	5
TELECOM FAC CONSULTATION FEE					\$ 1,835	1
ZONING BYLAW ADMENDMENT	\$ 82,210	18	\$ 75,942	18	\$ 25,117	7
<b>Grand Total</b>	<b>\$ 430,265</b>	<b>128</b>	<b>\$ 377,508</b>	<b>123</b>	<b>\$ 192,739</b>	<b>120</b>

- As shown above, the number and type of applications varies considerably from year to year.
- The majority of revenues are derived from Committee of Adjustment Fees, Subdivisions, zoning amendments and site plan agreements.
- Total revenues generated from planning fees ranged from \$192,700 to \$430,300 from 2018-2020.
- The tables on the next several pages are showing the Township's current fee being charged for each application type for reference in relation to the calculated fees.

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Planning Fees Existing and Calculated Fees

OFFICIAL PLAN AND ZONING	Existing Fee	Calculated Fee
Official Plan Amendment**	\$8,900	\$11,590
Zoning By-law Amendment**	\$6,930	\$9,340
Combined Official Plan Amendment / Zoning By-law Amendment**	\$11,900	\$15,700
Zoning Amendment (Condition of Consent)**	\$3,465	\$4,670
Removing Holding Provision**	\$1,445	\$1,615
Part Lot Control – Removal of Part Lot Control(per lot/block)	\$1,445	\$2,220
Temporary Use Agreement	\$1,645	\$3,090
Temporary Use By-law**	\$2,450	\$3,530
Extension to Temporary use By-law	\$1,645	\$3,090
Deeming By-law	\$945	\$1,050
Zoning Verification Letter (Written Reports)	\$185	\$230
SUBDIVISION/CONDOMINIUM	Existing Fee	Calculated Fee
Plan of Condominium**	\$8,140	\$17,950
Condominium Conversion	\$7,790	\$14,380
Condominium Amalgamation	\$1,445	\$2,290
Exemption of Draft Plan of Condominium Approval	\$1,645	\$2,610
Plan of Subdivision Approval (up to 10 gross/total land hectares)	\$8,140	\$20,770
Plus a per gross/total land per hectare fee above 10 hectares**	N/A	\$1,380
Extension to Draft Plan Approval of a Draft Plan of Subdivision or Condo	\$1,645	\$2,610
Revisions to Draft Plan Approval Subdivision, Condo	\$2,450	\$3,530
Subdivision Agreement/Declaration (10 units/lots or less)	\$3,770	N/A
Subdivision Agreement/Declaration (more than 10 lots/units)	\$7,500	N/A
Condominium Agreement/Declaration (10 units/lots or less)	\$1,785	N/A
Condominium Agreement/Declaration (more than 10 units/lots)	\$3,770	N/A
Development Agreement as a Condition of Consent	\$1,630	\$3,315
Final Approval of a Plan of Subdivision or Condominium	\$1,645	N/A
Street Naming for New Subdivisions	\$1,450	\$1,780
Amendment to Subdivision or Condominium Agreement**	\$6,930	\$8,270

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Planning Fees Existing and Calculated Fees

SITE PLAN APPLICATION	Existing Fee	Calculated Fee
Site Plan Approval or Development Agreement (Initial or Amendment) where a new agreement is required**	\$5,000	\$8,220
Site Plan Approval or Development Agreement where no agreement is required**	\$2,450	\$3,315
Red-Line Revisions to a Site Plan	\$2,450	\$3,530
Site Plan Amendment Fee		\$5,000
Discharge of a Site Plan	\$1,445	\$1,445
CONSULTATION	Existing Fee	Calculated Fee
Pre-Consultation Meeting/Development Applications*	\$255	\$300
Consultation Process for Telecommunication Facilities	\$1,870	\$2,040
Approval of Road Opening/Upgrade	Existing Fee	Calculated Fee
Approval of Road Opening/Upgrade (to allow access to build)	\$1,645	\$1,645
TARIFF OF FEES FOR THE COMMITTEE OF ADJUSTMENT	Existing Fee	Calculated Fee
<b>Basic Processing Fee - Applications for Consent</b> <i>Includes administration and mailing fees required to process consent applications and Validation of Title requests. (where new lot created/validation of title)</i>	\$2,365	\$2,870
<b>Basic Processing Fee - Applications for Consent</b> <i>Includes administration and mailing fees required to process consent applications and Validation of Title requests. (for minor boundary adjustments and other)</i>	\$1,190	\$1,435
<b>Health Inspection Fee - West Lincoln Properties</b> <i>Required if municipal sewage system is unavailable (i.e. private septic system proposed). Per new lot + remnant</i>	\$235	\$274
<b>Adjournment/Rescheduling Fee</b> - Applicable as determined by Committee when an adjournment of an application is necessary.	\$280	\$330
<b>Final Certification Fee</b> <i>Fees are per application, payable upon submission of the documents (deeds) for issuance of final certification.</i>	\$370	\$730
<b>Basic Processing Fee - Minor Variance Applications **</b> <i>Includes administration and mailing fees required to process minor variance applications.</i>	\$1,725	\$2,230
<b>Request for Change in Conditions - Consents</b> <i>Includes administration and mailing fees required to process requests for change in conditions, under Section 53(23) of the Planning Act.</i>	\$790	\$860
Refunded Fees	Existing Fee	Calculated Fee
Prior to Circulation to Commenting Agencies	75%	75%
After circulation	50%	50%
After Notice of Public Meeting	25%	25%

---

## **Township of West Lincoln—Comprehensive Study of Fees & Charges**

---

### **Planning Fees Existing and Calculated Fees**

<b>NOTES:</b>
Where applicable, legal fees will be billed back to the applicant
Any application which has been withdrawn and/or has been inactive for one year shall be required to activate a new application.
* to be used towards other planning fees outlined in this appendix if complete application is received within 1 year of the actual pre-consultation meeting
** To incorporate an additional fee (\$1,200) for the development that has commenced prior to planning approval Effective March 1, 2021

<b>ENGINEERING FEE REVIEW AND ADMINISTRATION</b>
The Engineering Review and Administration fee shall cover the costs incurred following the signing of the agreement and are calculated as a percentage based upon one hundred percent (100%) of the estimated total costs of construction of all services (internal and external) as shown in the development agreement's Financial Schedule and charged as follows:
(a) Total cost of services less than \$ 1,000.00: no charge; (b) Total cost of services less than \$ 5,000.00: \$ 250.00 total charge; (c) Total cost of services less than \$ 20,000.00: \$1,500.00 total charge; (d) Total cost of services less than \$ 30,000.00: \$2,000.00 total charge; (e) Total cost of services less than \$ 60,000.00: \$3,000.00 total charge; (f) Total cost of services less than \$ 75,000.00: \$4,000.00 total charge; (g) Total cost of services less than \$100,000.00: \$5,000.00 total charge;
For total costs of services over \$100,000.00, the total fee cost shall be: i. \$5,000.00 for the cost of services up to \$100,000, plus ii. Four percent (4%) of the total costs of any services in excess of \$100,000.00 up to \$500,000.00; plus iii. Three-percent (3%) of the total cost of any services in excess of \$500,000.00

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Planning Fee Municipal Comparisons***

A comparison of existing and proposed fees was made with other Niagara municipalities. As mentioned earlier in the report, every municipality has unique processes and therefore fees are not always directly comparable. Further, the comparison of fees does not take into account any service level differences that may exist in terms of, for example, the time taken to process an application or the level of customer service provided to the applicant. Municipalities may also have different levels of cost recovery which will impact the fee for service.

For some fees, municipalities may have a flat fee or a base fee plus a per unit fee (e.g. Plan of Subdivision and Site Plan). In these cases, scenarios were developed to provide a more accurate reflection of the actual cost to the applicant using a typical type of planning application. There are also differences in whether there is a separate agreement fee. For the purposes of comparative analysis this has been taken into consideration.

It should be noted that a number of municipalities are currently reviewing fees to reflect:

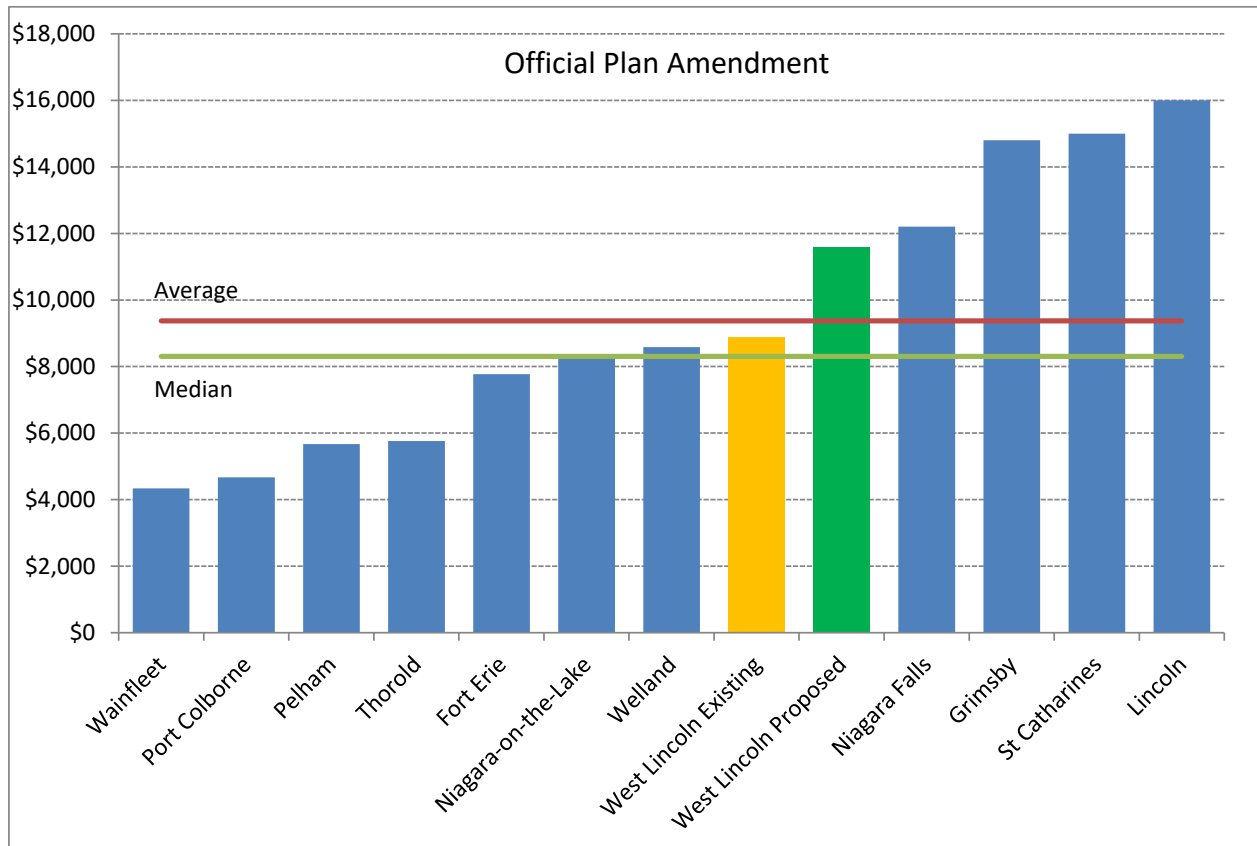
- A movement toward full cost recovery principles and a desire to reduce the level of tax subsidy required related to planning and growth projects.
- Changes in the complexity of the applications being processed. Similar to the Township of West Lincoln, a number of municipalities are now seeing more complex applications involving infill, renovation and redevelopment which take more staff time to review and process application as well as enhanced public consultation requirements.

---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Peer Fee Municipal Comparison—Official Plan Amendment



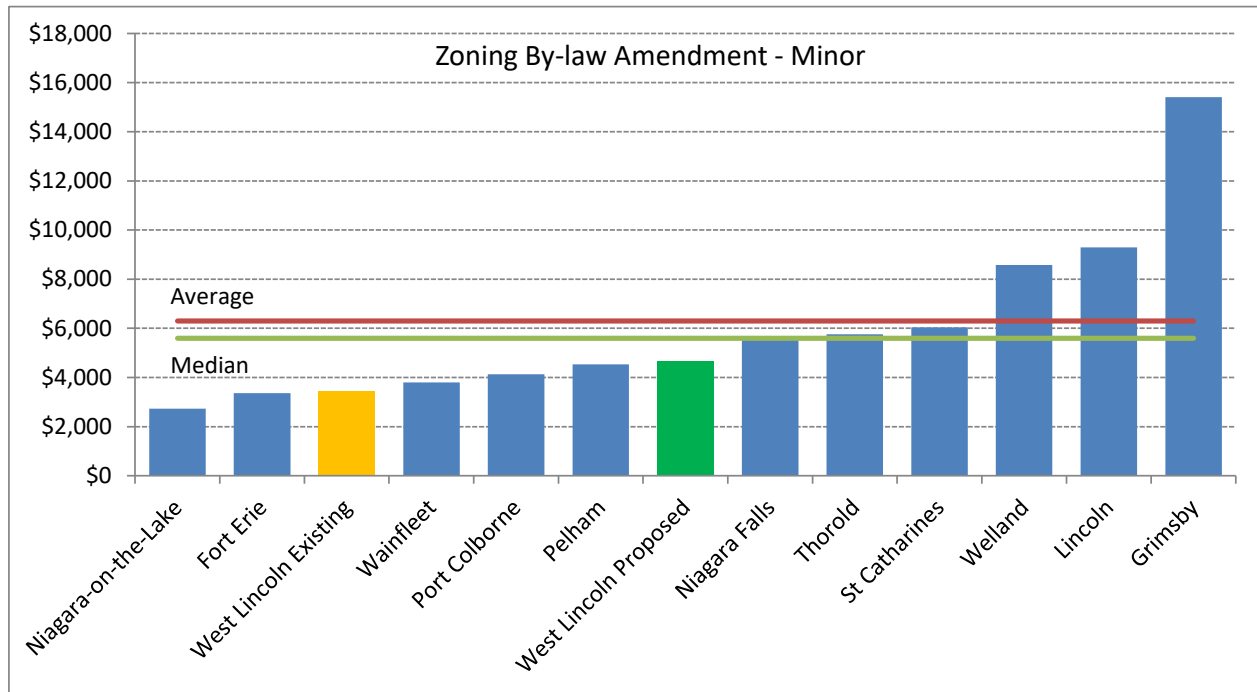
The existing West Lincoln fee is \$8,900 which is not capturing the full cost of service. Based on analysis undertaken, this should be \$11,590 to reflect full cost recovery. This would bring the fee above the survey average but lower than a number of municipalities such as Niagara Falls, Grimsby, St. Catharines and Lincoln.

---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Peer Fee Municipal Comparison—Zoning Amendment



The existing West Lincoln fee is \$3,465 (Zoning Amendment—Condition of Consent) which is not capturing the full cost of service. Based on analysis undertaken, this should be \$4,670 to reflect full cost recovery.

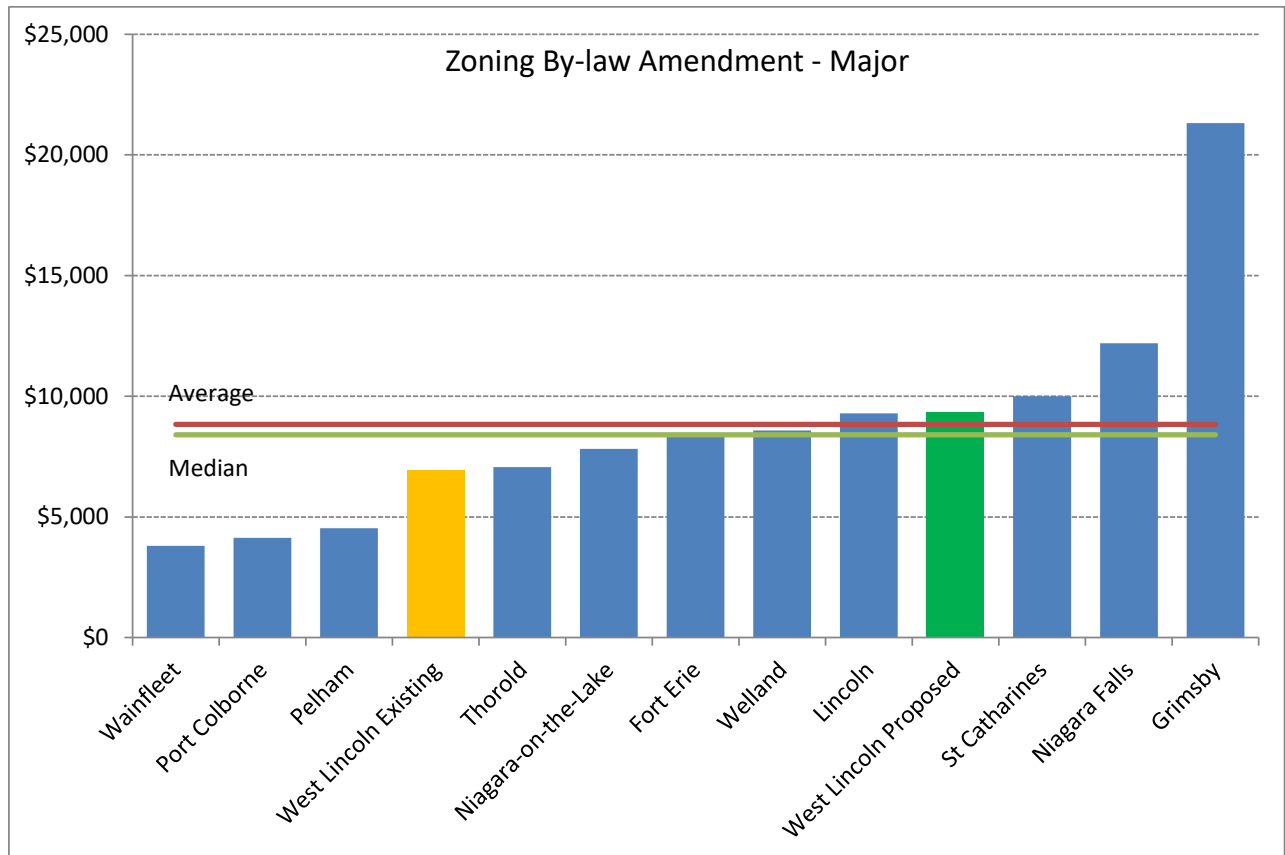


---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Peer Fee Municipal Comparison—Zoning Amendment



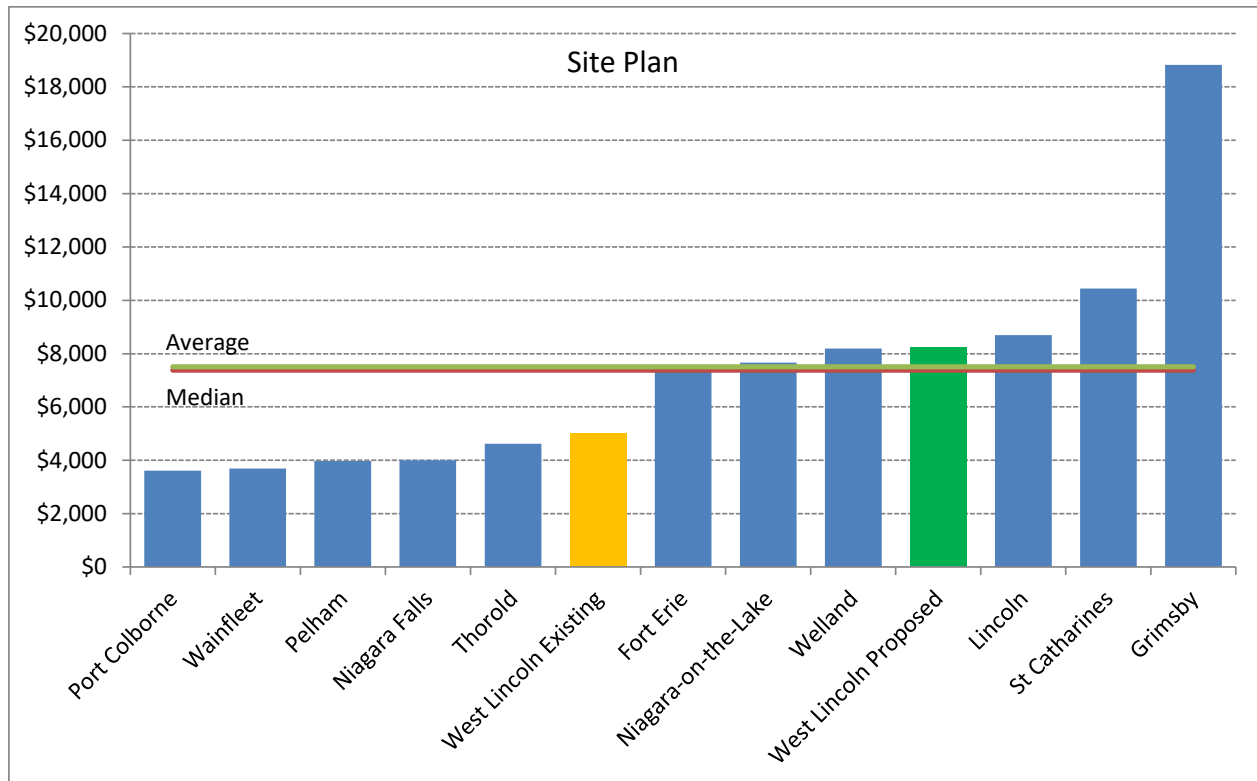
The existing West Lincoln fee is \$6,930 which is not capturing the full cost of service. Based on analysis undertaken, this should be \$9,340 to reflect full cost recovery. This would bring the fee above the survey average but lower than a number of municipalities such as Niagara Falls, Grimsby and St. Catharines.

---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Peer Fee Municipal Comparison—Site Plan Application



The existing West Lincoln fee is \$5,000 which is not capturing the full cost of service. Based on analysis undertaken, this should be \$8,220 to reflect full cost recovery. This would bring the fee above the survey average but lower than a number of municipalities such as Grimsby, Lincoln and St. Catharines.

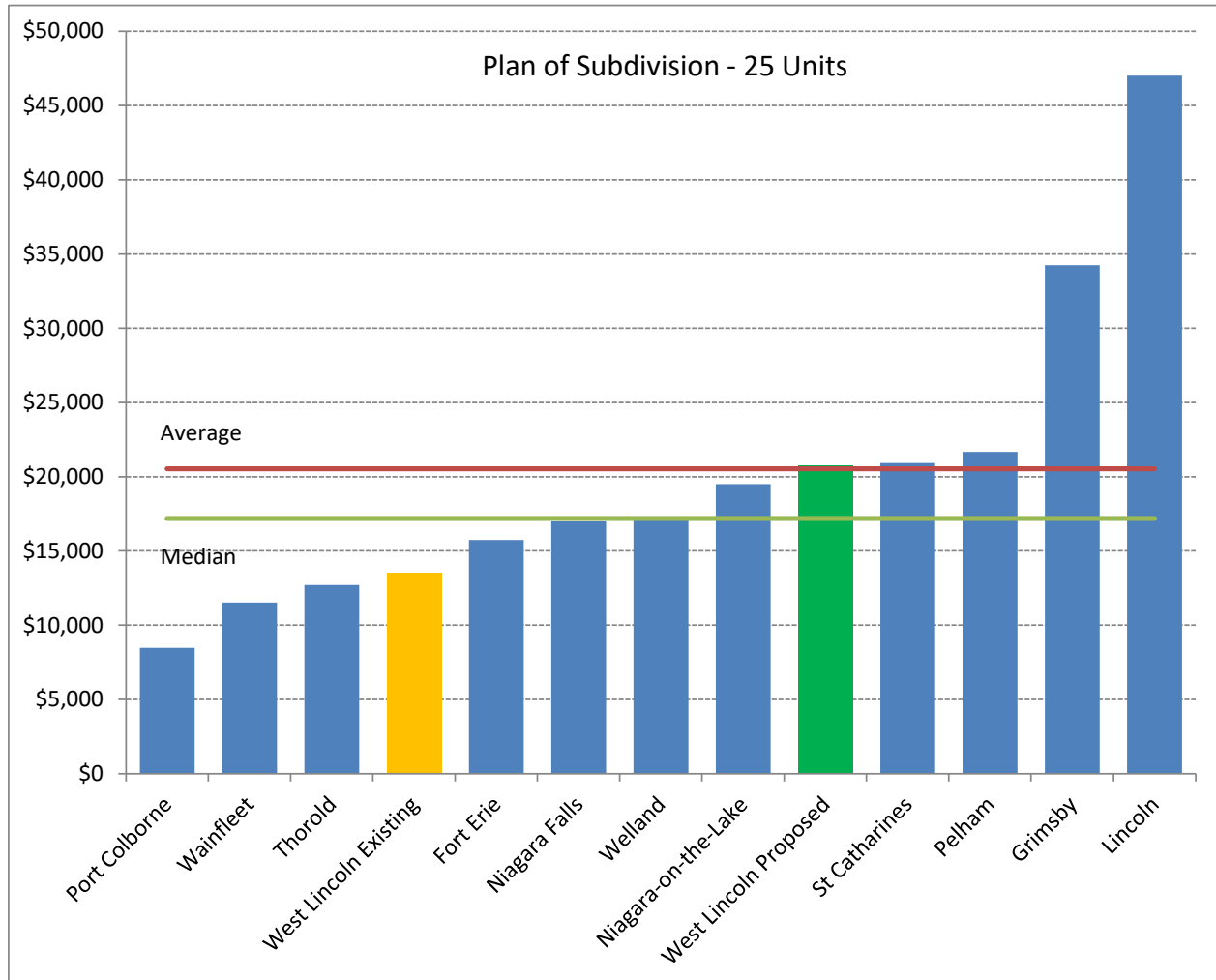
Grimsby also has two other Site Plan application fees at lower rates, depending on the type of application.

---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

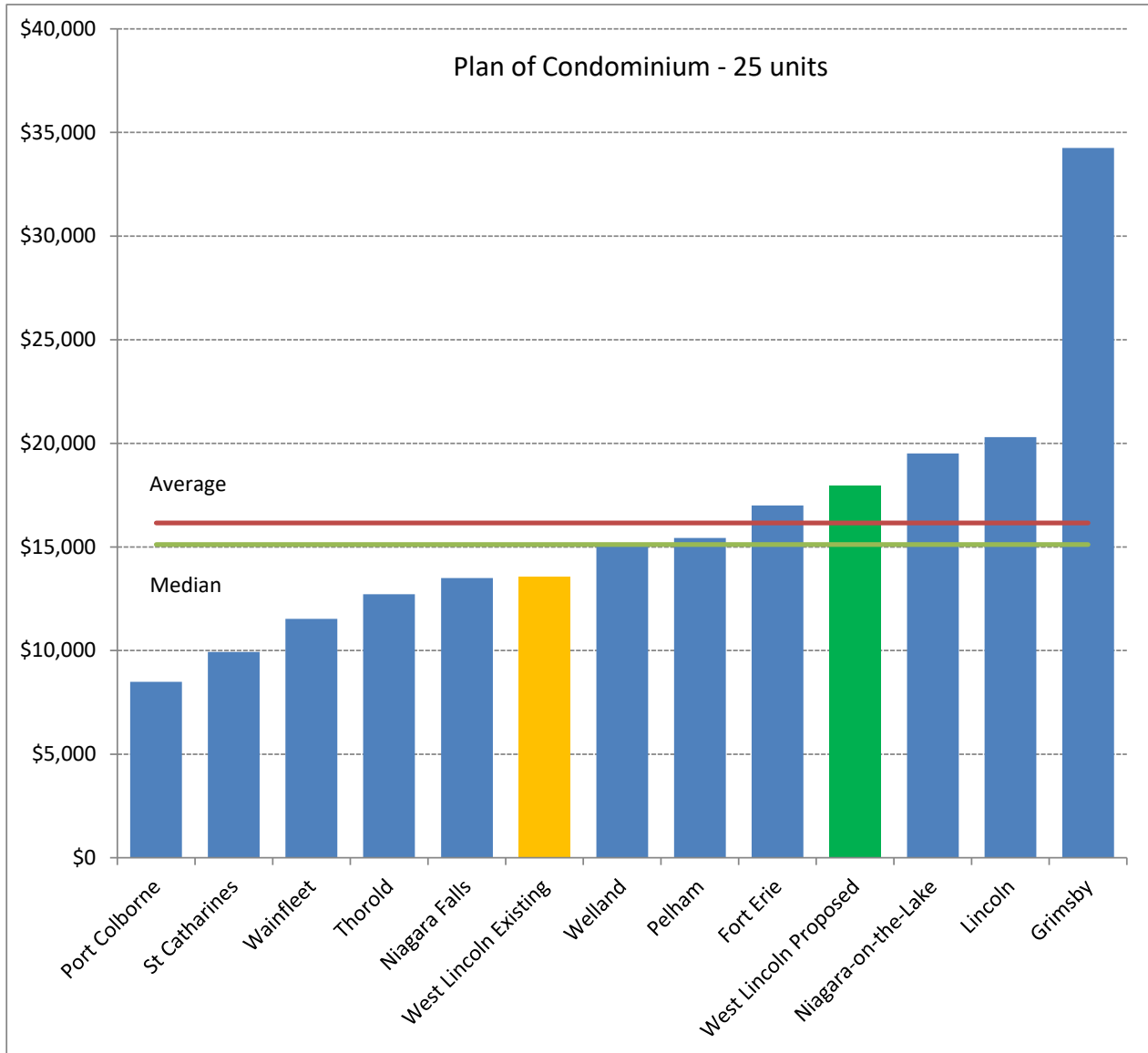
### Peer Fee Municipal Comparison—Subdivision 25 Units



The existing West Lincoln fee is \$13,555 which is not capturing the full cost of service. Based on analysis undertaken, this should be \$20,770 to reflect full cost recovery. This would bring the fee approximately at the survey average.

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

**Peer Fee Municipal Comparison—Condominium 25 Units**



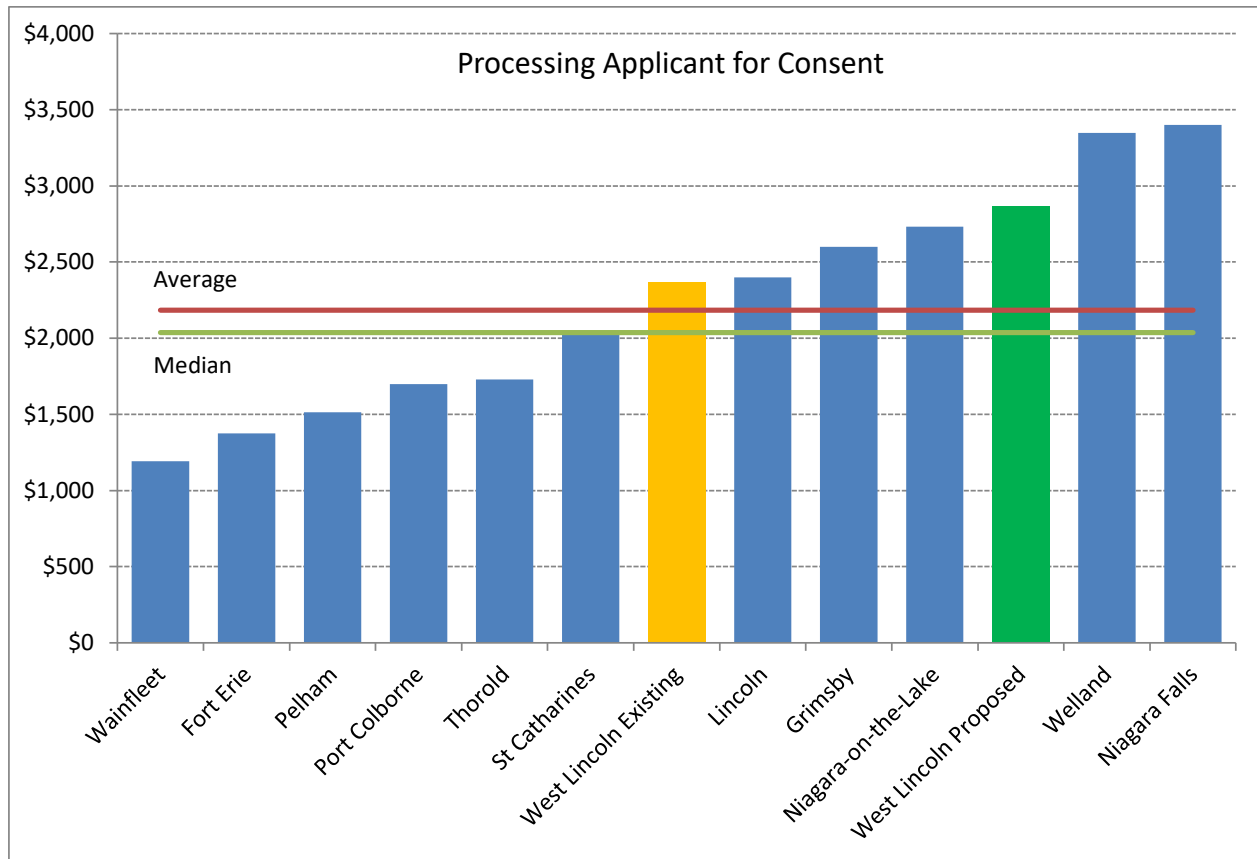
The existing West Lincoln fee is \$13,555 which is not capturing the full cost of service. Based on analysis undertaken, this should be \$17,950 to reflect full cost recovery.

---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Peer Fee Municipal Comparison—Consent Application



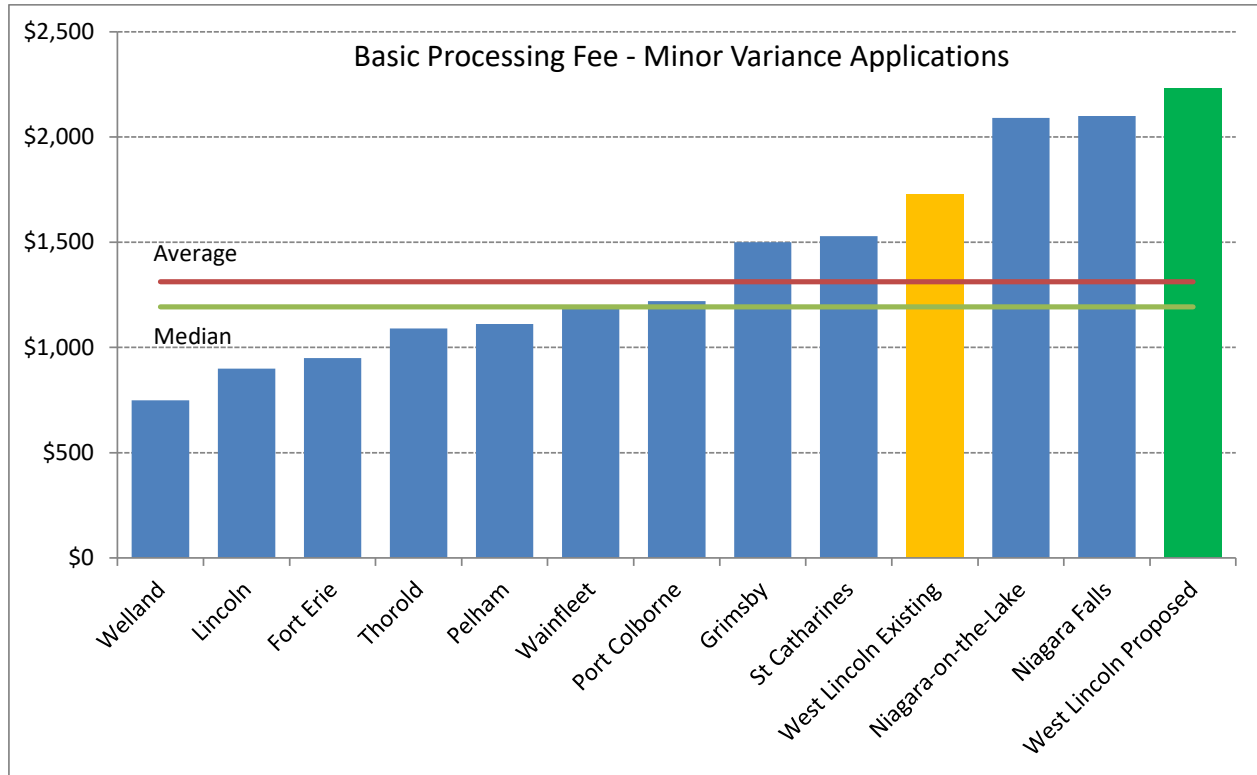
The existing West Lincoln fee is \$2,365 which is not capturing the full cost of service. Based on analysis undertaken, this should be \$2,870 to reflect full cost recovery.

---

## Township of West Lincoln—Comprehensive Study of Fees & Charges

---

### Peer Fee Municipal Comparison—Minor Variance Fee Comparison



The existing West Lincoln fee is 1,725 which is not capturing the full cost of service. Based on analysis undertaken, this should be \$2,230 to reflect full cost recovery.

***FINANCE AND CLERKS***



---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Legislative and Regulatory Requirements—Municipal Act***

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)).

### ***Process—Analysis of Fees***

- ***Departmental Staff Interviews:*** Interviews were held with staff to review the work processes involved in each fee recoverable service. Discussion was also held to identify of areas where services are provided for which there is no fee and where new fees should be established.
- ***Process Mapping:*** Process maps were developed based on information provided by staff to estimate average times for providing service.
- ***Fully Burdened Hourly Rate (FBHR):*** The average fully burdened hourly productive rates, as described earlier in the report were calculated for staff involved in the review process (deducting vacation time, holidays, average sick time, training from total hours). These hourly rates were used to calculate fees.
- ***Operating Costs:*** Data was collected based on the 2021 Operating Budget to identify the direct and indirect costs. All direct and indirect costs were entered into a model to calculate fees.



---

## **Township of West Lincoln—Comprehensive Study of Fees & Charges**

---

### ***Financial Services—Number of Applications and Revenues Generated***

<b># of applications</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Tax Certificates	177	169	152
NSF	31	42	30
<b>Total</b>	<b>208</b>	<b>211</b>	<b>182</b>

<b>Revenues</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Tax Certificates	\$ 7,830	\$ 7,225	\$ 6,720
NSF	\$ 930	\$ 1,260	\$ 900
<b>Total</b>	<b>\$ 8,760</b>	<b>\$ 8,485</b>	<b>\$ 7,620</b>

The table above reflects a high level summary of the number of applications and revenues generated from user fees from 2018-2020.

### ***Key Findings and Observations—Finance Fees***

- The vast majority of the revenues generated in Finance are attributed to Tax Certificate or Statement per Section 352 (1) of the Municipal Act.
- Based on process mapping of the work required to prepare a Tax Certificate, the existing fee is close to the actual cost of service. Therefore, there is no increase in fees recommended.
- Based on leading practice research and feedback from staff in Finance, there were a number of activities identified for which there is a direct beneficiary and should not be borne by the general tax base. The user should pay for the cost of the service. These activities include the following:
  - Tax Certificate Express;
  - Printing and emailing tax account statements;
  - New account set up related to severances, mortgage accompany administration;
  - Incorrect payment on account—transfer fee/refund; and
  - Non-water additions to tax roll (AR, invoices, permits).

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

- Water Financial Charges—There are a number of financial charges that exist which have been updated to reflect the full cost of service. There are a number of new fees that are recommended to recover the full cost of service and to meet ratepayer requests for services which may not be fully recovered. These include the following:
  - Incorrect payment on account—transfer fee/refund;
  - New account set-up fee;
  - Minimum bulk water usage to recover administrative costs; and
  - Printing and emailing water account statements.
- The tables on the next several pages show the Township’s current fee being charged for finance tax and water for reference in relation to the calculated fees.

---

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

---

**Finance Tax Existing and Calculated Fees**

GENERAL FEES	Existing Fee	Calculated Fee
Returned cheque fee Non-Sufficient Funds (NSF)	\$30.00	\$35.00
Overdue account fee per month (> 30 days outstanding)	1.25 %	1.25 %
Union staff time billings	N/A	\$26.00
Replacement of lost/stolen cheque to vendor	N/A	\$43.00
PROPERTY TAX		
Overdue account fee per month	1.25 %	1.25 %
Returned cheque fee Non-Sufficient Funds (NSF)	\$30.00	\$35.00
Tax Certificate	\$45.00	\$45.00
Tax Certificate Express	N/A	\$50.00
Tax Account Statement or Duplicate Copy - Email	N/A	\$5.00
Tax Account Statement or Duplicate Copy - Print	N/A	\$9.00
New Account Set Up - Roll Number (Severances) - Per Lot	N/A	\$43.00
Mortgage Company Administration Fee	N/A	\$21.00
Incorrect payment on account - Transfer Fee/Refund	N/A	\$49.00
Non-water additions to tax roll (AR invoices, permits, etc)	N/A	\$46.00
POA administration / fines added to taxes	\$50.00	\$46.00

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

**Finance Water Existing and Calculated Fees**

FEES	West Lincoln Existing Fees 2021	West Lincoln Calculated Fee
<b>Water</b>		
<b>Administrative Fees and Charges</b>		
Bulk Water Temporary Account Admin Fee	\$ 40	\$ 40
New Account Set Up Fee (Metered & Bulk)	N/A	\$ 19
Returned Cheque Fee – per account (NSF)	\$ 30	\$ 35
Transfer Overdue Account to Taxes	\$ 20	\$ 37
Penalty for Late Water Account Payment	5% per quarter	5% per quarter
Second Reminder Notice	\$ 24	\$ 22
Water Certificate	\$ 45	\$ 45
Incorrect payment on account - Transfer Fee/Refund	N/A	\$ 49
Minimum Bulk Water Usage	N/A	\$ 14
Water Account Statement or Duplicate Copy - Email	N/A	\$ 5
Water Account Statement or Duplicate Copy - Print	N/A	\$ 9
<b>Water Restrictions</b>		
Second Occurrence	\$ 100	Eliminate

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Key Findings and Observations—Clerks***

- The *Commissioners for Taking Affidavits Act* empowers municipal clerks and other officials to take various types of declarations and to administer oaths. Based on full cost recovery, a small increase in the fee was calculated. It is recommended that a premium be charged for non-residents, consistent with leading practice research. The schedule further clarifies that the Township does not charge a fee to residents 65 or older and to students.
- User Fees relating to Freedom of Information requests are legislated and as such, no change has been made to the fees.
- Non-Freedom of Information Requests can vary significantly and be quite time-consuming. The existing fee of \$10 is insufficient to recover the cost of the service. The recommended approach is to move to a per hourly rate as there is significant range in the amount of time and effort involved in searches.
- Photocopy fee has been updated to \$0.25 per page, consistent with the approach across the Township.
- Clerks issues lottery licences in accordance with Provincial Regulations. The licence fee, as set by the Province is based on 3% of the prize value.
- It is recommended that the Township eliminate the Non-Resident Game Hunting Licence as it is difficult to enforce and is not a common practice across the Region. It is also recommended to eliminate the auctioneer fee as it is difficult to enforce and limited activity.
- Nomination Filing fees are legislated by the Province.
- Refreshment licences were calculated, with a reduction in each of these fees
- The tables on the next several pages show the Township’s current fees being charged for reference in relation to the calculated fees.

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

**Clerks User Fees Existing and Calculated**

Clerks Fees		West Lincoln Existing 2021 Fees	West Lincoln Calculated Fees
<b>Commissioner</b>			
Oaths - Resident		\$ 10	\$ 11
Oaths - Non – Resident		\$ 10	\$ 14
Oaths - Assisted application		\$ 20	\$ 22
Oaths - Resident 65 or older for Pension Eligibility		No Charge	No Charge
Oaths - Students		No Charge	No Charge
Preparation of Affidavit/Declaration		\$ 10	\$ 20
Out of Town Death Registration		\$ 10	\$ 11
<b>Freedom of Information - (Legislated)</b>			
Application	payable with application	\$ 5	\$ 5
Search time	required to search & retrieve records	\$7.50/15 minutes	\$7.50/15 minutes
Record	prepare records for release	\$7.50/15 minutes	\$7.50/15 minutes
Computer costs	develop program to retrieve information	\$15/15 minutes of work	\$15/15 minutes of work
<b>Non- Freedom of Information Requests</b>			
Non FOI Electronic Copy Search time Record preparation Computer costs		\$10.00 each	\$70/hr
Application Search time Record preparation Computer costs		\$10.00 each	\$70/hr
Photocopies & print outs Search time Record preparation Computer costs		\$0.25 after the first 3 pages	\$0.25 per page
<b>Nomination Filing (Legislated)</b>			
Mayor		\$ 200	\$ 200
Members of Council		\$ 100	\$ 100

---

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

---

**Clerks User Fees Existing and Calculated**

Clerks Fees	West Lincoln Existing 2021 Fees	West Lincoln Calculated Fees
<b>LICENCES</b>		
Kennel Licence	\$ 100	\$ 100
Lottery Licence	3% of prizes	3% of prizes
Non Resident Small Game Hunting Licence	\$9.04 (including HST)	Eliminate
Refreshment Vehicles		
	\$ 500	\$ 300
	\$ 400	\$ 220
	\$ 200	\$ 175
	\$ 50	\$ 50
	\$ 150	\$ 135
Auctioneer	\$ 25	Eliminate
Trailer Parks	\$ 750	\$ 750

---

*Township of West Lincoln—Comprehensive Study of Fees & Charges*

---

***FIRE***





---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Legislation/Regulations—Fire User Fees***

Municipal Act, 2001, ONTARIO REGULATION 244/02, Amended to O. Reg. 584/06, FEES AND CHARGES

Section 13 (1) reflects the conditions for police or fire purposes and applies to the power of a municipality or local board under Part XII of the Act to impose fees or charges for inspections or the issuance of permits for ***fire purposes***. O. Reg. 244/02, s. 13 (1). Section (2) states that the amount of the fees or charges for inspections and the issuance of permits for police or fire purposes shall not exceed the cost of providing the fire inspection and permit system.

### ***Existing User Fees***

- Currently the Township charges fees related to service provided by the Fire Department in the following areas:
  - False Alarms
  - Inspections
  - Training—Prevention and Public Education
  - Records and Files
  - Other Department Activities
- There are limited revenues associated the above noted services. From 2017-2020, the average annual user fee revenue was \$4,515 and ranged annually from \$2,400-\$9,000.
- Fees are currently included in separate by-laws:
  - SCHEDULE “F” By-law 2011-40; and
  - BY-LAW NO. 2021-58—A BY-LAW TO PROHIBIT AND REGULATE THE SETTING OF OPEN -AIR FIRES WITHIN THE TOWNSHIP.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Key Findings and Observations—Fire***

- Leading practices suggest that Fire user fees:
  - Should be encouraged if they have the potential to improve public fire/life safety.
  - Should not be considered if they have the potential to jeopardize fire/life safety or for programs that directly contribute to public safety .

### ***False Alarms***

- Every fire alarm that is activated and that results in Fire Services being notified to respond requires a response. If an alarm system is present in a building (other than a private single family dwelling), the property owner has legal requirements for testing and maintenance.
- A goal of establishing a fee for false alarms is to reduce and eliminate false alarms. False alarms are recognized as a safety risk to firefighters and responding emergency personnel, an unnecessary inconvenience and a toll on the taxpayers where no fee is charged.
- A false alarm user fee is used to modify behavior of those responsible for the maintenance of these alarm systems. Poorly maintained systems result in unnecessary false alarms and thus a corresponding emergency response from Fire Services. Utilization of fees is designed such that the building owner should be more inclined to keep the alarm system operational and well maintained to avoid an alarm fee as a result of an unnecessary false alarm, which in turn leads to cost avoidance.
- Fees charged for false alarms are usually charged when an alarm is “preventable”. In addition most municipalities allow a variable number of false alarms to occur without penalty.
- A fee for false alarms exists in all Niagara municipalities and are generally charged using the MTO rates. There is a range in practices as to when a municipality charges for a false alarm with three municipalities charging for all false alarms, with the remaining municipalities charging after one-four false alarms.

---

## *Township of West Lincoln—Comprehensive Study of Fees & Charges*

---

- The Township’s current practice is to charge from the fourth false alarm at a property and thereafter. Based on discussions with staff and in review of practices in other jurisdictions, the recommendation in this report is to charge from the third occurrence in a calendar year.
- Institution of a fee system for false alarms after a defined limit is a leading practice in Ontario. The recommendation is to use the MTO rates to recover the cost for false alarms after two occurrences in a calendar year. The 2021 MTO rate is \$488.40 per hour per vehicle. These fees are regularly updated by the MTO and the Township should maintain this standard fee for consistency with other municipalities to recover the cost of service.

FIRE AND EMERGENCY SERVICES	West Lincoln Existing 2021 Fees	West Lincoln Calculated Fees
<b>False Alarms</b>		
First false alarm	No Charge	No Charge
Second false alarm (within a 12 month period)	No Charge	No Charge
Third false alarm (within a 12 month period)	No Charge	MTO Rates
Fourth false alarm and thereafter (within a 12 month period)	\$410/1 <sup>st</sup> hr. \$205/ each additional ½ hr. After initial and 2 warnings	MTO Rates
Non authorized open air burning	\$410/1st hr. \$205/each additional ½ hr.	MTO Rates

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Inspections

- Inspection requests should be charged a fee designed to recover costs associated with providing the service when it benefits a specific individual and/or organization, rather than our community as a whole. (i.e. property sales transactions, liquor licences, Provincial licencing/accreditation, etc.).
- A cost of service analysis was undertaken to recover costs associated with inspections which results in an increase in the existing inspection fees. New fees have been recommended for fire re-inspections for compliance, marijuana grow operations and LLBO inspections and fireworks sales..

FIRE AND EMERGENCY SERVICES	West Lincoln Existing 2021 Fees	West Lincoln Calculated Fees
<b>Inspections</b>		
Fire Inspection - Daycares <ul style="list-style-type: none"> <li>• Residential</li> <li>• Licensed (incl. co-ops)</li> </ul>	\$100.00	\$142.00
Fire Inspection – Homes providing supervised or assisted living services <ul style="list-style-type: none"> <li>• Group Homes</li> <li>• Satellite Homes</li> </ul>	\$100.00	\$142.00
<b>Fire Inspection – Residential Large</b>		
(Greater than 3,000 sq. ft.) - 3-5 suites	\$250.00	\$354.00
6-suites or greater. (includes hotels, motels , B&B's Apts.)	\$350.00	\$425.00
<b>Fire Inspection - Commercial and Industrial</b>		
• <3,000 sq. ft	\$100.00	\$142.00
• 3,000 – 10,000 sq. ft.	\$150.00	\$213.00
• 10,001 – 20,000 sq. ft	\$300.00	\$426.00
• >20,000 sq. ft.	\$450.00	\$639.00
<b>Other Inspections</b>		
Fire Re-inspections for Compliance	N/A	\$213.00
Marijuana Grow Operation Inspection	N/A	\$354.00
LLBO Inspection - includes Compliance Letter	N/A	\$284.00
Fireworks sales per inspection	N/A	\$142.00

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Training—Prevention and Public Education Services***

- The Township charges for fire extinguisher training and the fee varies based on whether the Township provides the equipment or the equipment is provided by the trainee. The calculated fee takes into consideration the full cost of service in each scenario.
- A new fee is also recommended for requested fire drills for Industrial properties and properties with Vulnerable Occupants. This is a common practice in other jurisdictions such as Fort Erie, St. Catharines and Pelham.

FIRE AND EMERGENCY SERVICES	West Lincoln Existing 2021 Fees	West Lincoln Calculated Fees
<b>Training – Prevention and Public Education Services</b>		
Fire Extinguisher training-(equipment supplied by Fire Dept.) Includes cost of recharging and printed materials	\$65/hr. (for 1 <sup>st</sup> hr.) 30/hr (after)	\$90/hr (first hour) \$67/hr (after)
Fire Extinguisher training-(equipment provided by trainees) Includes cost of Fire fighter and printed materials	\$30/hr	\$67/hr
Fire Drills (As requested - Industrial, Vulnerable Occupants)	N/A	\$284.00

### ***Records and Files and Other Department Activities***

- There are a number of traditional or generally accepted service fees including administration fees such as letters and/or copies of reports requested by or for lawyers, insurance companies or real estate brokers where a fee should be charged.
- Other typical fees include inspections where requested or required by a person making a profit from the use of premises, property or equipment such as; the sale or purchase of properties such as approval for liquor licences and Propane Storage Facilities.
- A new charge to assist with a fire safety plan review is recommended. This is the practice in a number of other Niagara municipalities including Fort Erie, Grimsby, Lincoln, Niagara Falls, St. Catharines, Pelham and Thorold.

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

FIRE AND EMERGENCY SERVICES	West Lincoln Existing 2021 Fees	West Lincoln Calculated Fees
<b>Records and Files</b>		
File and Record Search • Includes search letter follow up	\$150.00	\$181.00
Letter of compliance, insurance company report, Court Filing and Information	N/A	\$181.00
<b>Other Fire Department Activities</b>		
Fire Watch per hour	\$410.00	MTO Rates
Open Air Burning Permit - Farms	No Charge	No Charge
Open Air Burning Permit - Non-Farms	\$35.00	\$35.00
To Respond to and Investigate and/or extinguish Open Air Fire	\$750/hr/ or part thereof per vehicle (Min 1 hour)	\$750/hr/ or part thereof per vehicle (Min 1 hour)
Fee for Fire Department personnel, vehicles, Apparatus, and equipment to respond to investigate a second or subsequent false alarm or frivolous Open Air fire complaint within a 12-month period	\$750/hr/ or part thereof per vehicle (Min 1 hour)	\$750/hr/ or part thereof per vehicle (Min 1 hour)
Recovery of costs incurred by the fire department to extinguish an Open-Air Fire, including water usage, supplies, mutual aid or other reciprocal agreement fees, specialized equipment or contractors, other incidental expenses associated with extinguishing the fire	Actual disbursements plus 10% administrative charge	Actual disbursements plus 10% administrative charge
Fire Safety Plan Review - Assist with Fire Safety Plan Development	N/A	\$142.00
Non-Residential Car Fires	N/A	MTO Rates

---

***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

***RECREATION AND CEMETERY USER FEES***



---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Introduction—Recreation User Fees***

The Township has a number of facilities which offer recreation programs and services. The following summarizes the main types of fees and associated revenues in 2019 (pre-Covid):

- ***Arena Facility Rates and Fees***— This includes public skating, arena rentals for hockey and figure skating and shinny hockey. Arena rentals include prime and non-prime time rates which is consistent with practice in the majority of municipalities surveyed including Niagara municipalities. The Township existing fees are at the median when comparing against the survey of Niagara municipalities. Revenues: \$243,000.
- ***Community Room Rentals and Gymnasium Rentals***—The Township charges a fee for the rental of community rooms. The fees take into consideration prime and non-prime time hours. The fee schedule also reflects the ability to rent on an hourly basis as well as a discounted rate for daily rentals. This is consistent with practices in other jurisdictions. Direct comparison of these fees is difficult due to the size of the rental space and available amenities. Revenues: \$7,600.
- ***Parks and Outdoor Facilities***—Fees are broken down based on youth sports associations with the same fee whether it is soccer/football/baseball. The fee is lower for youths 0 to 8 years old and youths older than 8. There are also higher fees for adult bookings to reflect a higher level of cost recovery. Differentiating adult and youth user fees to help ensure affordability is a standard practice in municipalities. There are also fees charged for local school rentals and for the rental of the pavilion. Revenues: \$29,400. New fees are being introduced for the new band shell located at the West Lincoln Community Centre property
- ***Program, Classes and Camp Rates***—This includes a variety of fitness programs, drop in youth, adult and senior programs. Drop-in fees differ for youths, adults and seniors again in an effort to help ensure affordability. The Township also offers camps with daily and weekly rates to offer flexibility to users. These programs also offer extended care and late pickups to provide enhanced ability for users to utilize the programs. Revenues: \$86,300.
- ***Library Room Rates***—This includes rental fees for Smithville, Caistorville and Wellandport program and board rooms. These fees take into consideration the size of the rooms and whether the rentals are for prime or non-prime time hours. Revenues: \$5,750.



---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Recreation User Fees—2019 Comprehensive Fee Review***

A report was prepared by Township staff in recreation in 2019 (RFD PW-06-2019) which focused on the recreation user fees. This report reflected an extensive review of recreation user fees and resulted in a number of changes to the fees and the approach. As this fee review was undertaken only two years ago and included phase-in strategies, limited additional recommendations have been included in this report.

The following reflects some of the key observations and recommendations from the 2019 report:

- In Recreation, revenue is generated through user fees for facilities, programs and services in order to offset the expenses of providing those facilities, programs and services to residents.
- A recovery target can range from 0 to more than 100 percent recovery of direct costs. User fees are established so that the cost of a specific program or service is not being borne completely by the property taxes and that individuals taking advantage of that particular service or opportunity pay for at least a portion of it.
- Municipalities often set a user fee recovery target for specific service areas based on demographics and/or recognized need. Comparing user fee recovery targets of other municipalities may be problematic as costs are not always calculated in the same way, which could undermine this type of comparison.
- Comparison of fees in neighbouring municipalities with similar facilities and programs can be used as a means to be competitive with the localized market. Most municipalities also consider affordability in their community so they do not overprice programs and services and decrease participation levels.
- Staff researched local rates and processes across Niagara and surrounding area. Consultation with West Lincoln Minor Hockey Association, West Lincoln Figure Skating Club, West Lincoln Youth Soccer Association and the Age Friendly Committee was undertaken as part of the process.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

- Arenas and Ice Time—Traditionally, West Lincoln ice rates have been based mainly on a comparison to neighbouring municipalities of similar population, such as Wainfleet. With the opening of the new Recreation facility, other factors were considered in the development of the fees that were implemented in 2019.
- A change to user fees affects the financial plans of user groups of specific facilities, programs and services and therefore the timing for implementation of new fees needs to be considered. For example, the sports field user groups typically hold their registrations in January and February for the upcoming summer season. As such the dates of updates to the user fees has taken into consideration the need for consultation and time for various services to incorporate fee changes into their registration processes. For example, the date for arena updates is September while all other fees are updated at the beginning of January.

### ***Key Findings and Observations—Recreation***

- Benchmarking reflected competitive rates in arenas and skating as well as fields.
- Direct benchmarking on many other services are difficult as there are many variables such as type of program, size of rental facility, number of participants, cost of service and overall goals and objectives.
- It is common practice for recreation to operate with taxpayer subsidies as there is a general benefit to the public. Leading practice research reflects that most municipalities, in establishing recreation fees consider a number of factors such as:
  - who receives the benefit of the service;
  - the availability and demand of the service (e.g. prime time versus non-prime);
  - historical practices and expectations; and
  - impact on demand – whether a fee increase negatively impact demand for service and create a non-competitive fee environment and social value.

This is consistent with the strategies employed by West Lincoln in their 2019 review.

- Given that a review was undertaken in 2019, with updates to all recreation fees and phase-in strategies employed, BMA focused on the reasonableness of the existing fees, with minor modifications recommended to reflect inflationary increases.

---

## *Township of West Lincoln—Comprehensive Study of Fees & Charges*

---

- The following summarizes the recommended changes to the fees for 2022:
  - Inflationary increase (2020-2022) for hockey and figure skating rentals, community rooms, gymnasium, sports fields, fitness programs, camps and library rentals.
  - No increase in fees for public skating, drop-in centre fees.
  - Fee increases commencing in January 2022 for all of the above noted fees except for arenas which is recommended for September.

## Township of West Lincoln—Comprehensive Study of Fees & Charges

Arena Facility Rates and Fees	Rate	HST	Total	Rate NEW	HST	Total	Effective Date
Prime - Weekdays (5pm to close) Weekends (6am to close) Statutory							
Non-Prime - Weekdays (6am to 5pm)							
Public Skating Per Person	\$ 2.65	\$ 0.35	\$ 3.00	\$ 2.65	\$ 0.34	\$ 3.00	Sept. 1, 2022
Preschool Skating Per Person	\$ 2.65	\$ 0.35	\$ 3.00	\$ 2.65	\$ 0.34	\$ 3.00	Sept. 1, 2022
Adult Skating Per Person	\$ 2.65	\$ 0.35	\$ 3.00	\$ 2.65	\$ 0.34	\$ 3.00	Sept. 1, 2022
Public Skating/Preschool/Adult Discount Card (10 uses)	\$ 22.12	\$ 2.88	\$ 25.00	\$ 22.12	\$ 2.88	\$ 25.00	Sept. 1, 2022
Shinny Hockey Per Person	\$ 4.42	\$ 0.58	\$ 5.00	\$ 4.42	\$ 0.57	\$ 5.00	Sept. 1, 2022
<b>Prime</b>	\$ 185.95	\$ 24.17	\$ 210.12	\$ 195.25	\$ 25.38	\$ 221.00	Sept. 1, 2022
<b>Non-Prime</b>	\$ 126.37	\$ 16.43	\$ 142.80	\$ 132.69	\$ 17.25	\$ 150.00	Sept. 1, 2022
Arena Floor Hourly	\$ 54.16	\$ 7.04	\$ 61.20	\$ 56.87	\$ 7.39	\$ 65.00	Sept. 1, 2022
Local Schools and Local Home Schools	\$ 63.19	\$ 8.21	\$ 71.40	\$ 66.35	\$ 8.63	\$ 75.00	Sept. 1, 2022
<b>West Lincoln Minor Hockey Association &amp; West Lincoln Figure Skating Club</b>							
Prime	\$ 126.37	\$ 16.43	\$ 142.80	\$ 132.69	\$ 17.25	\$ 150.00	Sept. 1, 2022
Non-Prime	\$ 85.75	\$ 11.15	\$ 96.90	\$ 90.04	\$ 11.70	\$ 102.00	Sept. 1, 2022
<b>West Niagara Minor Hockey Association (if approved by OMHA)</b>							
Prime	\$ 135.40	\$ 17.60	\$ 153.00	\$ 142.17	\$ 18.48	\$ 161.00	Sept. 1, 2022
Non-Prime	\$ 85.75	\$ 11.15	\$ 96.90	\$ 90.04	\$ 11.70	\$ 102.00	Sept. 1, 2022
<b>Community Rooms and Gymnasium Rates and Fees</b>	Rate	HST	Total	Rate NEW	HST	Total	Effective Date
<b>Note: Rental times must include set up</b>							
Prime - Weekdays (5pm to close) Weekends (8am to close) Statutory							
Non-Prime - Weekdays (8am to 5pm)							
<b>Community Room (3 available)-capacity is 55/room (41' x 21')</b>							
Hourly (up to 4 hours) Prime	\$ 22.57	\$ 2.93	\$ 25.50	\$ 23.70	\$ 3.08	\$ 27.00	Jan. 1, 2022
Daily (more than 4 hours) Prime	\$ 112.83	\$ 14.67	\$ 127.50	\$ 118.47	\$ 15.40	\$ 134.00	Jan. 1, 2022
Hourly (up to 4 hours) Non-Prime	\$ 13.54	\$ 1.76	\$ 15.30	\$ 14.22	\$ 1.85	\$ 17.00	Jan. 1, 2022
Daily (more than 4 hours) Non-Prime	\$ 67.70	\$ 8.80	\$ 76.50	\$ 71.09	\$ 9.24	\$ 81.00	Jan. 1, 2022
Kitchenette Hourly (max \$60)	\$ 13.54	\$ 1.76	\$ 15.30	\$ 14.22	\$ 1.85	\$ 17.00	Jan. 1, 2022
<b>Gymnasium</b>							
<b>Full Gymnasium</b>							
Hourly Prime (up to 4 hours)	\$ 27.08	\$ 3.52	\$ 30.60	\$ 28.43	\$ 3.70	\$ 33.00	Jan. 1, 2022
Daily Prime (more than 4 hours)	\$ 135.40	\$ 17.60	\$ 153.00	\$ 142.17	\$ 18.48	\$ 161.00	Jan. 1, 2022
Hourly Non-Prime (up to 4 hours)	\$ 18.05	\$ 2.35	\$ 20.40	\$ 18.95	\$ 2.46	\$ 22.00	Jan. 1, 2022
Daily Non-Prime (more than 4 hours)	\$ 90.27	\$ 11.73	\$ 102.00	\$ 94.78	\$ 12.32	\$ 108.00	Jan. 1, 2022
<b>Half Gymnasium</b>							
Hourly Prime (up to 4 hours)	\$ 13.54	\$ 1.76	\$ 15.30	\$ 14.22	\$ 1.85	\$ 17.00	Jan. 1, 2022
Daily Prime (more than 4 hours)	\$ 67.70	\$ 8.80	\$ 76.50	\$ 71.09	\$ 9.24	\$ 81.00	Jan. 1, 2022
Hourly Non-Prime (up to 4 hours)	\$ 9.03	\$ 1.17	\$ 10.20	\$ 9.48	\$ 1.23	\$ 11.00	Jan. 1, 2022
Daily Non-Prime (more than 4 hours)	\$ 45.13	\$ 5.87	\$ 51.00	\$ 47.39	\$ 6.16	\$ 54.00	Jan. 1, 2022
Gym Kitchenette Hourly (max \$60)	\$ 13.54	\$ 1.76	\$ 15.30	\$ 14.22	\$ 1.85	\$ 17.00	Jan. 1, 2022

## Township of West Lincoln—Comprehensive Study of Fees & Charges

Parks and Outdoor Facilities Rates and Fees	Rate	HST	Total	Rate NEW	HST	Total	Effective Date
<b>Administration Fee on every permit</b>			\$ 20.00			\$ 21.00	Jan. 1, 2022
<b>West Lincoln Youth Sports Associations</b>							
Soccer/Football/Baseball Youth 0 to 8	\$ 10.38	\$ 1.35	\$ 11.73	\$ 10.90	\$ 1.42	\$ 13.00	Jan. 1, 2022
Soccer/Football/Baseball Youth 8+	\$ 12.19	\$ 1.58	\$ 13.77	\$ 12.80	\$ 1.66	\$ 15.00	Jan. 1, 2022
Field with lights hourly	\$ 19.86	\$ 2.58	\$ 22.44	\$ 20.85	\$ 2.71	\$ 24.00	Jan. 1, 2022
Tournament Per Field Per Day (8 hours or more)	\$ 45.13	\$ 5.87	\$ 51.00	\$ 47.39	\$ 6.16	\$ 54.00	Jan. 1, 2022
<b>Adult</b>							
Field without lights hourly	\$ 20.08	\$ 2.61	\$ 22.70	\$ 21.08	\$ 2.74	\$ 24.00	Jan. 1, 2022
Field with lights hourly (8pm to 11pm-minimum)	\$ 30.69	\$ 3.99	\$ 34.68	\$ 32.22	\$ 4.19	\$ 37.00	Jan. 1, 2022
Tournament Per Field Per Day (8 hours or more)	\$ 194.07	\$ 25.23	\$ 219.30	\$ 203.77	\$ 26.49	\$ 231.00	Jan. 1, 2022
<b>Schools</b>							
Local School Track Meet (track, field 3, jumping pits) Daily	\$ 45.13	\$ 5.87	\$ 51.00	\$ 47.39	\$ 6.16	\$ 54.00	Jan. 1, 2022
Local School Soccer/Football/Baseball Daytime Hourly	\$ 13.54	\$ 1.76	\$ 15.30	\$ 14.22	\$ 1.85	\$ 17.00	Jan. 1, 2022
Local School Soccer/Football/Baseball Evening/Weekend Hourly	\$ 20.08	\$ 2.61	\$ 22.70	\$ 21.08	\$ 2.74	\$ 24.00	Jan. 1, 2022
Local School Soccer/Football/Baseball Evening/Weekend Tournament	\$ 194.07	\$ 25.23	\$ 219.30	\$ 203.77	\$ 26.49	\$ 231.00	Jan. 1, 2022
<b>Pavilion</b>							
Full Day Pavilion (includes hydro)	\$ 63.19	\$ 8.21	\$ 71.40	\$ 66.35	\$ 8.63	\$ 75.00	Jan. 1, 2022
Half Day Pavilion (includes hydro)	\$ 36.11	\$ 4.69	\$ 40.80	\$ 37.92	\$ 4.93	\$ 43.00	Jan. 1, 2022
Band Shell - up to 4 hours (includes hydro)				\$ 250.00	\$ 32.50	\$ 283.00	Jan. 1, 2022
Band Shell - daily rate (includes hydro)				\$ 400.00	\$ 52.00	\$ 452.00	Jan. 1, 2022

## Township of West Lincoln—Comprehensive Study of Fees & Charges

Programs, Classes and Camps Rates and Fees	Rate	HST	Total	Rate NEW	HST	Total	Effective Date
10 class Fitness	\$ 76.73	\$ 9.97	\$ 86.70	\$ 80.57	\$ 10.47	\$ 92.00	Jan. 1, 2022
Pay As You Go Fitness	\$ 7.67	\$ 1.00	\$ 8.67	\$ 8.05	\$ 1.05	\$ 10.00	Jan. 1, 2022
Tai Chi First Timers	\$ 36.11	\$ 4.69	\$ 40.80	\$ 37.92	\$ 4.93	\$ 43.00	Jan. 1, 2022
Tai Chi Returning	\$ 22.57	\$ 2.93	\$ 25.50	\$ 23.70	\$ 3.08	\$ 27.00	Jan. 1, 2022
Seniors 10% Fitness Discount (exception Tai Chi & Drop In) 55+							
<b>Drop In</b>							
Drop In Youth Gym Program	\$ 1.77	\$ 0.23	\$ 2.00	\$ 1.77	\$ 0.23	\$ 3.00	Jan. 1, 2022
Drop In Youth Gym Discount Card (10 uses)	\$ 13.27	\$ 1.73	\$ 15.00	\$ 13.27	\$ 1.73	\$ 15.00	Jan. 1, 2022
Drop In Adult Gym Program	\$ 4.42	\$ 0.58	\$ 5.00	\$ 4.42	\$ 0.57	\$ 5.00	Jan. 1, 2022
Drop In Adult Gym Discount Card (10 uses)	\$ 35.40	\$ 4.60	\$ 40.00	\$ 35.40	\$ 4.60	\$ 41.00	Jan. 1, 2022
Drop In Senior Gym Program	\$ 2.65	\$ 0.35	\$ 3.00	\$ 2.65	\$ 0.34	\$ 3.00	Jan. 1, 2022
Drop In Senior Gym Discount Card (10 uses)	\$ 22.12	\$ 2.88	\$ 25.00	\$ 22.12	\$ 2.88	\$ 25.00	Jan. 1, 2022
<b>Camps</b>							
Early Bird Daily			\$ 31.62			\$ 34.00	Jan. 1, 2022
Early Bird Weekly			\$ 127.50			\$ 134.00	Jan. 1, 2022
Regular Daily			\$ 34.68			\$ 37.00	Jan. 1, 2022
Regular Weekly			\$ 140.76			\$ 148.00	Jan. 1, 2022
Extended Care (7:30am to 9:00am OR 3:30pm to 5:30pm)			\$ 5.00			\$ 6.00	Jan. 1, 2022
Late Pick Up (per 30 minutes)			\$ 10.00			\$ 11.00	Jan. 1, 2022

Digital Road Sign	Rate	HST	Total	Rate NEW	HST	Total	Effective Date
Per Day	\$ 14.60	\$ 1.90	\$ 16.50	\$ 15.33	\$ 1.99	\$ 18.00	Jan. 1, 2022
Per Week	\$ 66.81	\$ 8.69	\$ 75.50	\$ 70.15	\$ 9.12	\$ 80.00	Jan. 1, 2022
Hangin g Basket and Traffic Island Sponsorship	Rate	HST	Total	Rate NEW	HST	Total	Effective Date
Hangin g Basket			\$ 125.00			\$ 125.00	Jan. 1, 2022
Traffic Island 1			\$ 1,300.00			N/A	
Traffic Island 2a			\$ 1,000.00			N/A	
Traffic Island 2b			\$ 1,000.00			N/A	
Traffic Island						\$ 1300.00	Jan. 1, 2022

## Township of West Lincoln—Comprehensive Study of Fees & Charges

Library Rooms Rates and Fees Note: Rental times must include set up and take down time	Rate	HST	Total	Rate NEW	HST	Total	Effective Date
Prime - Weekdays (5pm to close) Weekends (8am to close) Statutory Holidays							
Non-Prime - Weekdays (8am to 5pm)							
<b>Smithville - Program Room 51' x 22'</b>							
Hourly (up to 4 hours) Prime - per hour	\$ 28.88	\$ 3.76	\$ 32.64	\$ 30.32	\$ 3.94	\$ 35.00	Jan. 1, 2022
Daily (more than 4 hours) Prime - daily rate	\$ 144.42	\$ 18.78	\$ 163.20	\$ 151.64	\$ 19.71	\$ 172.00	Jan. 1, 2022
(up to 4 hours) Non-Prime - per hour	\$ 17.15	\$ 2.23	\$ 19.38	\$ 18.01	\$ 2.34	\$ 21.00	Jan. 1, 2022
(more than 4 hours) Non-Prime - daily rate	\$ 85.75	\$ 11.15	\$ 96.90	\$ 90.04	\$ 11.70	\$ 102.00	Jan. 1, 2022
Hourly (up to 4 hours) Prime - per hour	\$ 9.03	\$ 1.17	\$ 10.20	\$ 9.48	\$ 1.23	\$ 11.00	Jan. 1, 2022
Daily (more than 4 hours) Prime - daily rate	\$ 45.13	\$ 5.87	\$ 51.00	\$ 47.39	\$ 6.16	\$ 54.00	Jan. 1, 2022
Hourly (up to 4 hours) Non-Prime - per hour	\$ 4.51	\$ 0.59	\$ 5.10	\$ 4.74	\$ 0.62	\$ 6.00	Jan. 1, 2022
Daily (more than 4 hours) Non-Prime - daily rate	\$ 22.57	\$ 2.93	\$ 25.50	\$ 23.70	\$ 3.08	\$ 27.00	Jan. 1, 2022
Smithville-Kitchen Hourly (max \$60) - per hour	\$ 13.54	\$ 1.76	\$ 15.30	\$ 14.22	\$ 1.85	\$ 17.00	Jan. 1, 2022
<b>Caistorville - Board Room 20' x 12'</b>							
Hourly (up to 4 hours) Prime - per hour	\$ 9.03	\$ 1.17	\$ 10.20	\$ 9.48	\$ 1.23	\$ 11.00	Jan. 1, 2022
Daily (more than 4 hours) Prime - daily rate	\$ 45.13	\$ 5.87	\$ 51.00	\$ 47.39	\$ 6.16	\$ 54.00	Jan. 1, 2022
Hourly (up to 4 hours) Non-Prime - per hour	\$ 4.51	\$ 0.59	\$ 5.10	\$ 4.74	\$ 0.62	\$ 6.00	Jan. 1, 2022
Daily (more than 4 hours) Non-Prime - daily rate	\$ 22.57	\$ 2.93	\$ 25.50	\$ 23.70	\$ 3.08	\$ 27.00	Jan. 1, 2022
<b>Wellandport Program Room 31' x 16'</b>							
Hourly (up to 4 hours) Prime - per hour	\$ 13.54	\$ 1.76	\$ 15.30	\$ 14.22	\$ 1.85	\$ 17.00	Jan. 1, 2022
Daily (more than 4 hours) Prime - daily rate	\$ 67.70	\$ 8.80	\$ 76.50	\$ 71.09	\$ 9.24	\$ 81.00	Jan. 1, 2022
Hourly (up to 4 hours) Non-Prime - per hour	\$ 7.22	\$ 0.94	\$ 8.16	\$ 7.58	\$ 0.99	\$ 9.00	Jan. 1, 2022
Daily (more than 4 hours) Non-Prime - daily rate	\$ 36.11	\$ 4.69	\$ 40.80	\$ 37.92	\$ 4.93	\$ 43.00	Jan. 1, 2022

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Farmers Market Fees***

A farmer's market was established in the summer of 2021. The existing market rates and fee structure was created and includes a flat fee per stall for a full season, a membership insurance fee and a fee for a temporary vendor fee.

Underlying data is not available to do a standard unit cost approach. The approach was to review the market fees for other Niagara municipalities that offer a farmers market to ensure that the recommended fees are fair and reasonable. However, it should be noted that there are many variables that impact fees across the Region including the services available, the type of market (indoor/outdoor), the number of days that the market is open, the availability of hydro to name but a few.

### ***Farmers Market Existing and Calculated Fees***

<b>Farmer's Market</b>	<b>Existing fee</b>		<b>Calculated Fees</b>	
Full Season Registration	\$	200.00	\$	250.00
Membership/Insurance	\$	35.00	\$	35.00
Temporary Vendor Fee	\$	25.00	\$	31.00



---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Legislation/Regulations—Cemetery User Fees***

- The *Funeral, Burial and Cremation Services Act (FBCSA)*, 2002, O. Reg. 30/11 requires that every operator of a cemetery provide a price list of all the supplies and services prior to entering into a contract for the purchase of interment rights and interment of any human remains.
- Many processes specific to the sale of interment rights, memorial installations and cemetery services are regulated by this Act.
- Cemeteries are a perpetual responsibility. **Care and Maintenance Funds** have been mandated by Provincial Legislation since 1955 in an effort to ensure that funds are available in perpetuity to maintain cemeteries once they are deemed to be full. Unfortunately, in many cases, Cemetery Care and Maintenance Funds are inadequate. This reality exists for several reasons. It is most likely that any cemetery established before 1955 has inadequate funds. Before 1955, cemeteries were not required to collect an annual care and maintenance fee from lot owners.
- In accordance FBCSA and O. Reg. 30/11 and 184/12 there is a prescribed amount or percentage of the purchase price of all interment and scattering rights sold, transferred, assigned or permitted; and a prescribed amount for monuments and markers to contribute into a Care and Maintenance Fund. The purchase of lots requires that 40% of the prescribed be transferred to a care and maintenance fund and for niche sales 15% of the prescribed fee be transferred. Interest earned from the Care and Maintenance Fund is used to provide care and maintenance of lots, plots, markers and monuments at the cemetery.
- Monument care and maintenance is prescribed by section 30 of the *Cemeteries Act*.

## *Township of West Lincoln—Comprehensive Study of Fees & Charges*

### *Operating Revenues and Expenditures—Cemeteries*

- The Township is operating its cemetery operations through fee revenues and taxpayer contributions.
- The following provides a summary of the Actual Revenues and Expenditures from 2017-2020.

Revenues	Actuals 2017	Actuals 2018	Actuals 2019	Actuals 2020
Cemetery Plot Sales	\$ 7,358	\$ 3,600	\$ 5,400	\$ 8,550
Foundation Layout Fee	\$ -	\$ 5,154	\$ 3,734	\$ 10,062
Donations	\$ 372	\$ -	\$ -	\$ -
Misc Revenues	\$ -	\$ -	\$ -	\$ 619
Transfer from Cemetery	\$ -	\$ -	\$ -	\$ 19,594
<b>Total Revenues</b>	<b>\$ 7,730</b>	<b>\$ 8,754</b>	<b>\$ 9,134</b>	<b>\$ 38,825</b>
Expenditures	Actuals 2017	Actuals 2018	Actuals 2019	Actuals 2020
Salaries & wages	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -
Software Fees	\$ -	\$ -	\$ -	\$ -
Misc Expenses	\$ 23,826	\$ 24,071	\$ 13,815	\$ 40,084
Tree Planting Program	\$ -	\$ -	\$ -	\$ -
Contracted Services	\$ 45,704	\$ 50,281	\$ 55,739	\$ 57,126
Contribution to Cemetery	\$ 5,000	\$ 2,000	\$ 9,000	\$ 15,000
<b>Total Expenditures</b>	<b>\$ 74,530</b>	<b>\$ 76,351</b>	<b>\$ 78,554</b>	<b>\$ 112,209</b>
<b>Net Balance</b>	<b>(\$66,800)</b>	<b>(\$67,597)</b>	<b>(\$69,420)</b>	<b>(\$73,384)</b>

- From 2017-2020, there was a taxpayer contribution ranging \$66,800-\$73,384 annually.
- Recommendations have been made to increase fees to better align with peer municipalities and introduce a non-resident premium charge.
- The majority of the expenditures in the cemetery operations are related to contracted services.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Key Findings and Observations—Cemeteries***

- The Township of West Lincoln is responsible for the maintenance and operation of 20 cemeteries.
- The Township offers traditional casket burials for full-body funerals and cremation interments.
- The majority of services are contracted out, including burials to an independent contractor. The prices of these services had not been included in the Township’s fee schedule. These have been included in accordance with the Act. A recommendation has also been made to add a 10% administrative fee to the contracted foundation and marker burial charges. Also, staff costs to layout the site have been included.
- Currently, the Township does not charge military veterans a lot fee. Consistent the practice in other jurisdictions, it is recommended that the lot fee continue to be free, however, with a care and maintenance fee to offset the future cost of maintaining the site.
- Fees for lot sales are the lowest in Niagara Region for traditional lots. In 2021, the traditional lots were sold at a fee 44% lower than the Niagara average. As this is a taxpayer subsidized service, increases to the cemetery fees are recommended.
- The Township has only one size for lot sales (traditional or cremated remains). Future opportunities may exist to create different size lots.
- Many municipalities charge a resident and a non-resident fee to reflect the fact that cemeteries are subsidized by taxpayers. The implementation of a non-resident fee is recommended, consistent with the practice in Fort Erie, Lincoln, St. Catharines, Grimsby, Thorold, Niagara-in-the-Lake, Pelham and Wainfleet. A 50% premium is recommended for non-residents. To provide transparency in the definition of a resident, the following provides the recommended definition for resident:
  - Resident means a person residing in the Township of West Lincoln or a person who is a taxpayer in the Township of West Lincoln and includes a person who has moved from the Township of West Lincoln directly into an institution established under the Retirement Homes Act.

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Cemetery Existing and Calculated Fees

Schedule "A" to By-law 2013-76 SCHEDULE OF FEES						Schedule "A" Calculated SCHEDULE OF FEES				
	LOT	C&M	COST	HST	TOTAL	LOT	C&M	COST	HST	TOTAL
<b>RESIDENT</b>										
Single Grave (4' x 10' lot)	\$ 450.00	\$ 300.00	\$ 750.00	\$ 97.50	\$ 847.50	\$ 810.00	\$ 540.00	\$ 1,350.00	\$ 175.50	\$ 1,525.50
Cremation (4' x 10' lot)	\$ 450.00	\$ 300.00	\$ 750.00	\$ 97.50	\$ 847.50	\$ 810.00	\$ 540.00	\$ 1,350.00	\$ 175.50	\$ 1,525.50
<b>NON-RESIDENT</b>										
Single Grave (4' x 10' lot)	\$ 450.00	\$ 300.00	\$ 750.00	\$ 97.50	\$ 847.50	\$ 1,215.00	\$ 810.00	\$ 2,025.00	\$ 263.25	\$ 2,288.25
Cremation (4' x 10' lot)	\$ 450.00	\$ 300.00	\$ 750.00	\$ 97.50	\$ 847.50	\$ 1,215.00	\$ 810.00	\$ 2,025.00	\$ 263.25	\$ 2,288.25
<b>MILITARY</b>										
Single Grave (4' x 10' lot)	No Charge						\$ 540.00	\$ 540.00	\$ 70.20	\$ 610.20
Cremation (4' x 10' lot)	No Charge						\$ 540.00	\$ 540.00	\$ 70.20	\$ 610.20
<b>SERVICES</b> Interment Prices *						<b>SERVICES</b> Interment Prices				
			COST	HST	TOTAL			COST	HST	TOTAL
<b>FULL BURIAL</b>										
Regular Hours			\$ 1,050.00	\$ 136.50	\$ 1,186.50			\$ 1,305.00	\$ 169.65	\$ 1,474.65
Weekend/Holidays			\$ 1,400.00	\$ 182.00	\$ 1,582.00			\$ 1,690.00	\$ 219.70	\$ 1,909.70
<b>CREMATION</b>										
Regular Hours			\$ 300.00	\$ 39.00	\$ 339.00			\$ 450.00	\$ 58.50	\$ 508.50
Weekend/Holidays			\$ 360.00	\$ 46.80	\$ 406.80			\$ 510.00	\$ 66.30	\$ 576.30
<b>INFANT/CHILD</b>										
Regular Hours			\$ 450.00	\$ 58.50	\$ 508.50			\$ 645.00	\$ 83.85	\$ 728.85
Weekend/Holidays			\$ 450.00	\$ 58.50	\$ 508.50			\$ 645.00	\$ 83.85	\$ 728.85
<b>DOUBLE DEPTH</b>										
Regular Hours			\$ 1,400.00	\$ 182.00	\$ 1,582.00			\$ 1,690.00	\$ 219.70	\$ 1,909.70
Weekend/Holidays			\$ 1,800.00	\$ 234.00	\$ 2,034.00			\$ 2,130.00	\$ 276.90	\$ 2,406.90
Cheques are to be made payable to "The Township of West Lincoln"										
<b>SERVICES</b> Foundation Fees						<b>SERVICES</b> Foundation Fees				
		C&M	COST	HST	TOTAL			COST	HST	TOTAL
<b>FOUNDATIONS</b>										
Foundations			\$1 per sq inch	\$ 0.13	\$1.13 per sq inch			\$1.48 per sq inch	\$ 0.19	\$1.67 per sq inch
Flat Marker								\$ 205.00	\$ 26.65	\$ 231.65
<b>DisInterment</b>										
DisInterment								Actual Cost + 10% admin fee		
<b>Corner Markers</b>										
Installation of Corner Markers - each			\$ 25.00	\$ 3.25	\$ 28.25			\$ 25.00	\$ 3.25	\$ 28.25
<b>Care and Maintenance</b>										
Flat Marker over 172 square inches			\$ 50.00	\$ 6.50	\$ 56.50			\$ 100.00	\$ 13.00	\$ 113.00
Upright Marker up to 4 feet			\$ 100.00	\$ 13.00	\$ 113.00			\$ 200.00	\$ 26.00	\$ 226.00
Upright Marker over 4 feet			\$ 200.00	\$ 26.00	\$ 226.00			\$ 400.00	\$ 52.00	\$ 452.00
<b>Miscellaneous</b>										
Charge Out Rate										\$89 per hour
* Interment Charges are currently paid directly to the contractor										

---

*Township of West Lincoln—Comprehensive Study of Fees & Charges*

---

***PUBLIC WORKS***



---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Introduction—Public Works User Fees***

- ***Departmental Staff Interviews:*** Interviews were held with staff to discuss processes involved in each fee recoverable service and the development of work process templates for staff to complete.
- ***Process Mapping:*** Data was collected for each application type, including, time estimates and volume of activity. Process maps were developed for each fee based on information provided by staff. Utilization of time estimates is a reasonable and defensible approach, especially since these estimates were developed by experienced staff members who understand service levels and processes unique to the Township of West Lincoln. The following process was used to develop the process maps:
  - Estimates were prepared based on representative of average times for providing service. Extremely difficult or abnormally simple projects are excluded from the analysis.
  - Estimates provided by staff were reviewed and approved by the Public Works Director and the Manager of Operations.
  - Estimates were also reviewed by the participating divisions.
- ***Fully Burdened Hourly Rate:*** The average fully burdened hourly productive rates, as described earlier in the report were calculated for staff involved in the review process (deducting vacation time, holidays, average sick time, training from total hours). These hourly rates were used to calculate fees.
- ***Operating Costs:*** Data was collected based on the 2021 Operating Budget to identify the indirect and direct costs. All direct and indirect costs were entered into a model to calculate fees.
- ***Fee Calculation:*** The full cost of providing service for each application type was established by applying an activity based costing methodology.

---

## ***Township of West Lincoln—Comprehensive Study of Fees & Charges***

---

### ***Key Findings and Observations—Public Works***

There are relatively few Public Works user fees and limited revenues generated from this Department. The fees include:

- ***Curb and Sidewalk Repair and Driveway Entrances***—These are charged at the actual cost of service for labour. The recommendation is to maintain the actual cost but also include a 10% administrative fee to cover the costs of processing the application, scheduling the work and billing.
- ***Oversize/Overweight Load***—These are fees charged for a single trip, three month or an annual fee. No change is recommended to these fees.
- ***Water Turn on/off***—These fees are upon request by a property owner and there is a charge during business hours and a premium for after hours. These fees have been updated to reflect the actual cost of service on a full cost recovery basis.
- ***Water Other Fees***—There is also a new fee for requests for a same day water read. Currently, public sewer hook-up has a charge of \$70. The recommended fee is to charge based on an actual cost basis plus an administrative fee of 10% as the work involved can vary significantly.
- ***Water on Construction Fees***—There are two charges for water connection construction; a residential and a commercial fee. The fees have been updated with assumptions made on the amount of water consumed and the size of the meter.
- ***Water Meter Fees***—There are fees associated with the installation of water meters of varying sizes. Meters installed by staff 1.5" and under were evaluated based on the cost of the meter and estimated installation time. For meters 2" and above, the fee is for meter only, excluding installation.

## Township of West Lincoln—Comprehensive Study of Fees & Charges

### Public Works User Fees—Existing and Calculated

	West Lincoln Existing 2021 Fees	West Lincoln Calculated 2022 Fees
<b>Public Works Fees</b>		
Engineering reports/standard drawings/studies		\$0.25 per page
Curb & Sidewalk Repair	actual cost	actual cost + 10% admin
Driveway/Entrance	actual cost	actual cost + 10% admin
Culvert Inspection	\$ 55	\$ 150
<b>Oversize/Overweight Load</b>		
Single trip	\$ 50	\$ 50
Three month	\$ 100	\$ 100
Annually	\$ 150	\$ 150
<b>Water Turn on/off</b>		
During normal business hours	\$ 60	\$ 80
After hours	\$ 211	\$ 240
<b>Water Other Fees</b>		
Water Same Day Read	N/A	\$ 100
Public Sewer Hook-up	\$ 70	actual cost + 10% admin
<b>Water on Construction Fees</b>		
Residential	\$ 250	\$ 290
Non-Residential	\$ 400	\$ 490
<b>Water Meter Fees</b>		
Installation of New 5/8" Meter (includes installation)	\$ 434	\$ 540
Installation of New 3/4" Meter (includes installation)	\$ 495	\$ 600
Installation of New 1" Meter (includes installation)	\$ 602	\$ 720
Installation of New 1.25" Meter (includes installation)	\$ 602	\$ 720
Installation of New 1 1/2" Meter (includes installation)	\$ 935	\$ 1,090
Installation of New 2" Meter (excludes installation)	\$ 1,108	\$ 1,220
Installation of New 3" Meter (excludes installation)	\$ 4,126	\$ 4,540
Installation of New 4" Meter (excludes installation)	\$ 5,300	\$ 5,830
Installation of New 6" Meter (excludes installation)	\$ 8,139	\$ 8,950
Installation of New 8" Meter (excludes installation)	\$ 11,487	\$ 12,640
Installation of New 3/4" Service (Meter not included)	\$ 1,510	actual cost + 10% admin



---

**Township of West Lincoln—Comprehensive Study of Fees & Charges**

---

**Public Works User Fees—Existing and Calculated**

Staff and Equipment Charge Out Rates	West Lincoln Existing	West Lincoln Proposed
<b><u>Vehicles</u> *</b>	per hour	per hour
Pick Up	\$ 7.00	\$ 29.00
Grader	\$ 45.00	\$ 86.45
Tandem	\$ 45.00	\$ 91.90
One Ton	\$ 15.00	\$ 35.25
Backhoe	\$ 35.00	\$ 57.80
Van	\$ 7.70	\$ 29.00
<b><u>Employees</u></b>	per hour	per hour
Truck Driver	\$ 34.41	\$ 51.31
Backhoe Operator	\$ 35.63	\$ 60.47
Grader Operator	\$ 35.63	\$ 60.47
Water & Wastewater Operator	\$ 35.63	\$ 60.47
Engineering hourly chargeout rate	\$ 93.00	\$ 96.00

**Notes**

\* Ontario Provincial Standard Specification, Schedule of Rental Rates