



Recreation & Parks Rates and Fees Strategy

Town of Halton Hills

Final Draft Report

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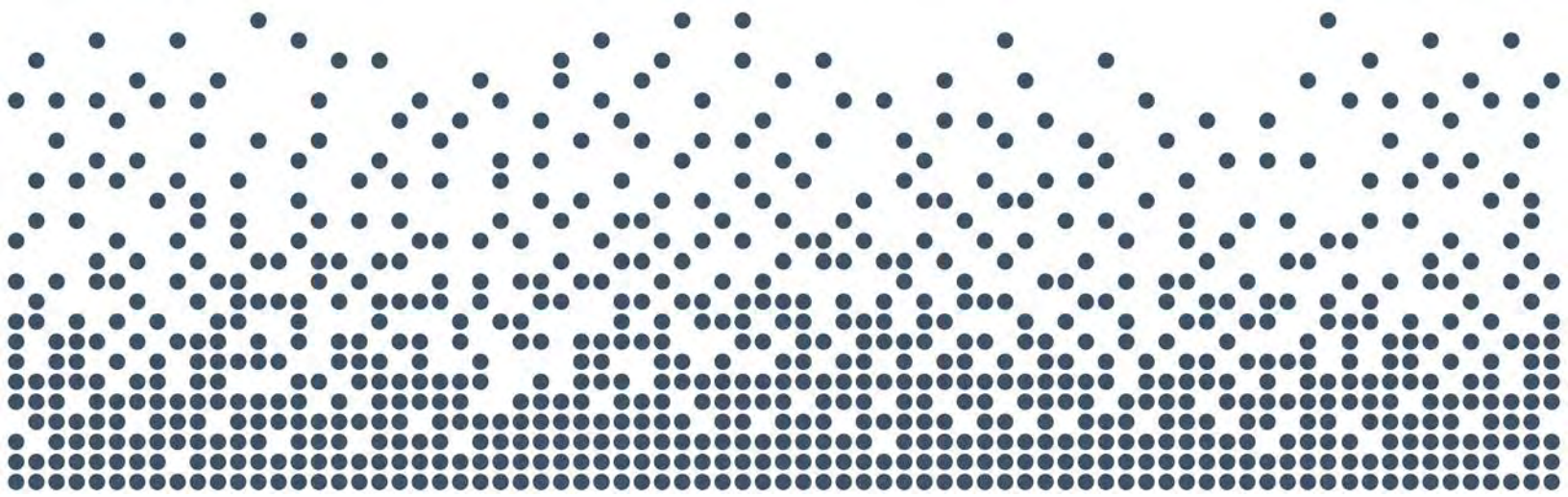
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Report



Chapter 1

Introduction



1. Introduction

1.1 Background

Watson & Associates Economists Ltd. (Watson) was retained by the Town of Halton Hills (Town) to undertake a Recreation & Parks Rates and Fees Strategy.

Municipalities are empowered by Part XII of the *Municipal Act*, 2001 to impose fees and charges for the recovery of municipal services provided or for the use of municipal property. As such, this forms the statutory basis for municipalities to impose user fees for recreation and parks services.

Watson has worked with the Town in undertaking their Planning Application User Fees Review in 2017, and while there are some similarities in costing recreation and parks user fees compared with processing user fees (e.g. planning fees) there are some notable differences. The primary difference is that full cost recreation and parks user fees should be designed to recover programming, operations and maintenance costs, as well as capital replacement costs. These capital replacement costs are more significant for recreation and parks services when compared to other municipal services e.g. application processing user fees. Moreover, in undertaking the Recreation & Parks Rates and Fees Strategy, balance should be sought between the recovery of these fixed capital-related costs and maximizing the utilization of services. With respect to other municipal user fees, the fee design may be intended to economize or ration service usage. These fixed cost recovery aspects of recreation and parks user fees is an important consideration in developing the ultimate fee design because cost recovery must be balanced with service utilization to prevent the downward spiral of price-induced reductions in service utilization leading to reduced cost recovery.

The key objectives of the Rates and Fees Strategy are:

1. Establish the full costs of service using an activity-based costing methodology
2. Develop a Recreation and Parks User Fee Policy Framework
3. Make fee recommendations to maximize cost recovery while having regard for legislation, policy recommendations, and input from the general public and staff

A further objective that was pertinent to the above objectives was the directive to consider the nexus of levels of subsidy provided for services and the associated



community benefit of providing those services. This directive is embraced in the Recreation & Parks Strategic Plan, whereby it is recommended that the Town move away from the current market approach of setting fees to appropriate cost recovery thresholds grounded in the “public good”. This recommendation has been embraced in this review through the use of the Pyramid Methodology, which is described in more detail in Section 3.2.

1.2 Study Process

The study process that has been followed in undertaking the Recreation & Parks Rates and Fees Strategy is presented below:

1. Fee Categorization and Model Development – January-July, 2019
2. Focus Group Meeting* – April 23, 2019
3. Public Open House* – April 30, 2019
4. Community Survey* – April 25 – May 16, 2019
5. Review Preliminary Costs – May 21, 2019
6. Review Draft Policy Framework – June 14, 2019
7. Preliminary Findings and Recommendations – July 16, 2019
8. Focus Group/Open House* – September 24, 2019
9. Presentation to Senior Management Team (SMT) – January 15, 2020
10. Presentation to Council – February 10, 2020

*Denotes component of Public Engagement Strategy

1.3 Legislative Context for Recreation & Parks Rates and Fees Review

The Municipal Act, 2001, came into force January 1, 2003. Part XII Fees and Charges, gives municipalities the statutory authority to recover the costs of services, including capital, through by-law. The following subsections provide reference to the relevant statutory provisions of the *Municipal Act* and associated regulation.

1.3.1 *Municipal Act – Part XII*

“By-laws re: fees and charges



391. (1) Without limiting sections 9, 10 and 11, those sections authorize a municipality to impose fees or charges on persons,
- (a) for services or activities provided or done by or on behalf of it;
 - (b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
 - (c) for the use of its property including property under its control.

Local board

- (1.1) A local board may impose fees or charges on persons,
- (a) for services or activities provided or done by or on behalf of it;
 - (b) for costs payable by it for services or activities provided or done by or on behalf of any municipality or other local board; and
 - (c) for the use of its property including property under its control.

Deferred benefit

- (2) A fee or charge imposed for capital costs related to services or activities may be imposed on persons not receiving an immediate benefit from the services or activities but who will receive a benefit at some later point in time.

Costs related to administration, etc.

- (3) The costs included in a fee or charge may include costs incurred by the municipality or local board related to administration, enforcement and the establishment, acquisition and replacement of capital assets.”

The above referenced sections of the *Municipal Act* indicate that it is permissible for municipalities to impose user fees for the recovery of administration, operating and capital costs associated with services that are provided either directly or on its behalf. Section 391 of the *Municipal Act* does not define a methodology for calculating a user fee or charge, as such, fees and charges may be determined at the reasonable discretion of Council following some general restrictions.



“Restriction, poll tax

393. No fee or charge by-law shall impose a poll tax or similar fee or charge, including a fee or charge which is imposed on an individual by reason only of his or her presence or residence in the municipality or part of it.

Restriction, fees and charges

394. (1) No fee or charge by-law shall impose a fee or charge that is based on, is in respect of or is computed by reference to:
- (a) the income of a person, however it is earned or received, except that a municipality or local board may exempt, in whole or in part, any class of persons from all or part of a fee or charge on the basis of inability to pay;
 - (b) the use, purchase or consumption by a person of property other than property belonging to or under the control of the municipality or local board that passes the by-law;
 - (c) the use, consumption or purchase by a person of a service other than a service provided or performed by or on behalf of or paid for by the municipality or local board that passes the by-law;
 - (d) the benefit received by a person from a service other than a service provided or performed by or on behalf of or paid for by the municipality or local board that passes the by-law; or
 - (e) the generation, exploitation, extraction, harvesting, processing, renewal or transportation of natural resources.”

Adopting a fees and charges by-law, under Part XII, does not require a public process. Public process may be prudent for the situation or a requirement of the municipality’s procedural by-law. A fees and charges by-law cannot be appealed to the Local Planning Appeals Tribunal on the grounds that the fees or charges are unfair or unjust. However, they may be challenged in court on the basis that the municipality is not operating within its statutory authority.



1.3.2 Ontario Regulation 584/06

Ontario Regulation 584/06 governs the fees and charges provision of the *Municipal Act*. The fees and charges regulation was revised in 2006 by the *Municipal Statute Law Amendment Act*. The regulation in its present form is less prescriptive than its predecessor. The previous regulation (i.e. O.Reg. 244/02) limited by-laws for water and waste services to a 1-year period, required public process notification and meetings to substantiate any charges and expressly limited any charges to the costs of service. Furthermore, the previous restrictions whereby a municipality did not have the power to impose fees or charges under Part XII of the Act relating to the allocation of sewage and water capacity have been removed. These changes to the fees and charges regulation provide municipalities with greater flexibility in determining its use.

It should be noted that in applying Section 391 of the *Municipal Act* for the recovery of capital costs a municipality must have regard for the associated regulation. Section 2(1) of the regulation indicates that a fee under the Act cannot be imposed to recover capital costs that are also included in a development charge or front-ending agreement which is in effect before the composition of the fee. This clause is provided to avoid a duplication of fees and charges for the same works. As the costs being considered within the Recreation & Parks Rates and Fees Strategy are predominantly for operating costs, and capital-related costs related to replacement capital needs which are ineligible for funding under the *Development Charges Act*, no duplication in cost recovery exists.



Chapter 2

Activity Based Costing Methodology



2. Activity Based Costing Methodology

2.1 Methodology

An Activity-Based Costing (A.B.C.) methodology, as it pertains to municipal governments, assigns service effort and associated costs from all participating Town business units to the appropriate user fee service categories. One of the service channels provided by municipalities is recreation and parks services.

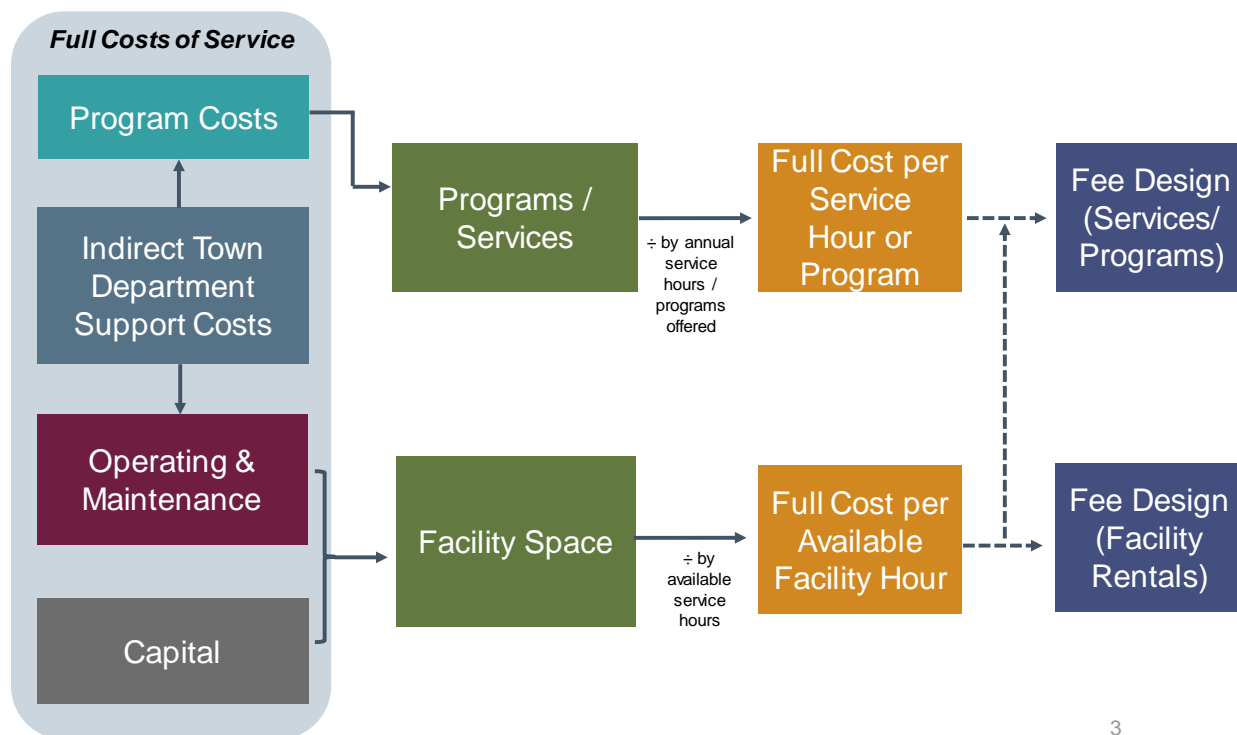
As illustrated in Figure 2-1, an A.B.C. methodology attributes effort and associated costs from all participating municipal departments to the appropriate programs and services offered by the Town. The resource costs attributed to programs and services include direct operating costs (program and operating and maintenance costs), indirect Town department support costs, and capital costs. Indirect Town department support costs are allocated to direct departments according to operational cost drivers (e.g. information technology costs allocated based on the relative share of departmental personal computers supported). Once support costs have been allocated amongst direct departments, the accumulated costs (i.e. indirect, direct, and capital costs) are then distributed across the various programs and services, based on the department's direct involvement in the delivery of services.

The assessment of each department's direct involvement in providing services was accomplished through working sessions with Town staff to understand the service areas supported by various sub-departments within the Town's recreation and parks budget. The results of employing this costing methodology provides municipalities with a better recognition of the costs utilized in delivering services, as it acknowledges not only the direct costs of resources deployed but also the operating and capital support costs required by those resources to provide services.

The following sections of this chapter review each component of the A.B.C. methodology as it pertains to the Town's Recreation & Parks Rates and Fees Strategy.



Figure 2-1
Activity Based Costing Conceptual Cost Flow Diagram



3

2.2 User Fee Category Definition

A critical component of the full cost fees review is the selection of the recreation and parks costing categories. This is an important first step as the subsequent costing is based on these categorization decisions. These categorization decisions will allow for the full cost of service to be assessed. The costs include the direct costs of designing and delivering programs and the costs of operating and maintaining the capital assets (e.g. facilities) the programs are provided through, as well as other indirect and capital replacement costs.

The fee categorization process occurred at that outset of the assignment through working sessions with Town staff. These working sessions were attended by representatives from the Town's recreation and parks service channels. Each individual service or facility or components of facilities were costed individually. These services were then grouped into the following categories for reporting and communication in the public engagement strategy:



- **Fitness Classes**
 - Aqua Fitness
 - Fitness Classes
- **Sports Instruction**
 - Private Swim Lessons
 - Semi-Private Swim Lessons
 - Dance
 - Recreational Sports
- **Health and Wellness**
- **Leadership and Certification Programs**
 - Advanced Lifesaving
 - First Aid
 - Halton Hills Lifeguard Club
- **Facility Rentals (Including Sports fields)**
 - Ice Rentals
 - Floor Rentals
 - Pool Rentals
 - Meeting Rooms
 - Halls (Including the Halton Hills Cultural Centre)
 - Other Facility Space
 - Ball Diamonds
 - Sports fields
 - Parks
- **Camp Programs**
- **Aquatic Instructions**
 - Group Learn to Swim Lessons
- **Drop-In Programs**
 - Public Skating
 - Public Swimming
- **Miscellaneous Programs**

2.3 Direct Costs

Sub-departments within the Town's recreation and parks budget were categorized as either indirect support costs where the costs support a range of programs or facilities



(e.g. Recreation and Parks Admin), or direct service sub-departments where the programs or facilities associated with the budget sub department can be identified (e.g. Gellert Community Centre Programs). Indirect recreation and parks costs were then allocated to direct service sub departments based on drivers of cost established through review with Town staff.

Total costs (including indirect recreation and parks costs) refer to the direct costs of providing programs and services as well as operating and maintaining capital assets used to provide services (e.g. facilities), indirect Town department support costs, and capital replacement costs.

The design and detail of the Town's 2019 Operating Budget allowed for the direct programming costs and operating and maintenance costs to be closely aligned with each of the individual services being provided.

Program Costs

Once budget sub-departments had been aligned to program and services, costs were first allocated based on the relative share of program hours, and further adjusted based on the intensity of staff involvement between types of service offered and where operating budget cost objects allowed for a more detailed assignment of costs (e.g. "1171 PT Wages – Aquafit" allocated to Aquafit programs only.) The resulting per hour costs of programming were then reviewed by staff for reasonableness with further adjustments being required to reflect actual delivery of service.

Operating and Maintenance Costs

Operating and Maintenance costs are budgeted separately for each Town facility. These costs were then allocated to the programmable components of each facility (e.g. pools, arena, community spaces) based on the share of annual facility space utilized and the relative operating and maintenance costs per square foot (sq.ft.) provided by staff. This approach allows for a greater share of operating and maintenance costs to be allocated to facility spaces driving a greater share of those costs (e.g. pools vs. community spaces).



2.4 Indirect Cost Functions and Cost Drivers

An A.B.C. review includes both the direct service cost of providing service activities as well as the indirect support costs that allow direct service departments to perform these functions. The method of allocation employed in this analysis is referred to as a step-down costing approach. Under this approach, support function and general corporate overhead functions are classified separate from direct service delivery departments. These indirect cost functions are then allocated to direct service delivery departments based on a set of cost drivers, which subsequently flow to user fee costing categories based on the allocation of direct costs described in Section 2.3. Cost drivers are a unit of service that best represent the consumption patterns of indirect support and corporate overhead services by direct service delivery departments. As such, the relative share of a cost driver (units of service consumed) for a direct department determines the relative share of support/corporate overhead costs attributed to that direct service department. An example of a cost driver commonly used to allocate information technology support costs would be a department's share of supported personal computers. Cost drivers are used for allocation purposes acknowledging that these departments do not typically participate directly in the provision of a service, but that their efforts facilitate services being provided by the Town's direct departments.

The indirect support and corporate overhead cost drivers used in the fees model was first developed for the Town's 2017 Planning Application User Fee Review and reflects accepted practices within the municipal sector by municipalities of similar characteristics.

2.5 Capital Costs

The inclusion of capital costs within the full cost calculations follows a methodology similar to indirect costs. The annual replacement value of assets commonly utilized to provide direct department services has been included to reflect capital costs of service. The replacement value approach determines the annual asset replacement value over the expected useful life of the respective assets. This reflects the annual depreciation of the asset over its useful life based on current asset replacement values using a sinking fund approach. This annuity is then allocated across to the components of the capital assets to be incorporated in the calculation of the full cost of service (programs provided through capital assets or facility rentals).



Asset replacement costs and useful life estimates have been taken from the Town's ongoing Asset Management Plan and 2017 Development Charges Background Study.



Chapter 3

Recreation & Parks User Fee Policy Framework



3. Recreation & Parks User Fee Policy Framework

3.1 Introduction

A key component of the Recreation & Parks Rates and Fees Strategy was the development of a Recreation & Parks User Fee Policy Framework. This framework was developed to inform the current and future study processes as well as the proposed fee recommendations that have been made.

The main components that have been considered in formulating the policy framework are:

- Pyramid Methodology;
- Outcomes from Public Engagement Strategy; and
- Municipal Policy Research

The process of engaging the public and seeking their input throughout the review has been undertaken to inform the various community benefits and the levels of community benefit received from services and programs offered

A detailed summary of the findings and results from the public engagement strategy and municipal policy research are provided in Appendix A and B respectively to this report.

3.2 Pyramid Methodology

The Town has selected to use the Pyramid Methodology to determine its cost recovery and subsidy allocation philosophy. The first step in using the methodology is to align the services offered with the Town's values, vision, and mission. The next step requires assessing the services through a series of filters. The filters from the methodology are:

- Benefits – who receives the benefit of the service
 - Access or type of service – is the service available to everyone equally or are there factors that restrict participation;
 - Organizational responsibility – is it an organization's responsibility or legal requirement to provide the service;
 - Historical expectations
-



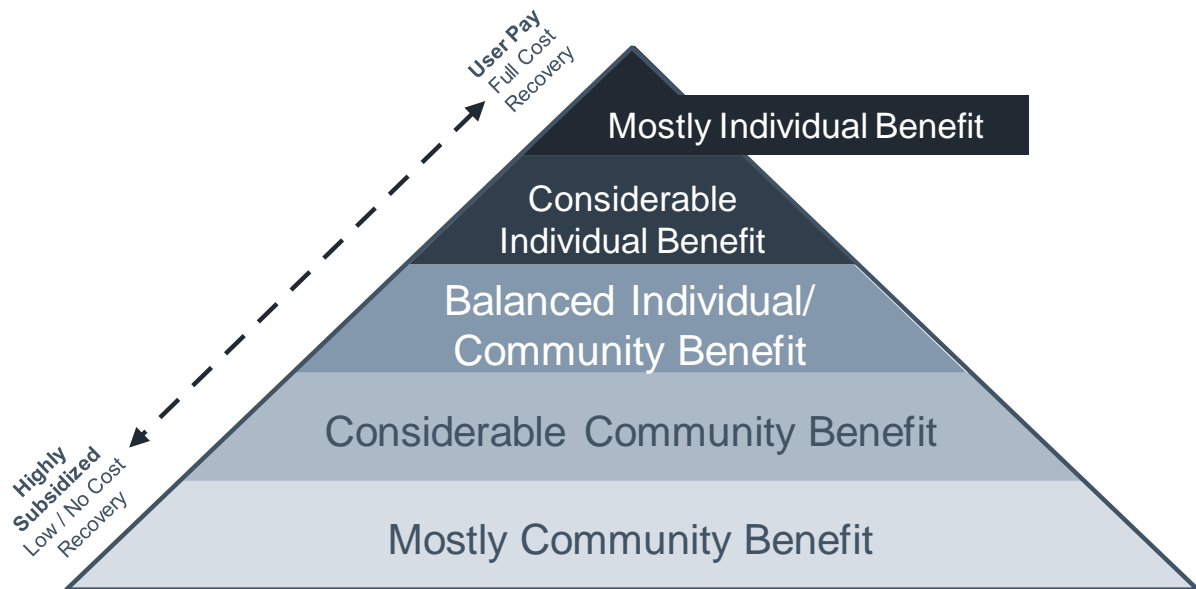
- Anticipated impacts – what is the expected effect on existing resources, other users, environment; and
- Social value.

Applying the filters to each service/fee is not a requirement of the Pyramid Methodology. Instead, services may be put into categories based on characteristics and the filters are then applied to each category. The various categories are then sorted into a pyramid (Figure 3-1). Based on the Pyramid Methodology's benefits filter, the level of subsidy is directly proportional to the level of community benefit provided by a service. In other words, services which provide no community benefit would not be subsidized while those that provide no individual benefit would be fully subsidized. The base of the pyramid would have the services which provide community benefit, fully subsidized. At the top of the 5-level pyramid, would be those services that only provide individual benefit, and no subsidy from property taxes.

The next step would be to define direct and indirect costs then proceed to determine the current costs of service, cost-recovery levels/subsidy levels. When this is complete, the municipality will then establish the cost-recovery/subsidy goals, deal with any influential factors or considerations e.g. trends, economic conditions, and implementation. The final step in the methodology is evaluation. This step includes activities such as benchmarking future financial performance, justify the price of new services, shifting the subsidy where it is needed the most, etc.



Figure 3-1
Pyramid Methodology



3.3 Public Engagement Strategy

The three main areas of public engagement that have been or will be undertaken include:

1. Focus Group Meeting

- The intent of the focus group was to first provide background information on the objectives of the fee review, the study process, methodology, and the public engagement plan. This was followed by identifying the area of focus for the session, i.e. Community Benefits of Recreation and Parks Services.
- The focus group consisted of a broad cross section of Recreation and Parks users and detailed feedback on community benefits was solicited through facilitated group exercises and discussion. Results of the focus group activities were provided back to participants so that they can understand how their input was utilized.

2. Community Survey



- A community survey was run on-line through the “Let’s Talk Halton Hills” website and through hard copies available at Town facilities from April 25, 2019 to May 16, 2019. The purpose of the community survey was to solicit broad feedback on the level of community benefit received from providing different programs and services in general and to specific user groups.
3. Public Open House
- Prior to the commencement of the community survey, a Public Open House was held to promote the launch of the survey and to give the general public an opportunity to better understand the study process, purpose of the fee review, and to ask questions about the community survey.
4. Final Public Open House/Focus Group Session
- A final public open house/focus group session will be held to present the findings of the Recreation and Parks Rates and Fees Strategy and how the feedback from the public engagement strategy was utilized in forming those findings.

3.4 Municipal Policy Research

3.4.1 Introduction

To facilitate the development of the policy framework, the user fees policies and cost recovery practices of the City of Burlington, Town of Milton, Town of Oakville, City of Mississauga, City of Guelph, City of Brampton, Town of Erin, and the City of Toronto, were surveyed and reviewed. One area of interest was to understand the methodologies used by the different municipalities to determine cost recovery and subsidy allocation.

Some of the municipalities surveyed have a user fee policy which may be limited to parks and recreation fees or deals with all the services offered by that municipality. For the municipalities without user fee policies, their master planning documents highlight the need to conduct comprehensive user fee reviews and develop subsidy/assistance policies or signal the intention to develop one in the future.



3.4.2 Key Themes/Summary of Findings

User fees can be levied for services for which the benefitting party is an identifiable individual or business (entity). Most municipalities consider the type of good or service (public/private/mixed) and the associated benefitting parties to determine if the service should be funded from user fees as well as the degree of subsidization from property taxes. The level of cost recovery is determined by the degree to which the service benefits only the identifiable entity. In other words, a service for which 100% of the benefit accrues to the individual would be a candidate for full cost recovery whereas a service that benefits the individual and the public would not recover its full cost. A service that benefits the general public or community would be fully subsidized. The level of subsidy would be determined by the amount of public benefit.

Community Engagement and Benefit Analysis

The decision matrices used by the Town of Oakville and the City of Toronto are provided in the report in Appendix B. It is worth noting that the user fee policies do not prescribe a method of assessing benefit or specify the level of community engagement in the process. In the case of Oakville, any council report regarding new fees would need to show the public was consulted on the matter. The same would also apply in Toronto although the method of consultation is left to the division heads to decide on. Some municipalities conduct this analysis for each service (e.g. swimming programs, ice time, etc.) they offer while others have undertaken this analysis at a higher level (e.g. subsidy level for recreation as a whole).

Market Fees

In addition to the benefit analysis, user fee policies also include provisions to consider market fees (e.g. policies for Toronto, Oakville, etc.). Where the municipality provides a service that is similar to services provided by the private sector, under competitive market conditions, the user fees should be in line with prices charged in the private sector. In the event that the user fees do not achieve an appropriate level of cost recovery, the service provided by the municipality should be reviewed to determine its feasibility. From the policies of municipalities surveyed, user fees must be compared annually to the prices charged in the private sector to ensure/maintain competitiveness. Charging more than the prevailing market fees may result in undesired decreases to utilization rates. Charging less than market prices is also not desirable as it may induce



demand that otherwise did not exist. As such, user fees for parks and recreation services help the municipality allocate scarce resources to those services for which true versus induced demand exists. Market analysis or benchmarking is another commonly used tool by municipalities when setting recreation rates and fees. At present, the Town along with Erin, Burlington, and Brampton utilize this approach.

Full Cost Definition

Municipalities are generally aware of the need to recover the full costs (direct, indirect, and capital) of services and recognize user fees as a useful funding source. A majority of the municipalities included capital costs in the definition of full costs. The policies for the Town of Oakville, City of Mississauga, and City of Toronto require that full costs of service, including capital costs, be used as a starting point for all user fee considerations. The full cost of providing a service would be the starting point for setting user fees regardless of whether the full cost will be recovered. For the municipalities without user fee policies, in most cases, their master plans specify that the full costs of service would need to be considered as part of a user fees review. One exception to this is the Town of Caledon which considers only direct and indirect expenses in its user fee/subsidy policy.

Cost Recovery Policies

There is also a recognition that 100% cost recovery, although ideal, may even be undesirable as it may conflict with the municipality's other objectives. The goal of the user fee policy then is to achieve multiple objectives including transparency, fairness and equity, and balancing cost recovery with other policy objectives such as affordability considerations. A user fee policy provides a framework/process through which a municipality ensures that it is maximizing the level of cost recovery while simultaneously achieving its other objectives.

Assistance Programs

Another common thread in the documents reviewed is the recognition by municipalities that user fees may adversely affect the ability of low-income residents to access recreation services. Based on this, most municipalities offer assistance programs to mitigate the impact on access to services. Assistance programs are limited to residents of a municipality. In addition to providing proof of residency, applicants would need to show they meet the income threshold, typically Statistics Canada's Low-Income Cut-off,



or a recently relocated refugees. The assistance typically takes the form of a fixed amount subsidy which a recipient can apply to the recreation program of his or her choice, subject to few exceptions. It is notable that in some municipalities, this amount is not indexed annually even as the municipality's fees have increased.

The user fee policy and assistance programs, where available, are provided and organized by municipality in the remainder of the document.

3.5 Recreation & Parks User Fee Policy Framework Summary

3.5.1 Community Benefits

The list of community benefits to be used in the Study and community survey was refined based on focus group input to include:

- Enhances social wellbeing, especially for youth and seniors
- Develops healthy youth lifestyles and positive choices
- Builds and maintains strong families and communities
- Helps people connect with nature
- Provides economic benefits
- Develops life skills and leadership
- Builds and maintains healthy lifestyles
- Provides equal access to services

The above list was developed through discussion of a preliminary draft list of community benefits, focusing on what were the most important community benefits and the perceived meanings for use in the community survey.

3.5.2 Public Engagement Themes

The following themes were identified from the activities undertaken with the focus group and the community survey results. Further detail and background information can be found in Chapter 2 and 3 of Appendix A of this report.:



#1 – Level of cost recovery should be aligned with community benefits (agreement with proposed pyramid methodology)

#2 – Fee discounts should be based on ability to pay, i.e. current assistance programs (agreement with current policies)

#3 – Affordability of facility and sports field rentals for third-party programming with high levels of volunteer involvement should be considered

#4 – The type of program offered was more indicative of the level of community benefit than the user group benefiting from the service

- Where higher levels of community benefit were attributed to user groups, youth and seniors user groups were identified
- Strong support shown for non-resident fees

3.5.3 Community Benefit Assessment – Pyramid Methodology

Based on the findings of the public engagement strategy, including feedback from the Focus Group meeting and the community survey results, the user fee categories (as defined in Section 2.2) have been assessed in terms of the level of perceived community benefit (i.e. Pyramid Methodology). The findings, which are illustrated in Figure 3-2 indicate that the highest level of community benefit was assessed for drop-in programs (e.g. swimming and skating), camp programs (e.g. children's summer and march break camps), aquatic programs (e.g. group learn to swim lessons), and any programming offered to children and youth. On the other end of the spectrum, the services that were identified to have the highest individual benefit and therefore should receive very little cost subsidy include fitness classes (e.g. Zumba and Aquafit), sports instruction (e.g. dance, private and semi-private swim lessons), and health and wellness classes (e.g. Yoga and Tai Chi).



Figure 3-2
Community Benefits Assessment

MOSTLY INDIVIDUAL BENEFIT
Fitness Classes
Sports Instruction
CONSIDERABLE INDIVIDUAL BENEFIT
Health and Wellness
BALANCED INDIVIDUAL/COMMUNITY BENEFIT
Leadership and Certification Programs
Facility Rentals (Including Sportsfields)
Seniors
CONSIDERABLE COMMUNITY BENEFIT
Camp Programs
Children and Youth
Aquatic Programs
MOSTLY COMMUNITY BENEFIT
Drop-In Programs

3.5.4 Recreation & Parks User Fee Policy Framework Principles

Based on the Municipal Policy research presented in Section 3.4, the following Recreation & Parks User Fee Policy Framework principles are proposed to guide future recreation and parks user fee reviews and decisions.

- Full cost of service be assessed (direct, indirect Town department support, and capital replacement);
- Community vs. individual benefit assessment by program;



- Ensure accessibility and affordability of services;
- Consider variable pricing to balance utilization and maximize revenue;
- Consider market fees for services offered by private sector or neighboring municipalities;
- Non-resident charges should be considered where not administratively onerous to do so;
- Engage public in consultation as part of user fee reviews to ensure transparency;
- User fees to be reviewed annually as part of budget process; and
- Comprehensive review of costing model and policy every 3-5 years



Chapter 4

Review of Demographic, Socio-Economic and Economic Trends and Population Forecast to 2031



4. Review of Demographic, Socio-Economic and Economic Trends and Population Forecast to 2031

4.1 Introduction

One of the deliverables of the Recreation & Parks Rates and Fees Strategy was to undertake a review of Demographic, Socio-Economic and Economic Trends and Population Forecast to 2031. This Chapter provides a summary of the detailed review that can be found in Appendix C to this report. Demographic, socio-economic, and economic trends are used to inform fee recommendations made in Section 6.3, while the population forecast to 2031 has been used to inform forecast costs and revenues to 2031 in Section 6.4.

4.2 Demographic Trends, Socio-Economic and Economic Trends

4.2.1 Demographic Trends (1991-2016)

- Town population grew by approximately 2.2% annually (slower than Halton Region – 2.3% annually)
- Children/Youth (0-19 yrs) and Adult (20-64 yrs) population grew slower than average (1.8% and 2.0% annual growth respectively)
- Seniors (65+) population grew by 4.0% annually
- As population continues to age, population growth will be increasingly reliant on net migration vs. natural increases (i.e. births less deaths)

4.2.2 Socio-Economic and Economic Trends

- **Average Household Income and Prevalence of Low-Income Households:**
 - Average household income in the Town is roughly 8% lower than for Halton Region and 31% higher than the provincial average
 - Average household income increased by 2.8% from 2001-2016 (equal to the increase for the Region) compared to the consumer price index for shelter costs during the same period (2%)



- Prevalence of low-income households (5.2%) is below Halton Region average (8.2%) and the Province (14.4%)
- **Employment Growth**
 - Employment growth from 2001-2016 has exceeded the average growth in the Region of Halton (2.5% vs. 2.2%)
 - At 2016, the Town's unemployment rate was lower than the provincial average (5.2% vs. 5.4%)
 - Currently 50% of Halton Hills employees commute from the Town

4.3 Population Forecast to 2031

This Section reviews the assessment of the long-term population growth potential for the Town of Halton Hills to the year 2031 as provided in detail in Appendix C.

- Population forecast undertaken by major age group in line with Halton Region Best Planning Estimates to 2031
- Population forecast to grow by 2.7% annually
- Majority of growth expected in 2021-2031 period (3.7% annually)
 - Attributable to Vision Georgetown Secondary Plan development
- The Town's population is anticipated to increase by 38% over the forecast period
- Growth within the 0-19 yrs and 20-64 yrs age groups is below the Town average (33% each)
- Growth in the 65+ yrs age group is expected to be well above the Town average (73%)



Table 4-1
2019-2031 Population Growth Rate by Age Cohort

Cohort	Annual Growth Rate	2019-2031 Growth
0-19	2.4%	33.1%
20-34	3.1%	44.7%
35-44	2.7%	37.4%
45-54	1.6%	20.6%
55-64	2.3%	30.8%
65-74	4.5%	68.7%
75+	5.0%	78.7%
Total	2.7%	38.5%
Child/ Youth (0-19)	2.4%	33.1%
Adult	2.4%	33.1%
Senior (65+)	4.7%	72.9%

4.4 Observations

In many respects, the long-term economic and population growth potential of the Town of Halton Hills is largely tied to the success of Halton Region and the Greater Toronto Hamilton Area (G.T.H.A.) as a whole. Many of the largest and fastest growing employment sectors across the G.T.H.A. have also experienced strong growth and expansion over the past several decades in Halton Region. With a robust economy and diverse mix of export-based employment sectors, the G.T.H.A. is highly attractive on an international level to new businesses and investors. In turn, this continues to support steady population and housing growth within the City of Toronto and the G.T.H.A. “905” municipalities, including the Town of Halton Hills, largely driven by international and inter-provincial net migration.

In accordance with relevant provincial, Regional and local planning documents, including the Growth Plan, 2019, and the Region of Halton Official Plan and the Town of Halton Hills Official Plan, the long-term economic outlook for Halton Region and the Town of Halton Hills is very positive. Recent economic and demographic trends across



the broader regional economy further support the relatively strong population and employment growth anticipated for Halton Region and Halton Hills over the next decade and beyond.

Recent trends do not indicate there is an economic environment in the Town that would not support fees within the range of those being provided by neighboring municipalities. As such, where fee recommendations are made to move to the top end of the market comparison or maintain current fees at or above market comparators, these recommendations should be supported by the economic climate.

With regard to the forecast population growth, the Town population is aging. The share of the Town's population within 65+ age group is forecast to increase from 13% in 2016 to 18% in 2031. The aging of the Town's baby boom population (persons born between 1946 and 1964) will continue to drive relative higher population growth rates in the 65+ age group over the next decade. This will continue to influence demand on Recreation & Parks programs and services which cater to this age group.

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Chapter 5

Recreation & Parks Full Cost of Service and Current Cost - Revenue Impacts



5. Recreation & Parks Full Cost of Service and Current Cost-Revenue Impacts

Figure 5-1 documents the Town's annual costs of providing recreation and parks services by cost component. The annual costs reflect the organizational direct, indirect and capital costs associated with providing current service levels. The total costs of service are \$22.5 million. These costs include \$11.2 million in budgeted recreation and parks department costs which are net of \$472,000 funded through grants and transfers from reserves and \$790,000 considered outside the scope of this fee review (e.g. non-recreation and parks Civic Centre costs and Acton Library costs). Parks maintenance costs of \$1.3 million, indirect Town department support costs of \$3.9 million and capital replacement costs of \$6.2 million have also been included.

Figure 5-1
Full Costs of Service (\$22.5 million)

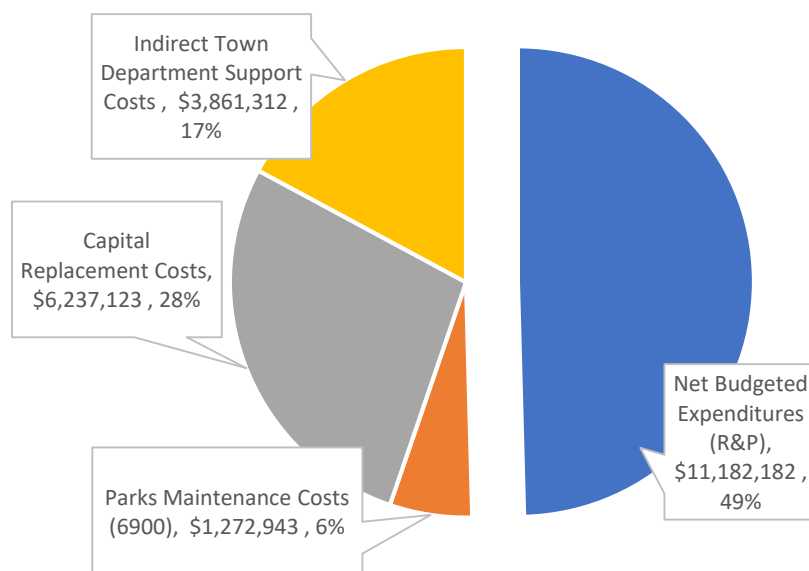


Table 5-1 presents the full cost of service by service category and cost component (i.e. program, operating & maintenance (O&M), capital, and long-term debt). Annual capital lifecycle replacement costs have been reduced to account for long-term debt payments already included in the Town's budget so that total capital costs (i.e. capital replacement costs and long-term debt payments) are equal to the annual capital lifecycle replacement costs of the recreation and parks assets.



Table 5-1
Full Cost of Service (2019\$)

Description	Annual Costs				
	Program	O&M	Capital	Long Term Debt	Total
Aquatic Instructions	881,535	842,684	220,725	-	1,944,944
Camp Programs	596,068	92,452	21,638	9,171	719,329
Fitness Classes	305,510	137,574	36,092	146	479,321
Health and Wellness Classes	182,559	12,179	1,016	-	195,755
Leadership and Certification Courses	270,176	84,267	26,472	69	380,985
Recreational Drop-In	260,900	952,889	244,185	90,484	1,548,459
Sports Instructions	338,629	197,861	54,138	529	591,157
Misc. Programs	1,566,486				1,566,486
Facilities and Sports Fields	-	9,594,667	4,512,310	1,020,146	15,127,123
Subtotal	4,401,864	11,914,573	5,116,577	1,120,546	22,553,559

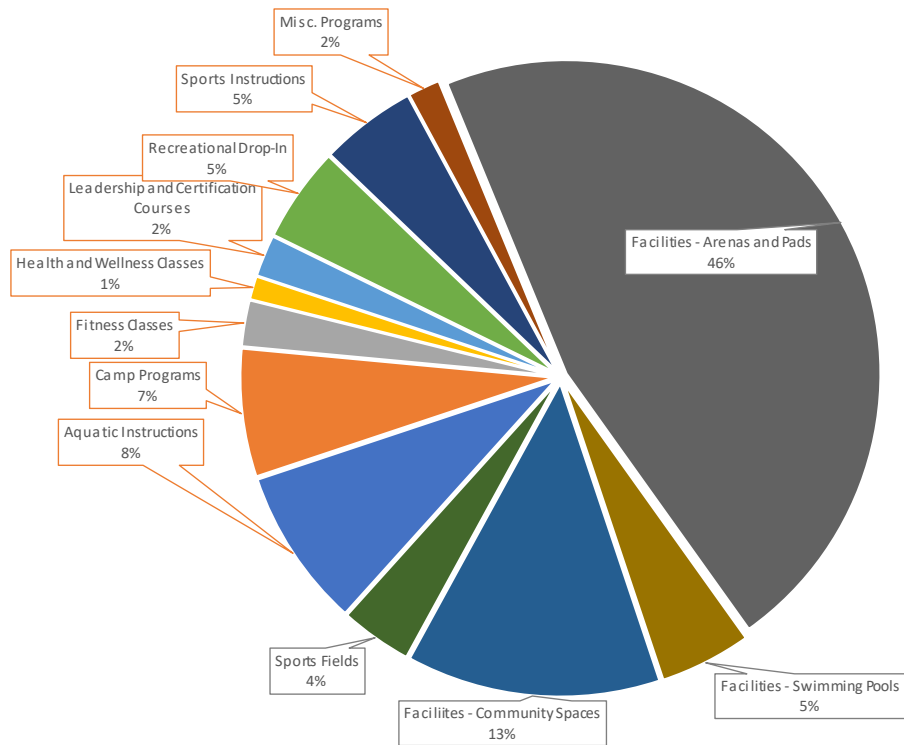
As shown in Table 5-1, the greatest share of annual costs is related to providing facilities and sports fields at \$15.1 million (67% of total costs). These facility and sports fields costs exclude \$3.0 that has been allocated to the costs of programs that are provided through those facilities.

5.1 Current Recreation and Parks Revenues

The Town's current budgeted revenue, net of grants and recoveries and including budgeted parks and sports fields revenue (\$184,000) is \$5.3 million. As shown in Figure 5-2, 68% of this revenue is related to facility, parks, and sports fields rentals, while 32% is from program revenue.



Figure 5-2
Budgeted Recreation & Parks Revenue (\$5.3 million)



5.2 Current Cost-Revenue Impacts

Summarized in Table 5-2 and included in Table 5-3 in further detail is the current cost recovery based on the current budgeted revenue as presented in Figure 5-2 and the full costs assessment.

- Current fees are recovering 24% of the full cost of service, indicating that 76% or \$17.2 million is being funded from other sources (e.g. property taxes)
- The full cost of service includes \$5.1 million in capital replacement costs that are not currently included in the Town's annual budget. Assessing the level of cost recovery, excluding these unfunded capital costs, improves the level of annual cost recovery to 30%.



- Considering only the budgeted costs of service included in the Town's recreation and parks budget (\$11.2 million) and parks maintenance costs of \$1.3 million, would further improve the calculated cost recovery to 39%.

Table 5-2
Budgeted Cost Recovery

Description	Full Cost of Service	Less Unfunded Capital Costs (\$5.1 million)	Less Unfunded Capital Costs & Indirect Costs (\$9.0 million)
Annual Costs	\$22,553,559	\$17,436,982	\$13,575,671
Budgeted Revenue - Current Fees	\$5,315,937	\$5,315,937	\$5,315,937
Cost Recovery %	24%	30%	39%



Table 5-3
Detailed Cost-Revenue Impacts

Description	Annual Costs					Budgeted Revenue			Budgeted Revenue Cost Recovery
	Program	O&M	Capital	Long Term Debt	Total	Program/ Service	Misc. R&P Revenue	Total Revenue	
Aquatic Instructions	881,535	842,684	220,725	-	1,944,944	407,524	29,062	436,586	22%
Camp Programs	596,068	92,452	21,638	9,171	719,329	327,900	23,384	351,284	49%
Fitness Classes	305,510	137,574	36,092	146	479,321	118,637	8,460	127,097	27%
Health and Wellness Classes	182,559	12,179	1,016	-	195,755	60,523	4,316	64,839	33%
Leadership and Certification Courses	270,176	84,267	26,472	69	380,985	107,121	7,639	114,760	30%
Recreational Drop-In	260,900	952,889	244,185	90,484	1,548,459	243,400	17,358	260,758	17%
Sports Instructions	338,629	197,861	54,138	529	591,157	246,796	17,600	264,396	45%
Misc. Programs	1,566,486				1,566,486	82,500	5,883	88,383	6%
Facilities and Sports Fields	-	9,594,667	4,512,310	1,020,146	15,127,123	3,367,672	240,162	3,607,834	24%
Subtotal	4,401,864	11,914,573	5,116,577	1,120,546	22,553,559	4,962,072	353,865	5,315,937	24%



Chapter 6

Recreation & Parks

Recommended Rates and Fees and Cost-Revenue Impacts



6. Recreation & Parks Recommended Rates and Fees and Cost-Revenue Impacts

6.1 Introduction

This chapter reviews the fee recommendations that have been made, the impacts on the current levels of cost recovery, and further assesses the forecast costs and revenues based on the population forecast to 2031 summarized in Chapter 4 and contained in detail in Appendix C.

Fee recommendations have been made with regard for:

- Demographic and socio-economic trends (Chapter 4);
- Community benefits assessment and pyramid methodology (Chapter 3);
- Market fee comparisons:
 - Market fee comparisons provided for the Town of Oakville, the City of Burlington, the Town of Caledon, the Town of Orangeville, the Town of Milton, the City of Brampton, the City of Guelph, the Town of Aurora, and the Town of Newmarket; and
- Staff input:
 - Adjustments to fee recommendations have been made based on recreation and parks staff recommendations. (e.g. staff have recommended that fees cannot be increased without negatively impacting utilization).

6.2 Fee Recommendations and Policy Considerations

Figure 6-1 summarizes the rationale and rules for making preliminary fee recommendations. Where services were deemed to have a high individual benefit (e.g. fitness classes and sports instruction) fees were preliminarily recommended to be increased to the top end of market unless current fees exceed market comparators. Services deemed to have a balanced individual/community benefit were increased to market average levels unless current fees exceed market averages. Services with a high community benefit were proposed to be increased to the low end of market unless current fees exceed those levels.



Figure 6-1
Policy Framework Established Targets

Description	Policy Framework Established Targets
MOSTLY INDIVIDUAL BENEFIT	
Fitness Classes	High end of market (or current fees if above market)
Sports Instruction	
CONSIDERABLE INDIVIDUAL BENEFIT	
Health and Wellness	
BALANCED INDIVIDUAL/COMMUNITY BENEFIT	
Leadership and Certification Programs	Average market fees (or current fees if above market average)
Facility Rentals (Including Sportsfields)	
CONSIDERABLE COMMUNITY BENEFIT	
Camp Programs	
Aquatic Instructions	
MOSTLY COMMUNITY BENEFIT	
Drop-In Programs	Low end of market (or current fees if above market)

Subsequent to the development of preliminary fee recommendations, recreation and parks staff have developed updated fee recommendations and implementation policies based on their assessment of fees in municipal comparators and consideration of specific user groups to meet the Town's objectives. The following subsections summarize the fee recommendations that have been made by staff.

Appendix D contains the detailed recreation & parks fee schedule identifying current and proposed fees.

6.2.1 Aquatic Instructions

- Assessed as considerable community benefit
- Current fees recover 22% of the full cost of service
- Current fees for group swim lessons are mid-range of market comparison
 - Fees revised to be per class instead of per session per municipal comparators
 - Alignment of learn to swim fees between AIP and GCC



- Fee increases are anticipated to produce \$3,000 in additional revenue at Acton Indoor Pool

6.2.2 Camp Programs

- Assessed as considerable community benefit
- Current fees recover 49% of the full cost of service
- Current fees are generally towards low end of market comparison
 - General Interest, Specialty, March Break and Youth Leadership Scheduled 2% annual increase to maintain considerable community benefit and align with market
 - Theatre Camp phased-in increase over 2 seasons to align with pricing model – 4% in 2020 and 5% in 2021
- Camp program utilization is strong and therefore the Town could potentially consider increasing fees to improve revenue generation without significant impacts on utilization

6.2.3 Fitness Classes

- Assessed as mostly individual benefit
- Current fees recover 27% of the full cost of service
- Fees are towards low end of market comparison (i.e. \$8 per class compared to \$11 per class in the Town of Milton for non-Aquafit classes).
- General and Specialty Fitness pricing model at high end of market to align with mostly individual benefit
- Alignment of aquafit rates between AIP and GCC to top end of market
- Refer to Active Pass – Aquafit and Annual Aquafit Membership below
- General and specialty fitness classes 5% increase by 2021 to align with market (2% in spring 2020 and 3% in Fall 2020)
- Fee increases are anticipated to produce \$1,800 in additional annual revenue based on current utilization.

6.2.4 Health and Wellness Classes

- Assessed as considerable individual benefit and health and wellness fitness classes (yoga, tai chi) are defined as specialty fitness in rate schedule



- Other health and wellness classes include specialty programs where user costs are offset by grant funding
- Current fees recover 33% of the full cost of service
- Fees range between mid-high end of market comparison
 - General fitness classes 5% increase by 2021 to align with market (2% in spring 2020 and 3% in Fall 2020)
 - Specialty fitness fee increases of 5% to align with market (2% in Spring 2020 and 3% in Fall 2020) to remain comparable to municipal market but considerably lower than private sector.
 - Fee increases are anticipated to produce \$1,200 in additional annual revenue based on current utilization

6.2.5 Leadership and Certification Courses

- Assessed as balanced community and individual benefit
- Current fees recover 30% of the full cost of service
- First Aid fees are between mid to upper end of market comparison
- Advanced Lifesaving fees are within mid-range of market comparison
 - Hold at mid-market for balanced community benefit; annual 2% increase
 - Alignment of advanced leadership fees between AIP and GCC

6.2.6 Drop-In Programs

- Assessed as mostly community benefit
- Current fees recover 17% of the full cost of service
- Current fees are towards low end of market comparison
 - Alignment of single admission rates for recreational swimming and skating across all facilities while maintaining high community benefit
 - Increase of 25% to child rate, 33% to adult rate and 20% to group admission rate at AIP, ACC and MMSP
 - Opportunity to purchase active passes or monthly memberships to received discounted rates, priced at high community benefit (see below)
 - Rates have not been increased in 15+ years and are at low end of market
 - Phased increase for shinny:
 - 2020 = \$6.00
 - 2021 = \$6.50
 - 2022 = \$7.00



- Fee increase are anticipated to produce \$13,500 in additional annual revenue based on current utilization.

6.2.7 Sports Instructions

- Assessed as mostly individual benefit
- Current fees recover 45% of the full cost of service
- Private Swim Lessons fees are at upper end of market comparison
- Semi-Private Swim Lessons fees are at low end of market comparison
 - Semi-private swim lessons at AIP 14% increase by 2021 to align with market
- Dance classes
 - Current fees are towards low end of market comparison
 - Phase-in increase of 36% by 2021
- Recreational Sports
 - Current fees are between mid-range to upper end of comparison
 - Specialized baseball and soccer phase-in increase of 9% by 2021
- Fee increases are anticipated to produce \$9,700 in additional annual revenue based on current utilization

6.2.8 Facilities and Sports fields

- Assessed as balanced community and individual benefit
- Current fees recover 24% of the full cost of service
- Consideration has been given to high level of volunteer requirements in providing services through facility and sports fields rentals in making moderate fee recommendations (excl. Ice Rates)
- Ice Rates
 - To match municipal comparators recommended:
 - Prime Rate reduced 8% to \$250
 - Minor Group (formerly registered rate-name change to reflect industry consistency) reduced 13% to \$187.50
 - Non-Prime reduced 35% to \$140.65.
 - Fee adjustments are anticipated to result in a revenue reduction of approximately \$256,800 based on current utilization
- Floor Rates



- No changes recommended to prime or non-prime floor rates as current fees are at the top end of the market comparators
- Introduction of a “non-prime” rate
- Fee adjustments are anticipated to result in a revenue reduction of \$6,000 based on current utilization
-
- Pool Rentals
 - No change recommended to pool rates as current fees are at top end of market comparison
- Meeting Rooms
 - Fees aligned for consistency.
 - Various facility rooms grouped into either a *Small* or *Large* meeting room category based on a number person to be accommodated.
 - Rooms lower than market comparators by 10%-15% but to assist with salability there, no increase or reduction greater than 9% is recommended
 - New licensed event rate
- Theatre
 - No change recommended to theatre rates
 - Bar charge changed to \$200 flat fee: anticipated revenue impact of \$2,000 based on current utilization
- Halls
 - Current fees are at top end of market comparison except Gellert Community Centre (GCC) which is approximately 21% higher.
 - Three different rates aligned for consistency and then phased increase to match GCC rate which will be reduced.
 - Phased approached to GCC reduction and other facility hall increase over 3 year period.
 - GCC (\$92.90) Other (\$61.01-\$67.80)
 - 2020 \$78.97 (-15%) \$64.41 (2.5%)
 - 2021 \$71.07 (-10%) \$66.02 (2.5%)
 - 2022 \$67.52 (-5%) \$67.52 (2%)
 - Introduction of weekday “daytime rate”.
 - Fee adjustments are anticipated to result in a revenue reduction of \$12,800 based on current utilization
- Ball Diamonds
 - Current fees are at low end of market comparison



- Recommend increasing fees by 15% to move towards mid-range of market comparison: recommended 10% as Phase 1 in 2021, 5% in 2022
- Fee increases are anticipated to produce \$9,000 in additional annual revenue based on current utilization
- Sports fields
 - Current fees are at low end of market comparison
 - Recommend increasing fees by 15% to move towards mid-range of market comparison: recommended 10% as Phase 1 in 2021, 5% in 2022
 - Fee increases are anticipated to produce \$6,100 in additional annual revenue based on current utilization

6.2.9 Recreation & Parks Rates and Fees Policy Considerations

- Seniors Fees
 - Providing services to seniors was determined to have a balanced individual and community benefit based on the outcomes of the public engagement strategy.
 - Reduced fees for seniors could be considered for recreational sports or dance programs which reach or approach full cost recovery based on recommended fee increases.
- Non-Resident Fees
 - Public engagement indicated strong support for higher non-resident fees. 88% of community survey responses indicated “yes” that non-residents should pay higher fees than residents
 - Consideration to be given to imposing non-resident surcharge for all registered programs (currently 20% surcharge for facility rentals)
 - Impact on Acton programming utilization to be considered further by staff before implementing any proposed changes
 - Approximately 15% of participants in programs at the Acton Arena & Community Centre and Acton Indoor Pools are from non-Halton Hills residents
- Registered Groups
 - Recommended that the Town maintain policy of providing 20% discount for registered groups. This policy provides discounts to third-party service providers, including those that have a high level of volunteer involvement.



The Town has an interest in supporting these groups and encouraging community involvement.

- Staff are considering extending policy to non-profit organizations and to commercial service providers offering a high community benefit
 - Staff are currently reviewing eligibility criteria for non-profit organizations and commercial service providers
- Family/Group Rates
 - Recommended that the current policy of providing discounts to groups and families is maintained.
 - This policy aligns with the pyramid methodology as it incentivizes and facilitates the increased usage of services by children/youth. Providing services to this user group was determined to confer considerable community benefits.
- Bulk Purchase Fees (memberships/passes)
 - New range of passes and memberships with reduced per visit rates recommended to provide economies of scale to frequent users of services and increase revenue certainty for the Town
 - **Active Pass (punch passes – limited by program)**
 - No expiry
 - Value-based pricing (larger package = increased savings per visit)
 - Can be purchased in-person or online
 - Increased flexibility for use
 - First come, first serve
 - No need to put on hold for vacations, illness, shutdown, etc.
 - Purchase packages of 10 or 30
 - 4 different Active Pass options – Rec Swim & Skate, Ice Sports, Rec Sports, Aquafit
 - Pricing Formula based on single admission rate:
 - 10 visits = 1 free (buy 9, get 1 free)
 - 30 visits = 5 free (buy 25, get 5 free)
 - **Active Pass – Aquafit Price Phasing**
 - Below market comparators
 - Phased approach
 - 2020 = \$6/class
 - 2021 = \$7.50/class
 - 2022 = \$9.00/class



- 2023 = \$10/class (or market comparator at that time)
- *note that when per class rates increase, active pass packages will increase to align
- **Memberships (limited by time)**
 - Expiry date – monthly and annually; no extensions
 - Unlimited access to service purchased within the pass
 - Greater value for fee based on using 3+ times per week
 - Payments can be scheduled for monthly passes only (must have current credit card); annual must be paid in full up-front
 - No Hold policy
 - Monthly and Annual membership available for recreational swimming and skating
 - New annual membership available for aquafit \$650/year or \$487.50 for Hillsvie members
 - Pricing Formula based on attending 3+ times per week:
 - Monthly 30% discount (from equivalent at single admission rate)
 - Annual 50% discount (from equivalent at single admission rate)
- **Hillsvie Active Living Centre Members (Seniors)**
 - Extend Hillsvie membership to include the following:
 - Dedicated 50+ swims and skates (one per week at each location) – included in MOU
 - Retain 25% discount on active living programs offered inside Hillsvie
 - Access to 25% discount on annual aquafit membership
 - SALC – program expansion funding
 - Free to Explore pass offered at each Hillsvie location
 - If on Guaranteed Income Supplement receive 50% off any program, service or pass (does not apply to single admissions)
- **Cancellation Fees**
 - Town staff is considering imposing cancellation fees where facility bookings are cancelled within a period of time prior to the original booking that would decrease the potential rebooking of the space.



6.3 Recommended Recreation & Parks Fees Cost-Revenue Impacts

Based on the fee recommendations described in Section 6.2, recreation and parks revenue is forecast to decrease by \$221,800 or 4%. Based on the pyramid methodology and the strong positioning of the Town's current fees relative to market, these fee recommendations have been made primarily for services deemed to have a considerable or mostly individual benefit. The decrease in revenue is driven primarily by recommendations to decrease the Town's ice rental rates. These ice rental rate fee recommendations are estimated to decrease revenue by \$256,800. Moreover, the recommended fees will decrease the current cost recovery percentage by 1% from 23.6% to 22.6% based on the full cost of service.

When assessing the cost recovery levels of the recommended fees revenues against the full cost of service, net of unfunded capital costs and indirect Town department support costs, the cost recovery level decreases from 39.2% to 37.5%. The full cost of service, current annual revenue, recommended fee annual revenue, and cost recovery levels are presented for each service category and sub-category in Table 6-1.



**Table 6-1
Annual Revenue and Cost Recovery Impacts
Recommended Fees**

Description	Annual Costs	Annual Revenue				Cost Recovery		
		Current Fees	Recommended Fees	% Increase	\$ Increase	Current Fees	Recommended Fees	Increase
MOSTLY INDIVIDUAL BENEFIT								
Fitness Classes								
Fitness	220,780	73,537	74,653	2%	1,116	33%	34%	0.5%
Aqua Fitness	280,911	45,100	45,784	2%	684	16%	16%	0.2%
Sports Instruction								0.0%
Private Swim Lessons	123,429	42,478	43,327	2%	848	34%	35%	0.7%
Semi Private Swim Lessons	380,675	101,877	103,921	2%	2,044	27%	27%	0.5%
Dance	45,148	18,700	25,432	36%	6,732	41%	56%	14.9%
Recreational Sports	98,689	83,740	83,850	0%	110	85%	85%	0.1%
CONSIDERABLE INDIVIDUAL BENEFIT								
Health and Wellness								
Health and Wellness Classes	195,755	60,523	61,723	2%	1,200	31%	32%	0.6%
BALANCED INDIVIDUAL/COMMUNITY BENEFIT								
Leadership and Certification Programs								
Advanced Lifesaving	253,508	76,432	75,137	-2%	- 1,295	30%	30%	-0.5%
First Aid	10,232	4,768	4,791	0%	23	47%	47%	0.2%
Halton Hills Lifeguard Club	139,060	25,921	26,893	4%	972	19%	19%	0.7%
Facility Rentals (Including Sportsfields)								
Ice Rentals	6,051,790	2,184,100	1,927,300	-12%	- 256,800	36%	32%	-4.2%
Floor Rentals	899,492	115,500	109,500	-5%	- 6,000	13%	12%	-0.7%
Pool Rentals	409,396	234,727	234,727	0%	-	57%	57%	0.0%
Meeting Rooms	71,125	44,637	44,637	0%	-	63%	63%	0.0%
Halls	1,201,302	152,609	139,809	-8%	- 12,800	13%	12%	-1.1%
Cultural Centre	1,045,655	418,700	420,700	0%	2,000	40%	40%	0.2%
Other Facility Space	343,469	33,400	32,853	-2%	- 547	10%	10%	-0.2%
Ball Diamonds	939,683	90,000	98,988	10%	8,988	10%	11%	1.0%
Sportsfields	568,790	61,500	67,662	10%	6,162	11%	12%	1.1%
Parks	3,596,421	32,500	33,475	3%	975	1%	1%	0.0%
CONSIDERABLE COMMUNITY BENEFIT								
Camp Programs								
Camp Programs	719,329	327,900	335,198	2%	7,298	46%	47%	1.0%
Aquatic Instructions								
Group Learn to Swim Lessons	1,787,058	407,524	410,524	1%	3,000	23%	23%	0.2%
MOSTLY COMMUNITY BENEFIT								
Drop-In Programs								
Public Skating	788,199	196,200	207,082	6%	10,882	25%	26%	1.4%
Public Swimming	817,178	47,200	49,818	6%	2,618	6%	6%	0.3%
Miscellaneous Programs	1,566,486	82,500	82,500	0%	-	5%	5%	0.0%
Miscellaneous Revenue		353,865	353,865	0%	-			
Total - Full Cost of Service	22,553,559	5,315,937	5,094,148	-4%	- 221,789	23.6%	22.6%	-1.0%
Total - Less Unfunded Capital Costs & Indirect Costs (\$9.0 million)	13,575,671	5,315,937	5,094,148	-4%	- 221,789	39.2%	37.5%	-1.6%



6.4 Forecast Recreation & Parks Cost-Revenue Impacts

Annual recreation & parks revenues have been forecast to 2031 based the fee recommendations discussed in Section 6.2 and the forecast population growth to 2031 identified in Section 4.3. User fee revenues are forecast to increase proportionately with population growth. Furthermore, differentiated population growth rates have been applied based on the individual services and the age group for which the service is designed. The following growth rates have been applied from Table 4-1:

- Revenues from programs that are designed specifically for children and youth (e.g. Summer camps) have been forecast to increase by 33% based on the growth rate to 2031 for the 0-19 yr age group;
- Program revenue from services for adults in the 20-64 yrs age range (e.g. Private Adult Swim Lessons) has been forecast to increase by 33%;
- Revenues for seniors' programs (65 yrs+) is forecast to increase by 73% to 2031 (e.g. Aqua fitness)
- Revenues for all other programs are forecast to increase by 38% based on the overall growth rate for the Town to 2031.

Programming costs have been forecast based on the available capacity within current service provisions to accommodate the future growth identified above. The simplistic assumption has been made that where excess capacity exists, programming costs will increase by a nominal 5%. Where excess capacity does not exist in the current provision of services based on current utilization rates, it is assumed that programming costs will increase proportionately with growth above current excess capacity. It is assumed that all growth can be accommodated within current facility space and as such, no increases in capital or operating and maintenance costs have been considered. Should additional facility space be required over the forecast period (e.g. Vision Georgetown Community Centre), there will be additional operating and maintenance and capital replacement costs to be considered.

Table 6-2 summarizes the annual revenue and associated cost recovery based on fee recommendations presented herein, as well as forecast revenue, costs, and associated cost recovery based on the discussion above.



Table 6-2
Recommended and Forecast Recreation & Parks User Fee Revenue

Description	Recommended Fees					
	Annual Revenue	Cost Recovery	Growth (%) to 2031	Forecast Revenue	2031 Costs	2031 Cost Recovery %
Aquatic Instructions	439,586	25%	34%	577,503	1,823,240	32%
Camp Programs	358,582	50%	33%	469,570	1,109,205	42%
Fitness Classes	128,897	26%	50%	189,333	570,883	33%
Health and Wellness Classes	66,039	34%	38%	89,559	204,883	44%
Leadership and Certification Courses	114,460	28%	34%	150,453	421,284	36%
Recreational Drop-In	274,258	17%	39%	373,190	1,621,426	23%
Sports Instructions	274,130	42%	33%	359,195	999,612	36%
Misc. Programs	88,383	6%	60%	137,682	1,644,810	8%
Facilities and Sports Fields	3,349,813	22%	38%	4,545,905	15,127,123	30%
Subtotal	5,094,148	23%		6,892,391	23,522,466	29%
Budgeted Costs (Net of Capital Costs)	5,094,148	29%		6,892,391	18,405,889	37%
Budgeted Costs (Net of Capital and Indirect Costs)	5,094,148	38%		6,892,391	14,544,578	47%

Annual revenues are forecast to increase by 35% over the period to 2031 (\$1.8 million increase) while costs are forecast to increase by 4% over the same period (\$968,000) improving the overall cost recovery level from 23.6% to 29.3%. As a result of revenues increasing by a greater amount than the full costs of service, funding requirements from other non-user fee sources (e.g. property taxes) are forecast to decrease from \$17.5 million to \$16.6 million.



Chapter 7

Conclusion



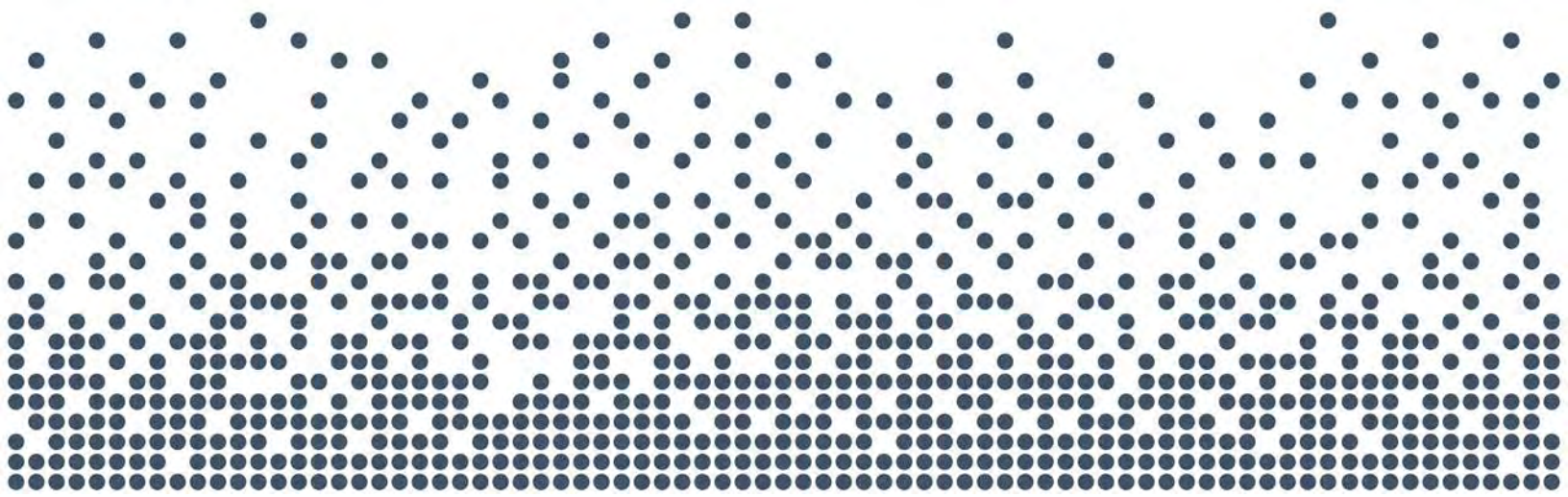
7. Conclusion

The Town retained Watson to undertake a full cost review of recreation and parks services and develop a Recreation & Parks User Fee Policy Framework to guide the fee review and inform user fee recommendations. In consultation with Town staff, an A.B.C. model was developed to assess the direct, indirect Town department support and capital-replacement cost associated with providing recreation and parks services.

Within the A.B.C. review; the majority of costs identified (80%) in the review were for facility related costs (operating and maintenance and capital replacement). Program costs of \$4.4 million accounted for 20% of the annual cost of service. Based on the Town's 2019 operating budget, the current fees would produce annual revenues of \$5.3 million, or 23.6% of the full cost of service.

The Recreation & Parks User Fee Policy Framework has been developed based on extensive municipal policy research and the public engagement strategy that was undertaken.

Based on the Policy Framework, demographic and socio-economic trends, market fee comparisons, and staff input, fee recommendations have been made that would decrease annual revenue by 1%. While this decrease in annual revenue is not overly significant, the fee process of undertaking the fee review and developing the Policy Framework, has resulted in a transparent and sound rationale for setting recreation and parks fees now and in the future. Furthermore, in addition to the specific fee recommendations, there are further policy related items for staff and Council's consideration.



Appendices



Appendix A

Public Engagement Summary



Public Engagement Summary

Town of Halton Hills

Recreation & Parks Rates and Fees Strategy

August 7, 2019

Watson & Associates Economists Ltd.
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1. Introduction

The Town of Halton Hills is currently undertaking a Recreation & Parks Rates and Fees Strategy Review. The purpose of the review is to better understand the full costs of services and to develop policies that align the levels of subsidy for Recreation and Parks services with the level of community benefit received from those services.

The process of engaging the public and seeking their input throughout the review has been undertaken to inform the level of community benefit received from various services and programs.

The three main areas of public engagement that have been undertaken include:

1. Focus Group Meeting

- a. The intent of the focus group was to first provide background information on the objectives of the fee review, the study process, methodology, and the public engagement plan. This was followed by identifying the area of focus for the session, i.e. Community Benefits of Recreation and Parks Services.
- b. The focus group consisted of a broad cross section of Recreation and Parks users and detailed feedback on community benefits was solicited through facilitated group exercises and discussion. Results of the focus group activities were provided back to participants so that they can understand how their input was utilized.

2. Community Survey

- a. A community survey was run on-line and through hard copies available at Town facilities from April 25, 2019 to May 16, 2019. The purpose of the community survey was to solicit broad feedback on the level of community benefit received from providing different programs and services in general and to specific user groups.

3. Public Open House.

- a. Prior to the commencement of the community survey, a Public Open House was held to promote the launch of the survey and to give the general public an opportunity to better understand the study process, purpose of the fee review, and to ask questions about the community survey.





2. Focus Group Meeting (April 23, 2019)

The intent of the focus group was to first provide background information on the objectives of the fee review, the study process, methodology, and the public engagement plan. This was followed by identifying the area of focus for the session, i.e. Community Benefits of Recreation and Parks Services.

Feedback was received from the focus group throughout the session on various topics as well as through the structured group activities. The following sections summarize the feedback that was received by general topic or focus group activity. The focus group activity work sheets that were received are included in Appendix A to this report.

The feedback received from the focus group session will be one of the valuable inputs that will be used in developing transparent Recreation and Parks cost recovery policies. The final study recommendations and how the focus group and community engagement feedback were used in forming those recommendations will be presented at an open house/focus group prior to finalizing the Study.

2.1 Focus Group Activity #1 – Community Benefits of Recreation Services

1) The group was presented with the following list of community benefits:

- a. Youth Crime Prevention
- b. Builds Healthy Lifestyles
- c. Preserves Nature
- d. Builds Community Identity
- e. Enhances Tourism
- f. Enhances Real Estate Values
- g. Develops Life Skills and Leadership
- h. Addresses Social Needs
- i. Providing Equal Access to Services

2) This list was discussed with the group and the following additional benefits and points of emphasis were raised:

- a. Healthy youth lifestyles and social wellbeing. Including youth crime prevention



- b. Community engagement. Including promoting volunteerism.
 - c. Seniors social wellbeing
 - d. Building and maintaining healthy lifestyles
 - e. Social needs
- 3) The groups were then asked to discuss what they felt the three most important community benefits were of Recreation and Parks services. The following benefits and additional comments were identified (*number of responses in parenthesis*).**
- a. Builds and maintains healthy lifestyles (6)
 - i. Including mental health, for youth, and crime prevention
 - ii. Through group participation
 - b. Community Engagement (5)
 - i. Seen as a sub-outcome of other community benefits, including from increased access to services.
 - ii. Volunteerism
 - c. Addresses Social Needs (4) and Social Wellbeing (1)
 - i. Mental Health
 - ii. Seniors
 - iii. Youth
 - iv. Welcome and positive social environments
 - v. Belonging
 - d. Develop Life Skills and Leadership (4)
 - i. Through facilitated programs (both affiliate and private third party)
 - ii. Positive attitudes and acceptance of others
 - e. Improved Mental and Physical Health (2), Youth Social and Mental Health Needs (1), and Seniors Social and Mental Health Needs (1)
- 4) Based on the direct feedback from the focus group, the list of community benefits was refined as follows for continued use in the Fee Review and community engagement process, including the community survey:**
- a. Enhances social wellbeing, especially for youth and seniors
 - b. Develops healthy youth lifestyles and positive choices
 - c. Builds and maintains strong families and communities
 - d. Helps people connect with nature
 - e. Provides economic benefits



- f. Develops life skills and leadership
- g. Builds and maintains healthy lifestyles
- h. Provides equal access to services

2.2 Focus Group Activity #2 – Valuing Community Benefit

1) Based on the responses to the first activity (i.e. ranking community benefits), groups were asked to spend \$100 on the services/programs or user groups for which they felt the greatest levels of community benefit are received.

- a. The following table provides the distribution of which programs/services and user groups received the greatest level of funding and thus greatest assessed community benefit:

Program Type	Examples	Total	All Users	Age Groups				Families	Requiring Financial Assistance	Residency		Affiliated Groups	Non-Affiliated Groups	Frequent Users (e.g. passes)	
				Pre School (Age 3-5)	Youth (Age 6-18)	Adults (Ages 18-64)	Seniors (Age 65+)			Residents	Non-Residents				
A	Aquatic instructions	Swimming lessons	15%	5%	1%	5%		3%	1%						
B	Sports Instructions	Basketball, Volleyball, Dance	6%	1%	1%	2%			1%			1%			
C	Recreational Drop-In	Public swimming, Public skating	16%	7%		2%	3%	4%							
D	Leadership and Certification Courses	National Lifeguard, First Aid	11%	6%		4%	1%								
E	Health and Wellness Classes	Yoga, Tai Chi, Qi Gong	6%	1%				5%							
F	Fitness Classes	Aqua Fitness, Body Blast, ZUMBA	5%	1%				1%						3%	
G	Lifestyle and Leisure Instruction	Art and Computer Workshops, Spanish Lessons	9%	5%		2%		2%	1%						
H	Camp Programs	March Break and Summer Camps	11%	1%	2%	6%		1%							
I	Facility Rentals	Ice, sports fields, rooms	10%	8%		1%						1%			
J	All Programs		11%			2%		2%	3%	1%				3%	
	Total		100%	36%	4%	23%	4%	16%	1%	6%	1%	0%	2%	0%	6%

1) The trends that can be seen in the response are summarized as follows:

Program Types:

- a. Across the program types considered, the greatest community benefit was assessed for recreational drop-in programs and aquatic instructions, with 16% and 15% respectively of the overall funding being applied to these services.
- b. Other programs that were highly valued in terms of the level of community benefit were leadership and certification courses, camp programs, and facility rentals.



- c. Sports instructions, health and wellness classes, and fitness classes received the lowest level of community benefit through this exercise.

User Groups

- a. The greatest share of funding by user group (36%) was applied to “all users” suggesting that the level of community benefit is driven more by the type of program or service than the specific user group
- b. Within the specific user groups, youth was allocated the greatest share of funding at 23% of total funds. Within the youth category, the funding was heavily weighted towards camp programs (6%), aquatic instruction (5%), and leadership and certification courses (4%).
- c. Seniors programs received 16% of total funds, primarily within the programs of health and wellness (5%), recreational drop-ins (4%), and aquatic instruction (3%)

2.3 Other Miscellaneous Comments

- 1) Other comments were received at the Focus Group session, that have will be reviewed by staff, including:**
 - a. Senior’s rates
 - b. Non-resident fees
 - c. Affordability of third-party programming
 - d. The needs of services designed for ages 6-12 differ from those designed for ages 13-18
 - e. Value of services provided by third parties with high levels of volunteer involvement



3. Community Survey

The community survey was offered in the Town through the Let's Talk Halton Hills website as well as through hard copies available at Town facilities. The purpose of the survey was to solicit feedback on the level of agreement with the objectives of the fee review (i.e. pyramid methodology) and the alignment of community benefits with programs and user groups.

Our assessment of the quantitative and qualitative results of the survey results and commentary is provided in the following sub sections.

The quantitative responses have been summarized for each answer in aggregate as well as by demographic grouping in Appendix B (i.e. residency, household income, and age group of family members).

The text from the comments section for each question was analyzed using thematic coding. Thematic coding is a form of qualitative data analysis which involves identifying passages of text that are linked by a common theme or idea allowing you to index the text into categories and therefore establish a “framework of thematic ideas about it” (Gibbs 2007). The themes that emerged for each question are reported below, along with a word cloud that is a visual representation of the 1,000 most commonly used words from the comments for each question. Many comments were not related to the question asked, and while these comments were categorized and placed in themes, those themes are not reported here. This processed was carried out using qualitative data analysis software called NVivo. The full list of comments received for each question is included in Appendix B.

3.1 Question 1

Where the community benefits of Recreation and Parks services are determined by the following:

- Enhanced social wellbeing, especially for youth and seniors;
 - Develops healthy youth life styles and positive choices;
 - Builds and maintains strong families and communities, including encouraging community involvement and volunteerism;
 - Helps people connect with nature;
 - Provides economic benefits;
-



- Develops life skills and leadership; and
- Builds and maintains a healthy lifestyle

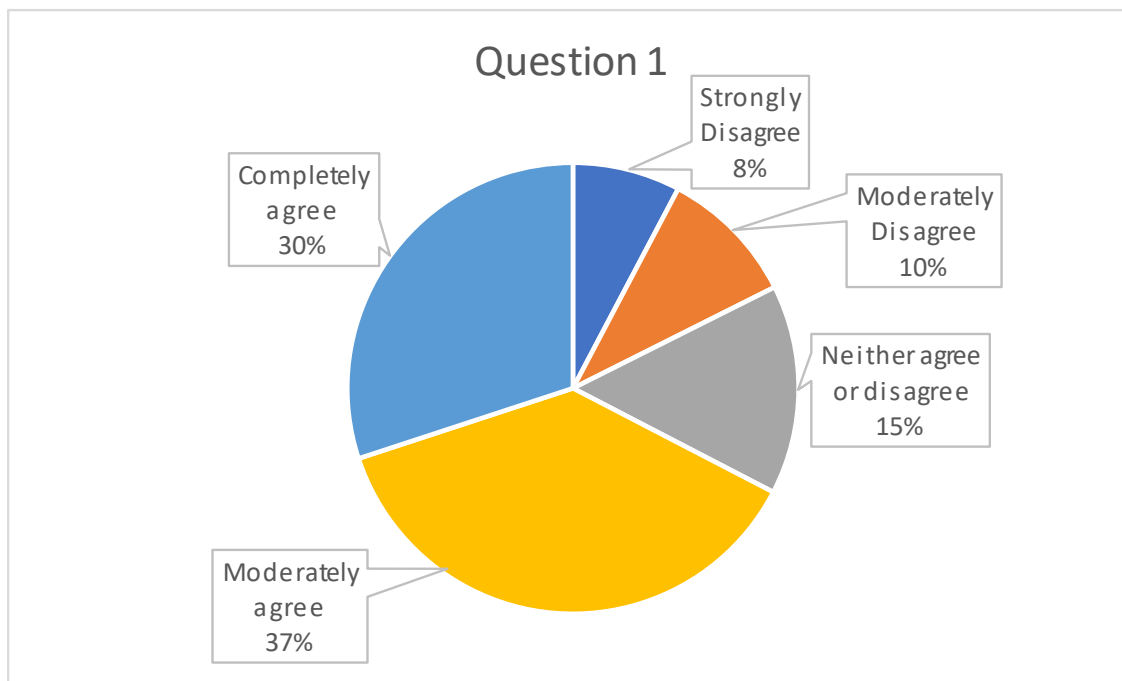
Please state to what extent you agree with the following statement:

“The level of property tax subsidy and user fees for Recreation and Parks Services should be aligned with the level of community benefit received from those services”

Answers (circle one)

- Strongly disagree
- Moderately disagree
- Neither agree or disagree
- Moderately agree
- Completely agree

3.1.1 Results



Comments and Themes

Themes with sample quotes

Theme (# respondents)	Example Quote(s)
Problematic to define community benefit/value (6)	“How do you define and measure that? And Halton Hills has such a disparate



	socioeconomic demographic- the benefit for someone with less financial means might be huge compared to more well off families. How do you even compare that?"
--	---



3.1.2 Commentary

- Of the 233 responses to the question, 30% answered completely agree, 37% answered moderately agree, and 15% neither agreed or disagreed with the statement. Only 8% of responses indicated a strong disagreement with the statement. These responses indicate a strong level of agreement with the framework for cost recovery policies being followed in this review.
- Within the demographic categories, no clear trends were visible with regard to the responses, indicating that the level of agreement was fairly consistent across the participants.



- The common themes in responses to the question indicates some level of confusion in differentiating what is a community benefit vs. a benefit to individual users.

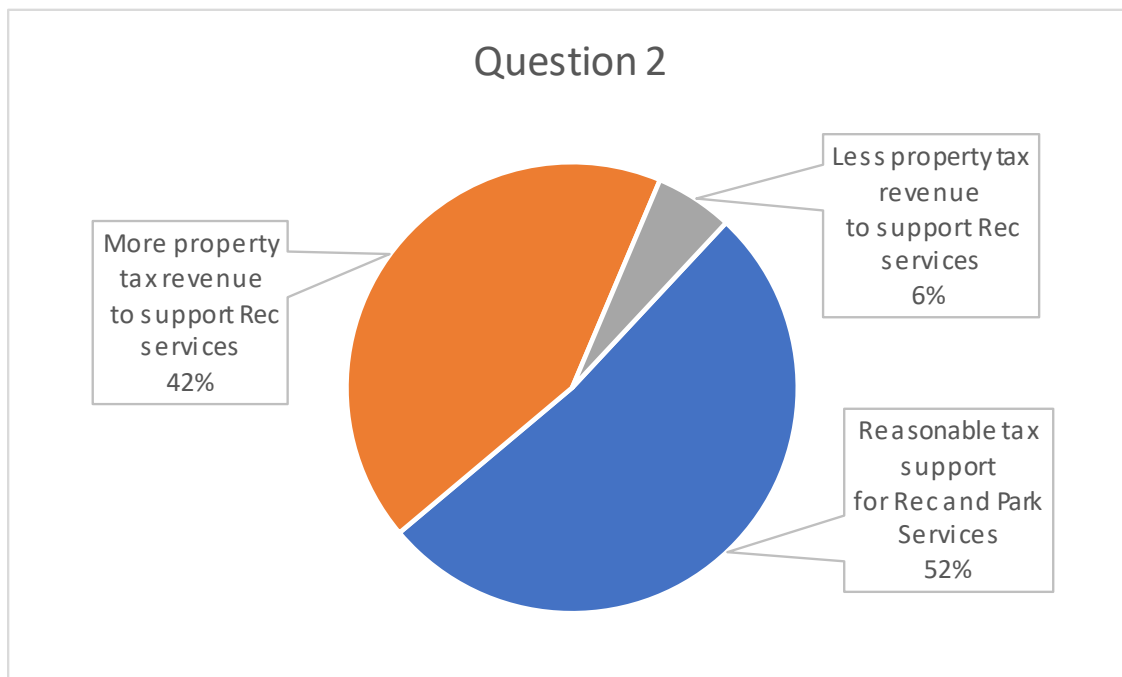
3.2 Question 2

Recreation and Parks services are funded through user fees and property taxes. Based on an average annual municipal tax bill of \$2,500, \$350 (or \$0.14 of every tax dollar paid) is used to support the provision of Recreation and Parks services. **Considering the previous statement, please circle the following statement that you most agree with:**

Answers (circle one)

- a. The current level of tax support for Recreation and Parks services is reasonable
- b. I believe a more property tax revenue should be provided to support Recreation services (i.e. lower user fees)**
- c. I believe less property tax revenue should be provided to support Recreation services (i.e. higher user fees)

3.2.1 Results





Comments and Themes

Theme (# respondents)	Example Quote(s)
Property taxes should support the community (4)	<p>“My family certainly does not use all the fees we pay in our property taxes, however that does not mean I don’t support the subsidy for our community”</p> <p>“As a retired senior who still pays full property taxes I feel that money should be used to support rec services”</p>
User fees only (3)	<p>“As a senior on fixed income, why should I pay higher property taxes to subsidize kids who play sports...If they want their children in sports let them pay for it.”</p>





3.2.2 Commentary

The overall results strongly indicate that the participants feel that the current level of tax subsidy for Recreation and Parks services should be maintained or increased, with only 6% suggesting a greater share of costs should be recovered through user fees.

The prominent themes in the comments received support the trends of the quantitative analysis whereby support was given to the use of tax support for Recreation and Parks services.

Comments against the use of tax support were generally in relation to programs and services that would typically be seen as having a higher individual benefit. Comments and survey results indicate a correlation between community benefits and the provision of Recreation and Parks services more broadly.

3.3 Question 3

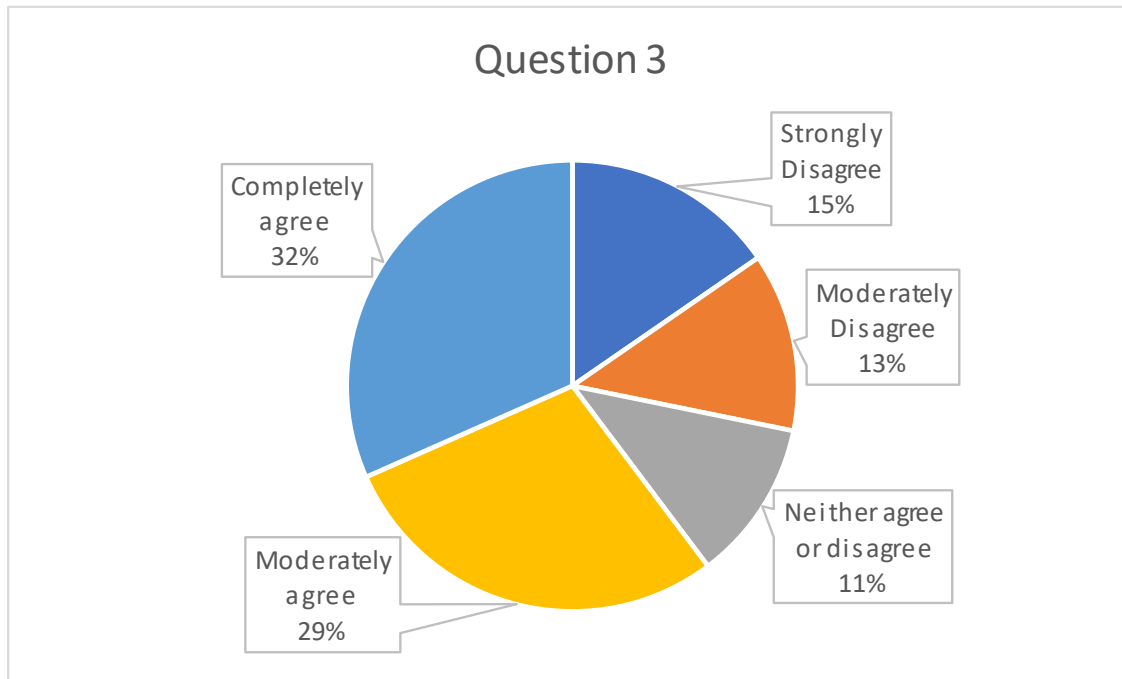
Rates and fees discounts for Recreation services in Halton Hills are currently offered to individuals and families requiring financial assistance. Do you agree with the current policy that discounted fees are based on a person's ability to pay?

Answers (circle one)

- a. Strongly disagree
- b. Moderately disagree
- c. Neither agree or disagree
- d. Moderately agree
- e. Completely agree



3.3.1 Results



Comments and Themes

Theme (# respondents)	Example Quote(s)
Monitoring of means tested discount (5)	I believe that all services should be accessible for all, however the practice of charging more to those who can pay so that those with less income can benefit needs to be closely monitored. What is the threshold for those who cannot afford to pay? Is that information readily available to the public? How is someone's inability to pay assessed? I am lucky to be fortunate in many ways, and believe in helping others, but there is a lot of fraud
Alternate funding sources for people unable to pay (4)	<p>"I think there are private fundraisers that can support that and there are church programs that are low cost"</p> <p>"Rec programs for families in need through the town shouldn't be funded from our property tax"</p>



3.4 Question 4

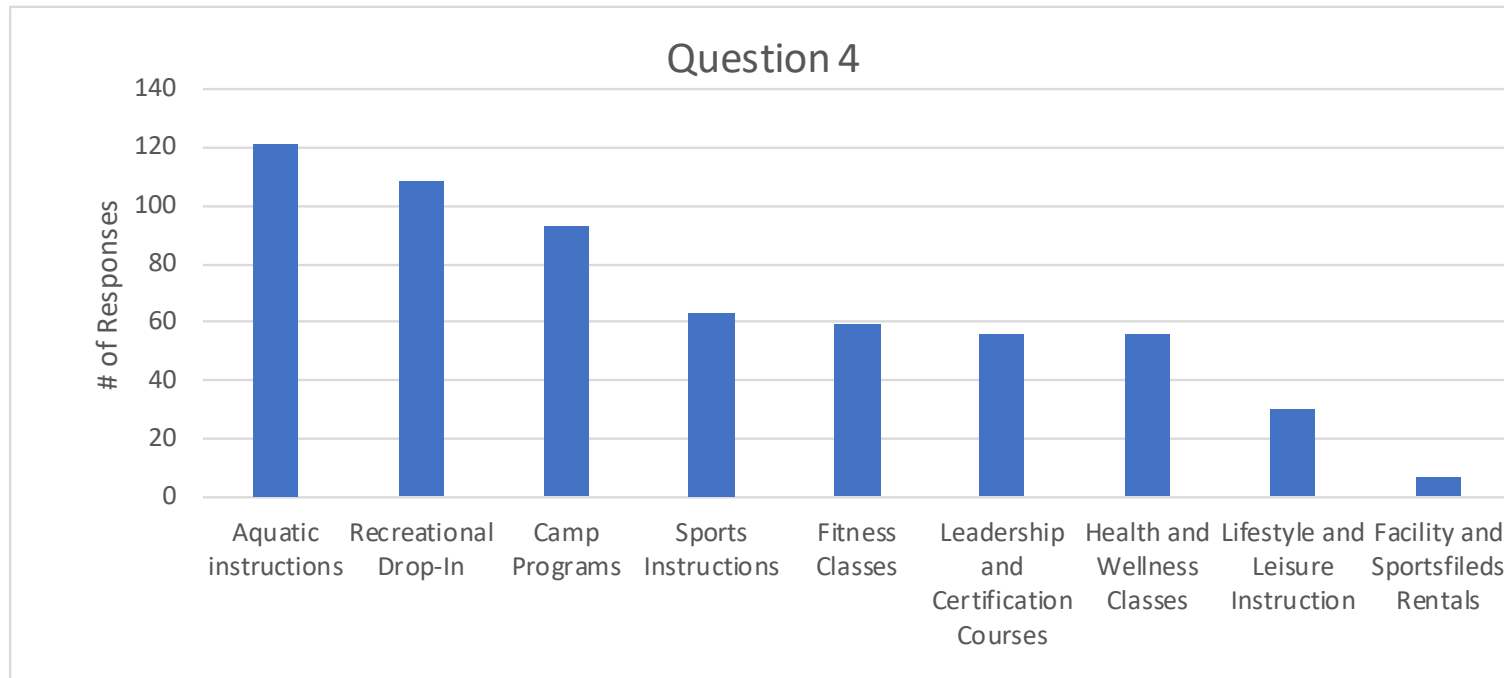
Please specify if there are certain Recreation and Parks services that should be funded to a greater extent from property taxes than others?

Answers (circle all that apply)

	Program Type	Examples
A	Aquatic instructions	Swimming lessons
B	Sports Instructions	Basketball, Volleyball, Dance
C	Recreational Drop-In	Public swimming, Public skating
D	Leadership and Certification Courses	National Lifeguard, First –Aid
E	Health and Wellness Classes	Yoga, T'ai Chi, Qi Gong
F	Fitness Classes	Aqua Fitness, Body Blast, ZUMBA
G	Lifestyle and Leisure Instruction	Art and Computer Workshops, Spanish Lessons
H	Camp Programs	March Break and Summer Camps
I	Facility and Sportsfields Rentals	Ice, sportsfields, rooms, use by community registered groups



3.4.1 Results





Comments and Themes

Theme (# respondents)	Example Quote(s)
Programs with wide community benefit should be funded (17)	<p>swimming and public swim/ skate should be more subsidized than sports programs as they are a necessary skill and sessions that all kids can do</p> <p>My responses are based on basic life skills such as swimming and also a focus on physical fitness and opportunities for youth to engage in sport outside of a structured format (drop-ins).</p> <p>I'm in favour of sports being funded to a greater extent and it should be based on interest and participation levels</p>
Fees for rentals are too high (7)	<p>Our rental fees are outrageous relative to surrounding communities making it difficult for families to support sports and resulting in a substantial disparity of the haves and the have nots.</p> <p>Georgetown has some of the highest facility rental fees in Ontario. This needs to be addressed!</p>



3.4.2 Commentary

The strongest alignment of community benefits and programs was for aquatic instruction and drop-in programs. These results also mirror the findings of the community benefit exercises undertaken with the Focus Group.

Comments indicated the greatest community benefit was for programs and services provided basic life skills (swimming and skating) and opportunities for un-structured involvement for youth (i.e. drop-in programs).

Another significant theme was that rental fees are far too high, discouraging involvement from participants.

3.5 Question 5

Where individual benefits include factors such as:

- 1) improving individual fitness;
- 2) specialized skill development;



- 3) elite sports/activities; and
- 4) increased creativity;

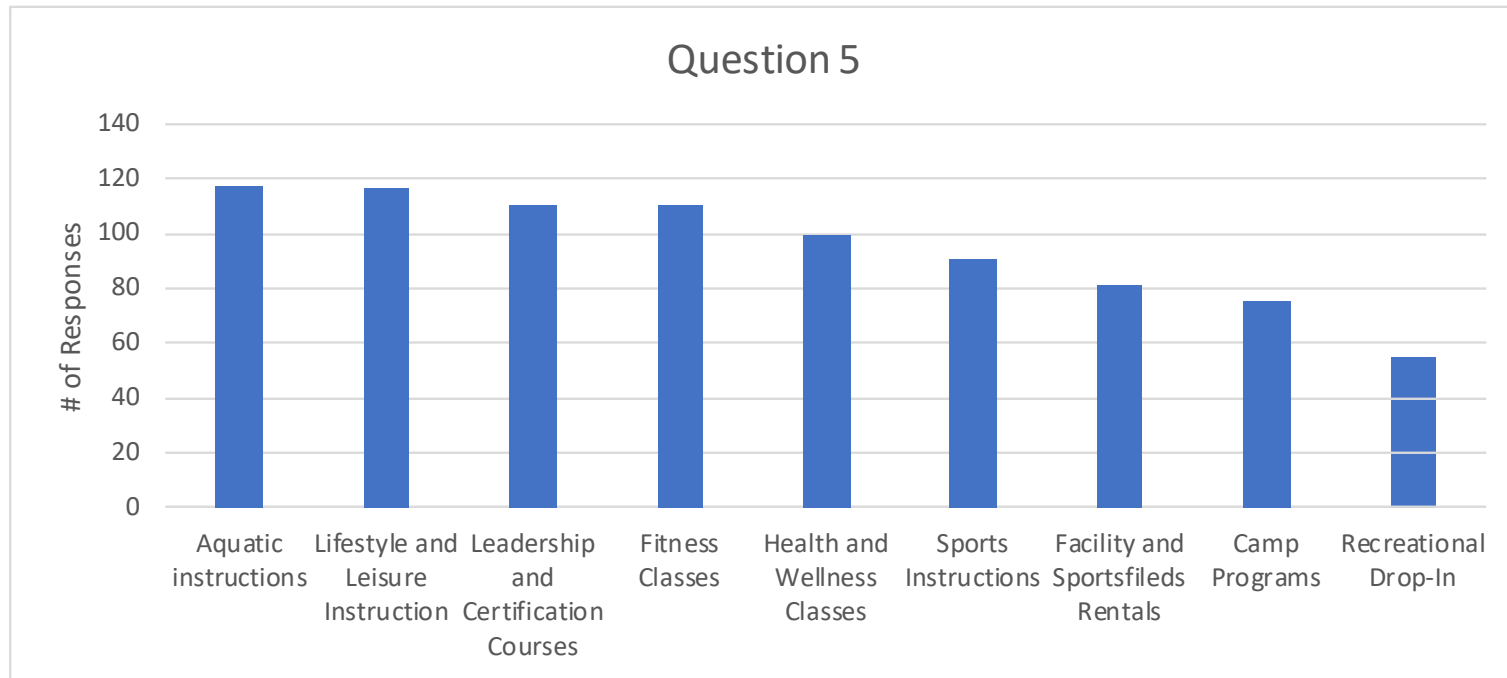
Which of the following services have a greater individual benefit than community benefit?

Answers (circle all that apply)

	Program Type	Examples
A	Aquatic instructions	Swimming lessons
B	Sports Instructions	Basketball, Volleyball, Dance
C	Recreational Drop-In	Public swimming, Public skating
D	Leadership and Certification Courses	National Lifeguard, First –Aid
E	Health and Wellness Classes	Yoga, T'ai Chi, Qi Gong
F	Fitness Classes	Aqua Fitness, Body Blast, ZUMBA
G	Lifestyle and Leisure Instruction	Art and Computer Workshops, Spanish Lessons
H	Camp Programs	March Break and Summer Camps
I	Facility Rentals	Ice, sportsfields, rooms, use by registered community groups



3.5.1 Results





3.5.2 Commentary

The responses to this question were evenly spread across the possible answers. This is supported by the themes of the comments received whereby all services were seen to benefit individuals.

3.6 Question 6

For the user groups listed below, do you feel that there should be a discounted rate for all services compared to regular Adult fees? **(circle one)**

Pre-School (Age 3-5)

- a. Yes
- b. No
- c. Don't know

Youth (Ages 6-18)

- a. Yes
- b. No
- c. Don't know

Seniors (Ages 65+)

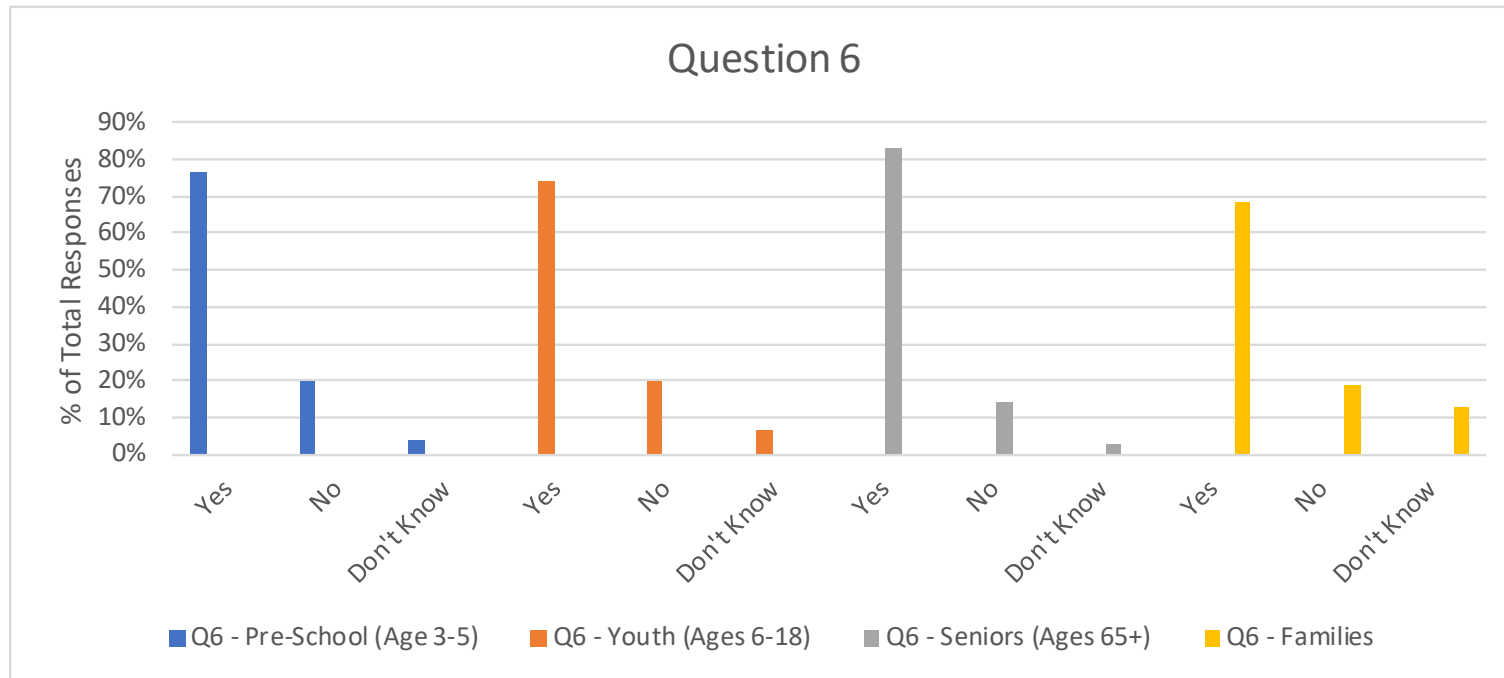
- a. Yes
- b. No
- c. Don't know

Families (4 members)

- a. Yes
- b. No
- c. Don't know



3.6.1 Results





Comments and Themes

Theme (# respondents)	Example Quote(s)
Discounts must be flexible (6)	Most families are four people- it is the larger families five or more who would benefit from a discount
Discounts available to all (5)	<p>You can't discount some and not others. Not fair.</p> <p>The more participants, then the greater the available discounts to leverage tax dollars</p>
Seniors are affluent (3)	<p>Seniors do not need cost reductions. They may have fixed incomes but no high monthly costs such as high mortgages and child care. Seniors in HH have some of the highest incomes. Age should not dictate user fee pay rates.</p> <p>Seniors also have significantly more wealth than families or youth and you can always discount prices on a case by case basis for seniors who have difficulties affording the fees their friends can more easily afford.</p>
User fee only (2)	If the town is prepared to provide a discount to those how cannot economically afford to utilize Recreation and Parks facilities and services, the rest of the user base should pay for the services they use.



3.6.2 Commentary

Within the four user groups considered in this question, the responses overwhelmingly supported discounts compared to the full adult fee. Given that a common theme in the comments was related to the fairness of discounts, these answers may support the feeling that discounts should be provided for all groups, if offered.

The comments received supported a theme that was witnessed in the Focus Group responses, in that discounts and thus community benefit should more closely aligned with the type of service or program being offered than for the specific user group. Common themes were that it is not fair to discount based on age, specifically with regard to seniors, as their ability to pay may not warrant discounts.

3.7 Question 7

Please read the following statement before answering question 7:

The Town currently offers decreased rates for Recreation and Parks programs and services based on a person's ability to pay, regardless of age. E.g. Senior's



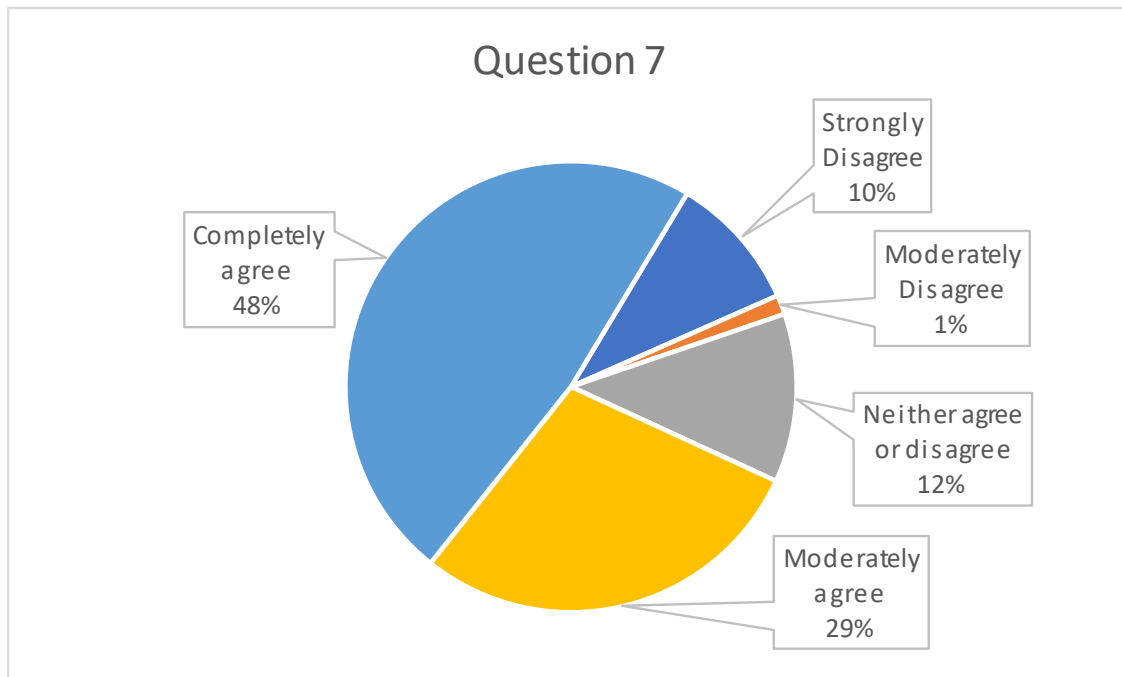
(age 65+) receiving Guaranteed Income Supplement are entitled to a 50% discount off program or pass fees.

Do you agree with the Town's current approach to offering discounts to Seniors as stated above?

Answers: (circle one)

- a. Strongly disagree
- b. Moderately disagree
- c. Neither agree or disagree
- d. Moderately agree
- e. Completely agree

3.7.1 Results



Comments and Themes

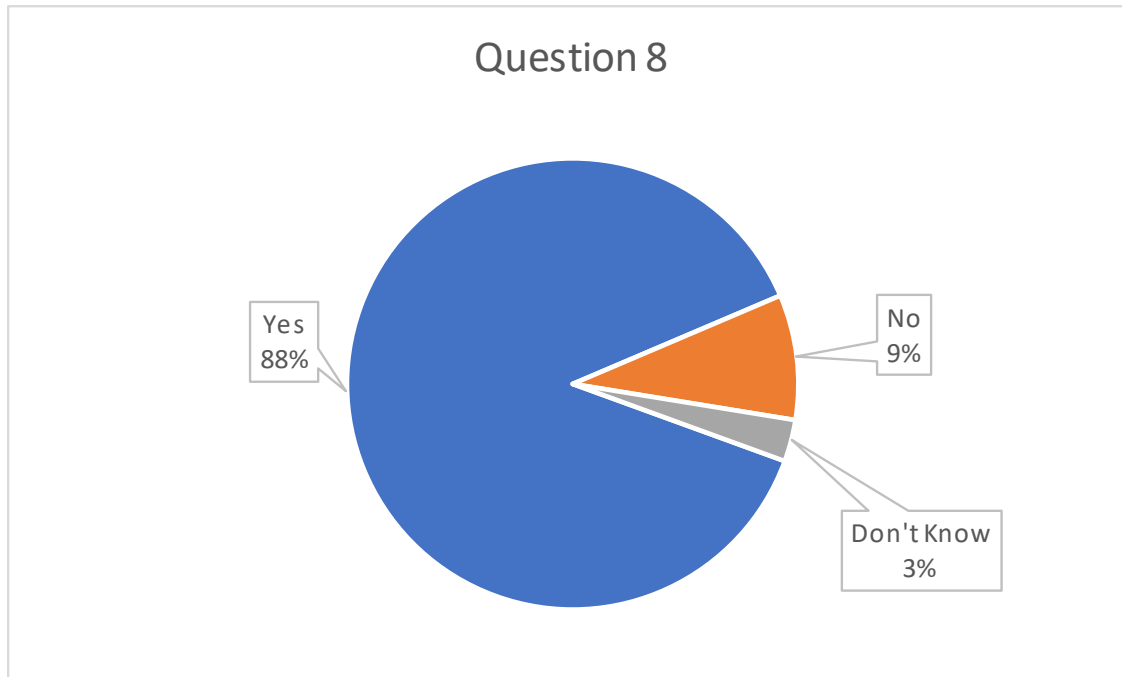
Themes (# respondents)	Example Quote(s)
Means tested seniors discount (4)	<p>Should be in same category as those who require assistance to pay- some seniors are well off and live to participate and don't need the discount</p> <p>While I support 50% off for lower income seniors. I feel all seniors should get a</p>



Answers (circle one)

- a. Yes
- b. No
- c. Don't know

3.8.1 Results



Comments and Themes

Theme (# respondents)	Example Quote(s)
Non-residents should pay more than residents (37)	“Absolutely! Residents of Halton should in no way be subsidizing people from other areas use of the recreational facilities. Every participant should have to prove proof of residency”
Non-residents are taking advantage of Halton Hills (4)	“WAAAAAY too many non-residents are taking advantage of our rates and services”



4. Public Open House

Prior to the commencement of the community survey, a Public Open House was held to promote the launch of the survey and to give the general public an opportunity to better understand the study process, purpose of the fee review, and to ask questions about the community survey. The event was held in the atrium of the Gellert Community Centre during an evening with high levels of programming and registered participants to encourage individuals to engage in the process.

Registration was not required at the open house, however, the individuals in attendance were actively engaged in discussion about the fee review and other matters related to the provision of Recreation and Parks service and represented a broad range of opinions.



Appendix A Focus Group Activity Work Sheets

ACTIVITY #1 **COMMUNITY BENEFITS OF RECREATION SERVICES**

After discussing the importance of community benefits, conclude as a group on your TOP 3 community benefits

Top 3 Community Benefits	Comments
1. Builds Healthy Lifestyles	
2. Addresses Social Needs	- mental health, seniors, youth
3. Providing Equal access	eg. across all types of facilitated programs - town programs → affiliate non profit → private 3rd party (soccer, gymnastics etc)

Activity #1 - Additional Comments

- Community Engagement is a key outcome to the 3 community benefits
- Town may not offer programming that affiliate or 3rd party at an affordable rate
- Current program services do not all meet the community needs listed. to be explored

ACTIVITY #2 VALUING COMMUNITY BENEFIT

Your group has been given \$100 to provide subsidies, or discounts for Recreation Services. Your task is to decide where will you spend your money. Your decision should be influenced by your Top 3 Community Benefits identified in Exercise #1

Top 3 Community Benefits (From Activity #1)

1. Builds Healthy Lifestyles
2. Addresses Social Needs
3. Equal access

Program Type	Examples	All Users	Age Groups				Families	Requiring Financial Assistance	Residency		Affiliated Groups	Non-Affiliated Groups	Frequent Users (e.g. passes)
			Pre-School (Age 3-5)	Youth (Age 6-18)	Adults (Ages 18-64)	Seniors (Age 65+)			Residents	Non-Residents			
A	Aquatic instructions		7.50	7.50				✓					
B	Sports Instructions		7.50	7.50				✓					
C	Recreational Drop-In			10.00		10.00		✓					
D	Leadership and Certification Courses							✓					
E	Health and Wellness Classes							✓					
F	Fitness Classes							✓					
G	Lifestyle and Leisure Instruction			7.50		7.50		✓					
H	Camp Programs						10.00	✓					
I	Facility Rentals	25.00						✓					
J	All Programs							✓					

ACTIVITY #2 VALUING COMMUNITY BENEFIT

Your group has been given \$100 to provide subsidies, or discounts for Recreation Services. Your task is to decide where will you spend your money. Your decision should be influenced by your Top 3 Community Benefits identified in Exercise #1

Top 3 Community Benefits (From Activity #1)

1. _____
2. _____
3. _____

	Program Type	Examples	All Users	Age Groups				Families	Requiring Financial Assistance	Residency		Affiliated Groups	Non-Affiliated Groups	Frequent Users (e.g., passes)
				Pre-School (Age 3-5)	Youth (Age 6-18)	Adults (Ages 18-64)	Seniors (Age 65+)			Residents	Non-Residents			
A	Aquatic instructions	Swimming lessons ✓					25							
B	Sports Instructions	Basketball, Volleyball, Dance												
C	Recreational Drop-In	Public swimming, Public skating ✓	10				1							
D	Leadership and Certification Courses	National Lifeguard, First-Aid												
E	Health and Wellness Classes	Yoga, T'ai Chi, Qi Gong ✓					15							15
F	Fitness Classes	Aqua Fitness, Body Blast, ZUMBA ✓												35
G	Lifestyle and Leisure Instruction	Art and Computer Workshops, Spanish Lessons												
H	Camp Programs	March Break and Summer Camps												
I	Facility Rentals	Ice, sports fields, rooms ✓	10											
J	All Programs									0				

ACTIVITY #2 VALUING COMMUNITY BENEFIT

Your group has been given \$100 to provide subsidies, or discounts for Recreation Services. Your task is to decide where will you spend your money. Your decision should be influenced by your Top 3 Community Benefits identified in Exercise #1

Top 3 Community Benefits (From Activity #1)

1. SOCIAL
2. PHYSICAL
3. LIFE SKILLS

Program Type	Examples	All Users	Age Groups				Families	Requiring Financial Assistance	Residency		Affiliated Groups	Non-Affiliated Groups	Frequent Users (e.g. passes)
			Pre-School (Age 3-5)	Youth (Age 6-18)	Adults (Ages 18-64)	Seniors (Age 65+)			Residents	Non-Residents			
A	Aquatic instructions	Swimming lessons	5.00 → \$1	5.00 →									
B	Sports Instructions	Basketball, Volleyball, Dance											
C	Recreational Drop-In	Public swimming, Public skating											
D	Leadership and Certification Courses	National Lifeguard, First-Aid	30.00	(\$100 \$100) 20.00 →									
E	Health and Wellness Classes	Yoga, T'ai Chi, Qi Gong											
F	Fitness Classes	Aqua Fitness, Body Blast, ZUMBA											
G	Lifestyle and Leisure Instruction	Art and Computer Workshops, Spanish Lessons											
H	Camp Programs	March Break and Summer Camps	40.50 →	(\$20 \$20)									
I	Facility Rentals	Ice, sports fields, rooms											
J	All Programs							30.00					

Activity #2 - Comments

CAMPS ARE VERY EXPENSIVE - IT WOULD BE BENEFICIAL TO ASSIST KIDS/FAMILIES W/ CHILDREN W/ SPECIAL NEEDS SOME FINANCIAL ASSISTANCE.

FAMILIES WHO ARE IN LOWER INCOME BRACKETS SHOULD ALSO BE PROVIDED W/ SUBSIDIZED PROGRAM ASSISTANCE.

LEADERSHIP/CERTIFICATE COURSES/AQUATICS - LIFE SKILLS - SHOULD HAVE SUBSIDIZED ASSISTANCE.

ACTIVITY #2 VALUING COMMUNITY BENEFIT

Your group has been given \$100 to provide subsidies, or discounts for Recreation Services. Your task is to decide where will you spend your money. Your decision should be influenced by your Top 3 Community Benefits identified in Exercise #1

Top 3 Community Benefits (From Activity #1)

1. _____
2. _____
3. _____

	Program Type	Examples	All Users	Age Groups				Families	Requiring Financial Assistance	Residency		Affiliated Groups	Non-Affiliated Groups	Frequent Users (e.g. passes)
				Pre-School (Age 3-5)	Youth (Age 6-18)	Adults (Ages 18-64)	Seniors (Age 65+)			Residents	Non-Residents			
A	Aquatic instructions	Swimming lessons												
B	Sports Instructions	Basketball, Volleyball, Dance												
C	Recreational Drop-In	Public swimming, Public skating	✓											
D	Leadership and Certification Courses	National Lifeguard, First-Aid												
E	Health and Wellness Classes	Yoga, T'ai Chi, Qi Gong												
F	Fitness Classes	Aqua Fitness, Body Blast, ZUMBA												
G	Lifestyle and Leisure Instruction	Art and Computer Workshops, Spanish Lessons												
H	Camp Programs	March Break and Summer Camps												
I	Facility Rentals	Ice, sports fields, rooms												
J	All Programs													

Use it for the programs that get the most number of people involved.

ACTIVITY #1 **COMMUNITY BENEFITS OF RECREATION SERVICES**

After discussing the importance of community benefits, conclude as a group on your TOP 3 community benefits

<u>Top 3 Community Benefits</u>	<u>Comments</u>
1. Address <u>YOUTH</u> social, Physical and mental needs	
2. Address <u>SENIOR</u> social, Physical and mental needs	
3. Equal access to services	

Activity #1 - Additional Comments

<p>- as a group, felt there was an overlap of community engagement and equal access. Increase access can increase engagement.</p>

ACTIVITY #2 VALUING COMMUNITY BENEFIT

Your group has been given \$100 to provide subsidies, or discounts for Recreation Services. Your task is to decide where will you spend your money. Your decision should be influenced by your Top 3 Community Benefits identified in Exercise #1

Top 3 Community Benefits (From Activity #1)

1. So cost will be less
2. improved mental & phis.
3. life skills / leadership ↓

	Program Type	Examples	All Users	Age Groups				Families	Requiring Financial Assistance	Residency		Affiliated Groups	Non-Affiliated Groups	Frequent Users (e.g. passes)
				Pre-School (Age 3-5)	Youth (Age 6-18)	Adults (Ages 18-64)	Seniors (Age 65+)			Residents	Non-Residents			
A	Aquatic instructions	Swimming lessons												
B	Sports Instructions	Basketball, Volleyball, Dance												
X C	Recreational Drop-In	Public swimming, Public skating	20		10		10							
D	Leadership and Certification Courses	National Lifeguard, First-Aid	10											
E	Health and Wellness Classes	Yoga, T'ai Chi, Qi Gong			0		10							
F	Fitness Classes	Aqua Fitness, Body Blast, ZUMBA												
X G	Lifestyle and Leisure Instruction	Art and Computer Workshops, Spanish Lessons			0		0							
X H	Camp Programs	March Break and Summer Camps			10									
I	Facility Rentals	Ice, sports fields, rooms												
J	All Programs				15		15							

ACTIVITY #2 VALUING COMMUNITY BENEFIT

Your group has been given \$100 to provide subsidies, or discounts for Recreation Services. Your task is to decide where will you spend your money. Your decision should be influenced by your Top 3 Community Benefits identified in Exercise #1

Top 3 Community Benefits (From Activity #1)

1. _____
2. _____
3. _____

Program Type	Examples	All Users	Age Groups				Families	Requiring Financial Assistance	Residency		Affiliated Groups	Non-Affiliated Groups	Frequent Users (e.g. passes)
			Pre-School (Age 3-5)	Youth (Age 6-18)	Adults (Ages 18-64)	Seniors (Age 65+)			Residents	Non-Residents			
A	Aquatic instructions	Swimming lessons	12										
B	Sports Instructions	Basketball, Volleyball, Dance	12										
C	Recreational Drop-In	Public swimming, Public skating	12										
D	Leadership and Certification Courses	National Lifeguard, First-Aid	12										
E	Health and Wellness Classes	Yoga, T'ai Chi, Qi Gong	12										
F	Fitness Classes	Aqua Fitness, Body Blast, ZUMBA	12										
G	Lifestyle and Leisure Instruction	Art and Computer Workshops, Spanish Lessons	12										
H	Camp Programs	March Break and Summer Camps	12										
I	Facility Rentals	Ice, sports fields, rooms	12										
J	All Programs		12										

There should be a seniors rate

Higher Fees



Appendix B Community Survey Results



Appendix B - Community Survey Results

The following tables summarize the quantitative responses for each answer in aggregate as well as by demographic (i.e. residency, household income, and age group of family members).

Question 1

	Q1										Total
	Strongly Disagree	%	Moderately Disagree	%	Neither agree or disagree	%	Moderately agree	%	Completely agree	%	
1. Geography											
Georgetown	13	8%	9	5%	18	10%	44	26%	38	22%	122
Norval	0	0%	0	0%	0	0%	0	0%	1	1%	1
Acton	3	2%	6	3%	4	2%	15	9%	6	3%	34
Glen Williams	0	0%	1	1%	1	1%	5	3%	4	2%	11
Hornby	0	0%	1	1%	0	0%	0	0%	0	0%	1
Limehouse	0	0%	0	0%	1	1%	0	0%	0	0%	1
Milton	0	0%	0	0%	0	0%	1	1%	0	0%	1
Hillsburg	0	0%	0	0%	1	1%	0	0%	0	0%	1
Total Halton Hills	16	9%	17	10%	24	14%	64	37%	49	28%	170
Total Outside Halton Hills	0	0%	0	0%	1	1%	1	1%	0	0%	2
Overall Total	16	9%	17	10%	25	15%	65	38%	49	28%	172
2. Income											
Less than \$30,000	0	0%	0	0%	0	0%	0	0%	0	0%	0
Between \$30,000 and \$60,000	0	0%	1	1%	3	2%	14	7%	7	4%	25
Between \$60,000 and \$90,000	4	2%	4	2%	4	2%	13	7%	13	7%	38
Between \$90,000 and \$120,000	3	2%	2	1%	9	5%	15	8%	15	8%	44
Between \$120,000 and \$150,000	3	2%	1	1%	7	4%	8	4%	10	5%	29
Greater than \$150,000	4	2%	11	6%	8	4%	20	10%	18	9%	61
Overall Total	14	7%	19	10%	31	16%	70	36%	63	32%	197
2. Age Group											
0 to 5	3	2%	0	0%	1	1%	6	5%	2	2%	12
6 to 12	3	2%	6	5%	5	4%	14	11%	16	12%	44
13 to 18	3	2%	3	2%	5	4%	18	14%	15	11%	44
19 to 64	0	0%	2	2%	2	2%	5	4%	2	2%	11
65+	2	2%	1	1%	2	2%	11	8%	4	3%	20
Overall Total	11	8%	12	9%	15	11%	54	41%	39	30%	131
Grand Total	18	8%	23	10%	35	15%	87	37%	70	30%	233

* Grand total includes responses from individuals who did not provide answers to demographic questions

Comments

1. As a Halton resident, it is acceptable and advantageous to have the property tax subsidy on the higher side of the Property Tax Subsidy:User Fee ratio.
2. This question can be taken many ways. Your proceeding comments are valued but I am sure some town expenditures could be debated as providing value or not.
3. Large population of seniors, higher ratio than other categories, therefore considerable amount should be considered for active living, (Pickleball, etc.) and other senior oriented services although the area lacking seems to be sports



related venues/access for seniors. With the addition of 2 evenings of Town run Pickleball, 3 evenings in a complete success-bursting at the seams with this interest in the sport.

4. The assessment of the level of community "benefit" is questionable. Who is deciding this?
5. It depends on how the community benefit is determined. Some items like swimming lessons (some may think this is individual) is a life saving skill for our children and benefits entire community when they can protect themselves and others around water. Halton Hills has many rivers, ponds, and swimming pools where water safety is a risk.
6. Not up to municipality to determine benefit
7. In other communities, those that live (are taxed by that region) in the area get advanced access to sign up for recreational activities and pay a different fee than those that do not contribute via taxes.
8. How do you define and measure that? And Halton Hills has such a disparate socioeconomic demographic- the benefit for someone with less financial means might be huge compared to more well off families. How do you even compare that?
9. The subsidy should be balanced between community and user benefit.
10. This question should be split. I agree that the fees should be aligned with the level of community benefit however that consideration should not be lumped into a question about taxes. Depending on the program taxes should not be used. I.e: camps.
11. Such a general statement without references, how can you agree or disagree
12. Please bear in mind that most seniors are on fixed incomes and rapidly depleting savings.
13. Stop hiding behind property taxes and user fees and start cutting bureaucratic costs. Why do we need all these individual sports organizations instead of just one ? Start ensuring that the general public is paying for general programs (open to all) and that those who compete at higher levels pay for use and force those programs to find funding, but not penalize the general public.
14. I think the federal government should subsidize these programs for smaller communities that might not have the money to do so, parents are already paying large fees when it comes to recreation



15. This seems like a hidden agenda question, come out with what you want to say, put some numbers to it and then ask me if I agree or don't agree. Good try with this one!
16. To be clear though, assisting certain individuals has an impact on the community as it reduces the gap between 'have' and 'have not'.
17. This statement is ridiculously vague and makes no sense with regard to the survey you are asking people to participate in. What are you asking? Or, try and make it even more convoluted so people can just skip this question.
18. To an extent. Elite level sports also benefits the community. A youth for example should not be precluded from elite level sports due to financial hardship and lack of subsidy. Further elite level sports facilities will benefit fewer individuals but should be provided as well. Otherwise we risk losing those individuals and families to other centres that take a more balanced approach.
19. The lack of private businesses to support the demands of team sports in the town (hockey is the biggest one) while transferring the burden off the taxpayer is lacking.
20. Live theatre is very important in a community. the rising costs of the JET make it almost impossible for local groups to provide this amazing opportunity to the community. The JET should be promoting local culture- and as such should be charging based on audience size ie. rent could be \$5 per person who bought a ticket. that would allow the local groups to continue to provide this wonderful opportunity- thus professional groups who come in should pay higher costs as they are not local.
21. This question is ambiguous. How does the subsidy relate to the user fees? Not all services are funded the same.
22. "Much depends on the definitions of "community benefit".
23. "Community benefit" should include consideration for the number of people involved in the activity: more people directly participating = greater community benefit.
24. "Community benefit" should also consider alternatives for community members; e.g. there are limited options for pool based activities."
25. Healthy citizen should be a priority. All not just youth. Healthy seniors should be encouraged as activity helps overall well-being.
26. Make swimming passes for seniors cheaper



Question 2

	Q2						Total
	Reasonable tax support for Rec and Park Services	%	More property tax revenue to support Rec services	%	Less property tax revenue to support Rec services	%	
1. Geography							
Georgetown	58	34%	56	32%	8	5%	122
Norval	0	0%	1	1%	0	0%	1
Acton	21	12%	13	8%	1	1%	35
Glen Williams	4	2%	5	3%	2	1%	11
Hornby	1	1%	0	0%	0	0%	1
Limehouse	0	0%	1	1%	0	0%	1
Milton	1	1%	0	0%	0	0%	1
Hillsburg	1	1%	0	0%	0	0%	1
Total Halton Hills	84	49%	76	44%	11	6%	171
Total Outside Halton Hills	2	100%	0	0%	0	0%	2
Overall Total	86	50%	76	44%	11	6%	173
2. Income							
Less than \$30,000	0	0%	0	0%	0	0%	0
Between \$30,000 and \$60,000	14	7%	11	5%	1	0%	26
Between \$60,000 and \$90,000	20	10%	17	8%	4	2%	41
Between \$90,000 and \$120,000	16	8%	27	13%	1	0%	44
Between \$120,000 and \$150,000	17	8%	10	5%	2	1%	29
Greater than \$150,000	41	20%	22	11%	3	1%	66
Overall Total	108	52%	87	42%	11	5%	206
2. Age Group							
0 to 5	5	4%	6	4%	0	0%	11
6 to 12	33	23%	13	9%	1	1%	47
13 to 18	29	21%	17	12%	4	3%	50
19 to 64	6	4%	6	4%	1	1%	13
65+	12	9%	7	5%	1	1%	20
Overall Total	85	60%	49	35%	7	5%	141
Grand Total	121	52%	99	42%	13	6%	233

* Grand total includes responses from individuals who did not provide answers to demographic questions

Comments

1. Higher revenue gained from an increased tax revenue percentage formula is acceptable. A higher tax portion, directly targeted to Recreation and Parks would greatly benefit Halton Hills as a whole. When viewing the current \$0.14/dollar revenue structure, approximately \$560 of my taxes paid is directed to Recreation and Parks. This amount seems low for the current services that are provided through Recreation and Parks. Long term, sustainable planning for our recreation and parks services and facilities necessitates a higher portion of the tax dollars paid. This should and can be achieved through an annual property tax increase.
2. Again this is a loaded question. I personally have no problems with paying taxes but those more vulnerable in society ie seniors on low fixed income or low income families need greater support. I do not mean families that think their



children who are deprived if they do not have an xbox or cell phone. Perhaps having a form that those in need can submit to have fees reduced. I am aware of some seniors who could use a break. This is not to help me but I have no problem at supporting the types I have mentioned

3. Georgetown really needs an all-purpose gym the same as all communities around us seem to have.
4. I believe that there are more recreational services than necessary in a time when prudence is necessary. Also I believe that the Town is offering tax subsidized fees for services that could/would be offered by the private sector.
5. "There needs to be a balance of programs - those that are needed to help keep the community healthy and safe (basic swimming classes) thereby less medical costs due to healthier residents - and ones that are more frivolous.
6. "
7. An active community is a healthy community that results in lower healthcare costs.
8. I actually find that both the property tax in Acton does not align with the level or services available and received.
9. "Difficult questions to answer because I dont know he much of the property taxes comparatively are going to other areas.
- 10."
- 11.Or how about more to recreation services and less to schools. Ridiculous how much goes to them when we don't use the system.
- 12.My statement is valid if it does not increase the overall property tax. To trully answer this question, it would be good to know how the property taxes are broken down to determine best use of it.
- 13.I would like to see a breakdown of how the rest of the property taxes are allotted to decide if .14 is"reasonable".
- 14.It's a cut component of sustainability to keep people moving and healthy.
- 15.What's the total budget? Where is it spent? Where are funds lacking?
- 16.The people from out of town who access the facilities are not paying their fare share. Should be ID showing Halton Hills residence at registration.
- 17.This should come through a reallocation of funds - NOT another property tax increase beyond inflation.
- 18."we pay enough tax it is where the money is used that is the problem
- 19.Our Recreational fees should be covered in our Tax Base "



20. Recreational activities help with health and well-being so I would support higher tax revenue being allocated to rec services.
21. Too much for ice time and floor fees, baseball diamond rentals etc
22. I feel the ratio of support:fee is appropriate. I would not currently want to allocate greater funds-per-tax-dollar to recreation, however I would support higher property taxes in general, knowing that a meaningful percentage of the increase was to improve the health and recreation amenities of the community.
23. People in the community already give monies to schools that they may not have children enrolled in. Why should the entire community subsidize the people who are participating in these Recreational programs?
24. Without hard numbers for all three scenarios, this question is arbitrary. How much would my taxes go up to lower fees? How much would fees go up if taxes were lowered? My family certainly does not use all the fees we pay in our property taxes, however that does not mean I don't support the subsidy for our community.
25. We currently have the one of the highest ice rate and arena floor rates in Halton region. How does that enhance and promote healthy youth lifestyles?
26. "As a senior on fixed income, why should I pay higher property taxes to subsidize kids who play sports. Both parents are usually working with good incomes and seem to have money for big homes, expensive cars etc. etc. If they want their children in sports let them pay for it.
27. "
28. "Depends on the activity.
29. Recreation services with lower costs to deliver but benefiting many individuals should carry lower user fees, thus leveraging the benefit from tax dollars.
30. "
31. How does our level of funding compare with other similar sized municipal jurisdictions? We shouldn't have an unusually larger tax bill for the same priced homes of other towns as to be not competitively priced.
32. As a retired senior who still pays full property taxes I feel that money should be used to support rec services.
33. Make fees for seniors cheaper
34. I think in general, when residents see the direct outcomes from property tax, they don't mind paying more - i.e., seeing improvements in infrastructure, orad, new rec spaces, unproved rec spaces etc.
35. If user fees are too high it eliminates many people who could benefit



Question 3

	Q3										Total
	Strongly Disagree	%	Moderately Disagree	%	Neither agree or disagree	%	Moderately agree	%	Completely agree	%	
1. Geography											
Georgetown	22	13%	15	9%	13	8%	34	20%	38	22%	122
Norval	0	0%	0	0%	0	0%	0	0%	1	1%	1
Acton	4	2%	4	2%	5	3%	13	8%	9	5%	35
Glen Williams	1	1%	2	1%	1	1%	2	1%	5	3%	11
Hornby	0	0%	0	0%	1	1%	0	0%	0	0%	1
Limehouse	0	0%	0	0%	0	0%	1	1%	0	0%	1
Milton	0	0%	0	0%	0	0%	1	1%	0	0%	1
Hillsburg	1	1%	0	0%	0	0%	0	0%	0	0%	1
Total Halton Hills	27	16%	21	12%	20	12%	50	29%	53	31%	171
Total Outside Halton Hills	1	50%	0	0%	0	0%	1	50%	0	0%	2
Overall Total	28	16%	21	12%	20	12%	51	29%	53	31%	173
2. Income											
Less than \$30,000	0	0%	0	0%	0	0%	0	0%	0	0%	0
Between \$30,000 and \$60,000	2	1%	2	1%	2	1%	9	4%	11	5%	26
Between \$60,000 and \$90,000	7	3%	4	2%	7	3%	11	5%	11	5%	40
Between \$90,000 and \$120,000	10	5%	5	2%	2	1%	16	8%	12	6%	45
Between \$120,000 and \$150,000	4	2%	3	1%	5	2%	6	3%	11	5%	29
Greater than \$150,000	9	4%	10	5%	6	3%	21	10%	20	10%	66
Overall Total	32	16%	24	12%	22	11%	63	31%	65	32%	206
2. Age Group											
0 to 5	3	2%	2	1%	1	1%	2	1%	3	2%	11
6 to 12	8	6%	8	6%	8	6%	9	6%	15	10%	48
13 to 18	9	6%	8	6%	10	7%	10	7%	14	10%	51
19 to 64	2	1%	2	1%	0	0%	4	3%	5	3%	13
65+	1	1%	5	3%	1	1%	3	2%	10	7%	20
Overall Total	23	16%	25	17%	20	14%	28	20%	47	33%	143
Grand Total	36	15%	30	13%	27	12%	67	29%	74	32%	234

* Grand total includes responses from individuals who did not provide answers to demographic questions

Comments

1. Again, Recreation and Parks facilities and services are an recreational resource for the individuals and families that are economically challenged. As a community, everyone benefits by providing people, places and things to do for everyone. Even those who otherwise cannot afford to participate. Children, teenagers, adults and seniors all benefit from utilizing the recreational and parks facilities in Halton Hills.
2. I believe that all services should be accessible for all, however the practice of charging more to those who can pay so that those with less income can benefit needs to be closely monitored. What is the threshold for those who cannot afford to pay? Is that information readily available to the public? How is someone's inability to pay assessed? I am lucky to be fortunate in many ways, and believe in helping others, but there is a lot of fraud.
3. "I am not aware of the facts on this. I go to Aqua Fit classes at the Gellert and all staff have been great from the instructors like Sue to the guy that cleans the floors.



4. I just know some have difficulty with the 350.00 fee all at once. Perhaps some of these people can get a reduction.
5. I'd disagree with it when it's for things that have mostly individual benefit. However if you're allowing someone to take part in something where there's no incremental cost to the town (say a swimming class where you can add an extra person or two basically for free) then yeah, you can let them pay less if they can't afford it.
6. Provided that there is a burden of proof on the beneficiary that they are unable to pay the full amount.
7. "I have coached soccer for several years and has several participants through the Jump Start fundraiser. I can tell you in my experience those families didn't show up most of the time.
8. I think there are private fundraisers that can support that and there are church programs that are low cost. Rec programs for families in need through the town shouldn't be funded from our property tax"
9. I am not familiar with any discounts. Although as a family of five with three children who may not qualify for subsidy it would be nice if there was family discounts especially for swimming lessons, a life skill
10. Disposable income is what is required for recreation. Someone who owns a home but pays huge taxes, utilities, mortgage etc might have less disposable income than someone below the LICO limit who rents and does not have as many bills. Cost of living in Halton is high.
11. Distinguish between Seniors and Adults
12. Everyone should pay the same amount. Unless someone has a disability or is elderly.
13. should include those children that have special needs but are high functioning but still need to be in a private class.
14. I feel that people should be able to partake in a healthy lifestyle regardless of their financial status. If they are honestly unable to pay for fees, I feel that assistance is a good idea and they should not be left out.
15. There had to be reasonable qualification criteria for those requiring assistance
16. What about the jumpstart program?
17. A senior rate should be in place for the swim programs at the Gellert Center. This would certainly encourage more participation of seniors that our on a fixed income.



18. "Seniors are charged higher rates at Gellert than the Milton pool which offers the same facilities. Why?
- 19."
20. What determines ability to pay, because salary is not a fair evaluation. No, everyone should be able to participate at a public level for free/nominal cost. Those who choose to compete at a higher level should pay for those costs. Our sports programs were free when I was a child, my parents never had to pay these exorbitant fees, something not right here ???
21. Moderately agree if the discounted fees are not abused (assessed properly).
22. To not completely agree with that statement is to live in a self-absorbed bubble.
23. Many people use loopholes to get around paying for their fair share. Is this more than just a questionnaire that people fill out to say they can't afford it?
24. Again, what are we doing as a town to help the athletes who could compete at an elite level yet can't afford the fees?
25. As a pickleball player and seeing the level of participation from seniors, I believe it is in our best interests as a community to ensure that opportunities for seniors to stay active should be a priority and that financial restraints should never stand in the way of participation.
26. Should be equitable for all
27. Should be higher discounts for seniors.
28. Depends on how it is determined that a family needs financial assistance. If I save my money so that I can pay for these things and another person goes out to restaurants at lunch and buys Tim Horton's coffee every day, then I don't think they should have discounted fees.
29. There are already enough financial strain on affordable housing and this includes utilities + taxes. See my comments later on penetration rates.
30. Seniors should be given lower rate for 65+ regardless of income. More in line with other municipalities.
31. Make it cheaper for people that need financial help i.e., Low Income



Question 4

Q4																			
	Aquatic instructions	%	Sports Instructions	%	Recreational Drop-In	%	Leadership and Certification Courses	%	Health and Wellness Classes	%	Fitness Classes	%	Lifestyle and Leisure Instruction	%	Camp Programs	%	Facility and Sportsfields Rentals	%	Total
1. Geography																			
Georgetown	62	14%	35	8%	56	13%	31	7%	26	6%	30	7%	14	3%	43	10%	5	1%	302
Norval	1	0%	0	0%	1	0%	1	0%	0	0%	0	0%	0	0%	1	0%	0	0%	4
Acton	18	4%	9	2%	15	3%	8	2%	11	2%	13	3%	7	2%	13	3%	2	0%	96
Glen Williams	6	1%	5	1%	6	1%	2	0%	5	1%	2	0%	3	1%	4	1%	0	0%	33
Hornby	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	2
Limehouse	1	0%	1	0%	1	0%	1	0%	1	0%	1	0%	1	0%	1	0%	0	0%	8
Milton	1	0%	0	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2
Hillsburg	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Total Halton Hills	89	20%	50	11%	79	18%	43	10%	43	10%	46	10%	25	6%	63	14%	7	2%	445
Total Outside Halton Hills	1	50%	0	0%	1	50%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2
Overall Total	90	20%	50	11%	80	18%	43	10%	43	10%	46	10%	25	6%	63	14%	7	2%	447
2. Income																			
Less than \$30,000	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Between \$30,000 and \$60,000	10	2%	3	1%	12	2%	8	2%	5	1%	8	2%	3	1%	5	1%	1	0%	55
Between \$60,000 and \$90,000	19	4%	10	2%	13	2%	8	2%	12	2%	10	2%	5	1%	16	3%	3	1%	96
Between \$90,000 and \$120,000	26	5%	19	4%	21	4%	12	2%	12	2%	14	3%	6	1%	27	5%	2	0%	139
Between \$120,000 and \$150,000	14	3%	10	2%	15	3%	5	1%	4	1%	3	1%	3	1%	11	2%	0	0%	65
Greater than \$150,000	39	7%	18	3%	34	7%	16	3%	12	2%	15	3%	8	2%	24	5%	1	0%	167
Overall Total	108	21%	60	11%	95	18%	49	9%	45	9%	50	10%	25	5%	83	16%	7	1%	522
2. Age Group																			
0 to 5	4	1%	0	0%	6	2%	1	0%	3	1%	6	2%	2	1%	5	1%	2	1%	29
6 to 12	26	8%	11	3%	22	6%	9	3%	4	1%	6	2%	5	1%	23	7%	0	0%	106
13 to 18	30	9%	14	4%	26	8%	6	2%	5	1%	7	2%	6	2%	22	6%	1	0%	117
19 to 64	8	2%	6	2%	7	2%	4	1%	7	2%	7	2%	4	1%	7	2%	0	0%	50
65+	3	1%	1	0%	10	3%	2	1%	5	1%	7	2%	1	0%	7	2%	2	1%	38
Overall Total	71	21%	32	9%	71	21%	22	6%	24	7%	33	10%	18	5%	64	19%	5	1%	340
Grand Total	121	20%	63	11%	108	18%	56	9%	56	9%	59	10%	30	5%	93	16%	7	1%	593



Comments

1. When viewing the list I have specifically chosen items that provide and enhance individuals with life long skills and learning. Every child needs to know how to swim. Leadership and certification courses provide opportunities for employment and life saving skills that can be used for life! Camp programs provide families with childcare options during regular working periods. If these camps are not available and affordable, some families are forced to take vacation days.
2. Why is pickleball not listed. This is the fastest growing sport in North America. This started as a senior's sport, but has grown to include all ages. Benefits the body as well as the mind.
3. "I prefer not to show bias just because I use the Aquatic part the most.
4. Generally speaking the town has done a great job. I think we have gone a little crazy with some of the bike lane lines but I know that interest group lobbies hard."
5. Specifically all-purpose gym as above.
6. I believe that these should not be funded by property tax.
7. Seniors and youth programs too
8. I would really like to see a Bone Fitness class in the evening. It is not just seniors who have osteoporosis and osteopenia there are people who are still able to work and having a class in the evening keeps people active and mobile and able to work. I have to go to Royal Distributing Athletic Centre to go to an evening class, there are two full classes there so I would think there is a need in Georgetown/Acton as well.
9. Swimming is a life skill and should be available to all children
- 10.No
- 11."Please consider adding lights and more amenities to the new skate park near Gellert. This is being used by a huge age range and if there was a smaller area (such as the one by Jubilee) for little kids it would be great.
- 12.Also please add a few more covered areas for shade and picnic tables.
- 13.
14. There is no theater or bowling alley, the mall closes early so there are limited places for teens to hang out at. This new feature is a great way to keep those that don't play soccer engaged and in a common area. (not roaming around town looking for something to do)"



15. "I think swimming is a life skill and all children should participate as it would prevent injuries and possible death. Also it provides employment for our youth.
16. I also think March break and summer camps should be funded to provide good quality care allowing parents care in their community while they're employed and again provides youth employment.
17. Makes Halton Hills an attractive place for people to raise their families "
18. swimming and public swim/ skate should be more subsidized than sports programs as they are a necessary skill and sessions that all kids can do, where as sports are optional and there are many private' organizations that offer those programs. also the towns oens are really only for younger kids.
19. Life is more and more stressful so mindfulness is important to focus on. Workshops or lessons should be more accessible for those who do not have the means to pay for it.
20. Swimming is a life skill!
21. Reduce fees for ice paid by Halton Hills minor hockey!
22. While I feel like I could select all, I did try to prioritize.
23. Basic fitness & sports (healthier communities cost less on the economy), camps and possible lifesaving learn to swim & aquatic leadership should be more heavily funded than leisure programs such as hockey.
24. I believe these should all be funded equally according to usage. Whatever is used more receives more funding.
25. Specialized and older adults should receive more funding as they are on a lower fixed income
26. I feel that, for their own safety and life skills, it is a good idea for every child to learn how to swim. I also believe that every person should learn first aid.
27. I think fees are reasonable except for camps
28. Fees are reasonable for activities and lower than most other cities
29. We are trying to minimize the fees from our tax base . As such, the user fee for persons from out of town (based upon postal code) needs to increase for persons using our facilities.
30. Cost of ice in town is ridiculous, far more than other cities. Many hockey teams buy private ice in Brampton or at CanIn facilities instead of supporting local as it is more than double the price. Our arenas are no where near as nice or practical as other towns which make it puzzling as to why user fees are so high. Also, the cost of public swimming is way too expensive. We would make the drive to other



cities to benefit from lower cost and would use recreational facilities there instead.... we are not the only ones.

31. Fundamental programs and casual drop-in programs should have a majority of the funding. Specialized programs that service a higher-level of performance should be funded to a lower degree. Also PA Day programs should be an option.
32. "Everyone should know how to swim.
33. Camp programs - all children during school breaks should have the opportunity to attend the camp programs regardless of their parents income."
34. Skateboard parks
35. Basic core programs that don't require additional equipment or costs should be as close to free as possible, that is why we pay ridiculously high property taxes. Then all those that choose higher levels or personal use etc. should pay the proper fees.
36. I'm in favour of sports being funded to a greater extent and it should be based on interest and participation levels. Not sure that soccer gets its fair share of funding relative to hockey or baseball given higher soccer participation levels yet there is no indoor facility in Georgetown which limits playing time for children within our own community (Acton is not an easy drive in the winter).
37. Ice rentals and floor time rental is absolutely brutal
38. I would like to see a wider variety of times that drop-ins are offered. For example, if I wanted to figure skate in Acton my life schedule would require me to be available at 7am. Even though it is offered 3 days a week (I believe) it is always the same time. This is true of most programs. Why can't we have a figure skate at noon, and an adult men's shinny at 7am?
39. None. should be subsidized. If you do one, then someone will complain that you didn't include theirs.
40. Elite level sports facilities for baseball. More and better diamonds.
41. "Nothing should be greater than another due to special interests. Currently everything listed is funded by the town due to a lack of competition in the marketplace.
42. If anything is to be funded, it should be the individuals based on support needed."
43. JET needs to make it possible for everyone to see COMMUNITY theatre. The rental costs for the local amateur groups are so high, that they are to the point they cannot afford to use the JET. When you take royalties, and move in etc off which is about \$2000. You are left with nothing. The JET gets all



44. "My responses are based on basic life skills such as swimming and also a focus on physical fitness and opportunities for youth to engage in sport outside of a structured format (drop-ins).
- 45.
46. I value every item listed but believe the items I listed would benefit from increased funding."
47. "Activities that have a wide public benefit should have additional funding, as long as the facility is open for the public to use at non-peak times (a tennis court, a baseball diamond, a soccer pitch) but activities such as day camps or lifeguard certification, where it is the participant is the primary benefit should receive less funding.
48. My daughter has completed her lifeguard certification course meaning she earns \$17/hr vs \$13.25 student minimum wage, or summer camps where parents send their kids instead of paying for other daycare in the summer should be paid for by the participant or parent, not the taxpayer."
49. With a general population (not just Halton Hills) that is overweight, I think it would be beneficial to support those programs which promote good health.
50. Georgetown has some of the highest facility rental fees in Ontario. This needs to be addressed!
51. Our rental fees are outrageous relative to surrounding communities making it difficult for families to support sports and resulting in a substantial disparity of the haves and the have nots.
52. The arena rental costs are far too high for most people to afford. Which drives up the cost of organized sports such as hockey, Lacrosse, skating. The rates in Halton far exceed other neighbouring communities.
53. None should be funded from property taxes.
54. I feel that more funding should be available for more drop in times for public swimming and skating. These facilities are always quite busy in the limited times available currently.
55. Pickleball is a growing sport especially for seniors in Halton Hills. Yet, in the winter, there are not many facilities (if any) to play it. The waiting list for daytime playing is long and there is no decent facility available. I think more services or facilities should be made available for this wonderful sport for seniors!
56. Halton Hills camp programmes do not compete with programmes offered by the "Y" from the price point of view. With respect to "E", "F", and "G" above more info is needed like participation rates. Are the programmes running at or below



capacity. If they are advertised adequately. How well does the town work with the seniors centres. And geared to income housing complexes to get the word out and/or use their common rooms and just provide the personnel to run the local (in house) programmes. Further to "E", "F", and "G" above, how does existing participants hear about the programmes.

57. Make Fee's Cheaper

58. A,B,C,H, I an arts for children and youth only. All five services including art have the greatest community benefits and individual benefit.

59. If children are able to participate in activities it develops a healthy lifestyle. Adults need activities to enhance social well being and to stay healthy.



Question 5

	Q5																		
	Aquatic instructions	%	Sports Instructions	%	Recreational Drop In	%	Leadership and Certification Courses	%	Health and Wellness Classes	%	Fitness Classes	%	Lifestyle and Leisure Instruction	%	Camp Programs	%	Facility and Sportsfields Rentals	%	Total
1. Geography																			
Georgetown	60	10%	44	7%	28	5%	57	9%	48	8%	57	9%	60	10%	39	6%	40	7%	433
Norval	0	0%	1	0%	0	0%	0	0%	1	0%	1	0%	1	0%	0	0%	1	0%	5
Acton	15	2%	11	2%	10	2%	12	2%	15	2%	13	2%	14	2%	12	2%	10	2%	112
Glen Williams	7	1%	7	1%	3	0%	7	1%	5	1%	8	1%	7	1%	4	1%	5	1%	53
Hornby	1	0%	0	0%	0	0%	1	0%	0	0%	0	0%	0	0%	1	0%	0	0%	3
Limehouse	1	0%	1	0%	0	0%	1	0%	1	0%	1	0%	1	0%	0	0%	0	0%	6
Milton	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	1	0%	0	0%	0	0%	2
Hillsburg	0	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1
Total Halton Hills	84	14%	64	10%	41	7%	78	13%	70	11%	80	13%	83	14%	56	9%	56	9%	612
Total Outside Halton Hills	0	0%	1	0%	0	0%	1	0%	0	0%	0	0%	1	0%	0	0%	0	0%	3
Overall Total	84	14%	65	11%	41	7%	79	13%	70	11%	80	13%	84	14%	56	9%	56	9%	615
2. Income																			
Less than \$30,000	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Between \$30,000 and \$60,000	12	2%	14	2%	10	1%	11	1%	12	2%	14	2%	12	2%	4	1%	8	1%	97
Between \$60,000 and \$90,000	22	3%	15	2%	7	1%	17	2%	14	2%	18	2%	18	2%	13	2%	13	2%	137
Between \$90,000 and \$120,000	19	3%	16	2%	8	1%	20	3%	22	3%	24	3%	20	3%	17	2%	15	2%	161
Between \$120,000 and \$150,000	20	3%	12	2%	4	1%	14	2%	12	2%	13	2%	8	1%	5	1%	11	1%	99
Greater than \$150,000	27	4%	26	3%	17	2%	36	5%	29	4%	30	4%	41	5%	29	4%	24	3%	259
Overall Total	100	13%	83	11%	46	6%	98	13%	89	12%	99	13%	99	13%	68	9%	71	9%	753
2. Age Group																			
0 to 5	6	1%	4	1%	2	0%	4	1%	4	1%	7	1%	5	1%	1	0%	1	0%	34
6 to 12	22	4%	16	3%	11	2%	21	4%	20	4%	25	5%	25	5%	21	4%	20	4%	181
13 to 18	20	4%	18	4%	9	2%	24	5%	21	4%	25	5%	22	4%	19	4%	29	6%	187
19 to 64	6	1%	6	1%	4	1%	5	1%	6	1%	6	1%	5	1%	3	1%	4	1%	45
65+	8	2%	5	1%	5	1%	9	2%	6	1%	8	2%	10	2%	4	1%	4	1%	59
Overall Total	62	12%	49	10%	31	6%	63	12%	57	11%	71	14%	67	13%	48	9%	58	11%	506
Grand Total	117	14%	91	11%	55	6%	110	13%	99	12%	110	13%	116	14%	75	9%	81	9%	854

* Grand total includes responses from individuals who did not provide answers to demographic questions



Comments

1. Sports instruction: These particular sports do not allow opportunities for the community as a whole. More often than not, only highly skilled individuals are allowed to join these types of teams. There is a definite bias on who can and cannot join teams. Community tax dollars should not heavily support private teams.
2. All of the above benefit individuals, but if our community is happier and healthier than we all win.
3. Again this will depend who shouts the loudest. All these programs are good depending on your views etc. You will not please all just help the more vulnerable including those with handicaps both physical and intellectual.
4. These have great benefits but should not be subsidized by property tax.
5. Elite sports/activities are not a community benefit to which I would give any priority. They're great for the privileged few kids born with athletic ability and the families able to support them, but not accessible to the majority of residents
6. It's difficult to rate as I know most of the choices benefit young children, youth and seniors. I want to be able to support all of the above
7. We are trying to minimize the fees from our tax base . As such, the user fee for persons from out of town (based upon postal code) needs to increase for persons using our facilities.
8. I feel all of those provide significant community benefit.
9. when people participate in recreational activities the whole community benefits from their skills, improved health, wellness etc
10. A bit of a leading couple of questions here in numbers 4 and 5 that are designed to produce data to support the funding model pyramid. A thoughtful study does not bias the data.
11. With regards to this list, if the individual benefits, the community benefits.
12. "Focus on seniors, largest demographic group.
13. Drop in facilities, better use of existing facilities eg school gyms, ice pads."
14. Again, all of the above should be funded by the individuals who benefit from them., not from property taxes.
15. Same as above comments.
16. Recreational swim and skates are all "over" capacity. For the limited times and facilities available when school is "out." I feel many people do not participate as it is too crowded can't comment when school is "in". Lane swimming and senior



swim times (both are lane at Gillert) are too crowded during the 11:00 am time slot.

17. Make fees cheaper



Question 6

	Q6 - Pre-School (Age 3-5)							Q6 - Youth (Ages 6-18)						
	Yes	%	No	%	Don't Know	%	Total	Yes	%	No	%	Don't Know	%	Total
1. Geography														
Georgetown	0	0%	0	0%	4	8%	4	0	0%	0	0%	6	12%	6
Norval	0	0%	1	2%	0	0%	1	0	0%	1	2%	0	0%	1
Acton	22	43%	9	18%	2	4%	33	19	37%	9	17%	4	8%	32
Glen Williams	7	14%	3	6%	0	0%	10	5	10%	4	8%	1	2%	10
Hornby	0	0%	1	2%	0	0%	1	0	0%	1	2%	0	0%	1
Limehouse	1	2%	0	0%	0	0%	1	1	2%	0	0%	0	0%	1
Milton	0	0%	1	2%	0	0%	1	1	2%	0	0%	0	0%	1
Hillsburg	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	0%	0
Total Halton Hills	30	60%	14	28%	6	12%	50	25	49%	15	29%	11	22%	51
Total Outside Halton Hills	0	0%	1	100%	0	0%	1	1	100%	0	0%	0	0%	1
Overall Total	30	59%	15	29%	6	12%	51	26	50%	15	29%	11	21%	52
2. Income														
Less than \$30,000	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	0%	0
Between \$30,000 and \$60,000	17	9%	3	2%	2	1%	22	15	8%	3	2%	4	2%	22
Between \$60,000 and \$90,000	26	13%	10	5%	2	1%	38	25	13%	10	5%	3	2%	38
Between \$90,000 and \$120,000	36	18%	6	3%	1	1%	43	33	17%	6	3%	2	1%	41
Between \$120,000 and \$150,000	23	12%	5	3%	1	1%	29	24	12%	6	3%	0	0%	30
Greater than \$150,000	48	24%	17	9%	0	0%	65	48	24%	15	8%	2	1%	65
Overall Total	150	76%	41	21%	6	3%	197	145	74%	40	20%	11	6%	196
2. Age Group														
0 to 5	0	0%	0	0%	4	3%	4	0	0%	0	0%	4	3%	4
6 to 12	45	34%	3	2%	0	0%	48	38	29%	9	7%	0	0%	47
13 to 18	40	30%	8	6%	0	0%	48	41	31%	6	5%	1	1%	48
19 to 64	9	7%	3	2%	1	1%	13	9	7%	3	2%	1	1%	13
65+	13	10%	3	2%	3	2%	19	13	10%	3	2%	3	2%	19
Overall Total	107	81%	17	13%	8	6%	132	101	77%	21	16%	9	7%	131
Grand Total	170	77%	44	20%	8	4%	222	163	74%	44	20%	14	6%	221

* Grand total includes responses from individuals who did not provide answers to demographic questions



	Q6 - Seniors (Ages 65+)							Q6 Families						
	Yes	%	No	%	Don't Know	%	Total	Yes	%	No	%	Don't Know	%	Total
1. Geography														
Georgetown	0	0%	0	0%	2	4%	2	0	0%	0	0%	19	28%	19
Norval	1	2%	0	0%	0	0%	1	0	0%	1	1%	0	0%	1
Acton	27	56%	6	13%	0	0%	33	27	40%	4	6%	3	4%	34
Glen Williams	6	13%	3	6%	0	0%	9	5	7%	2	3%	2	3%	9
Hornby	0	0%	1	2%	0	0%	1	1	1%	0	0%	0	0%	1
Limehouse	0	0%	0	0%	1	2%	1	1	1%	0	0%	0	0%	1
Milton	1	2%	0	0%	0	0%	1	1	1%	0	0%	0	0%	1
Hillsburg	0	0%	0	0%	0	0%	0	1	1%	0	0%	0	0%	1
Total Halton Hills	34	72%	10	21%	3	6%	47	34	52%	7	11%	24	37%	65
Total Outside Halton Hills	1	100%	0	0%	0	0%	1	2	100%	0	0%	0	0%	2
Overall Total	35	73%	10	21%	3	6%	48	36	54%	7	10%	24	36%	67
2. Income														
Less than \$30,000	0	0%	0	0%	0	0%	0	0	0%	0	0%	0	0%	0
Between \$30,000 and \$60,000	18	9%	2	1%	2	1%	22	16	8%	2	1%	7	3%	25
Between \$60,000 and \$90,000	32	16%	7	4%	0	0%	39	26	13%	7	3%	5	2%	38
Between \$90,000 and \$120,000	29	15%	10	5%	1	1%	40	27	13%	12	6%	4	2%	43
Between \$120,000 and \$150,000	25	13%	4	2%	0	0%	29	18	9%	8	4%	3	1%	29
Greater than \$150,000	56	29%	8	4%	1	1%	65	49	24%	11	5%	6	3%	66
Overall Total	160	82%	31	16%	4	2%	195	136	68%	40	20%	25	12%	201
2. Age Group														
0 to 5	0	0%	0	0%	0	0%	0	0	0%	0	0%	5	4%	5
6 to 12	38	31%	8	6%	1	1%	47	39	29%	6	4%	4	3%	49
13 to 18	36	29%	7	6%	3	2%	46	38	28%	10	7%	1	1%	49
19 to 64	10	8%	1	1%	1	1%	12	8	6%	3	2%	1	1%	12
65+	17	14%	2	2%	0	0%	19	12	9%	1	1%	6	4%	19
Overall Total	101	81%	18	15%	5	4%	124	97	72%	20	15%	17	13%	134
Grand Total	182	83%	31	14%	6	3%	219	154	68%	42	19%	29	13%	225



Comments

1. If the town is prepared to provide a discount to those who cannot economically afford to utilize Recreation and Parks facilities and services, the rest of the user base should pay for the services they use. This supports two things - financially supporting those who need financial assistance; and providing the funds necessary to ensure that services and facilities can continue to be maintained, expanded, further developed to meet the growing needs of the community as a whole. If everyone pays a fair and equitable rate up front, services and facilities will always be at their best!
2. As a single adult, there are NEVER any discounts. Discounts should be I.e. pay for 10 sessions, get 2 free.
3. When there is need as previously mentioned. Personally I am OK.
4. Said don't know for families as I'm not sure what an entire family would sign up for. Maybe discounts if multiple members are signed up within the year, or if an individual signs up for multiple classes within the year
5. This should be flexible as families come in many sizes.
6. Recommending discount for younger people because it'll help get them used to being active and they'll ideally continue to be active when they're adults/seniors. Seniors seem to use services for socializing and there'll likely be a group of them going to one thing or another so you can always set those prices with that in mind, rather than giving them a straight-up discount. Seniors also have significantly more wealth than families or youth and you can always discount prices on a case by case basis for seniors who have difficulties affording the fees their friends can more easily afford.
7. Youth toddler senior programs should be priced as such. No discounting should be needed
8. But what about families larger than 4 people? That is still a family.
9. "When you have a large family it makes it expensive to do activities and outings (speaking from my experience as a family of 6) but I would have to weigh that out against how many large families there are. Maybe not worth it.
10. Definitely seniors as they're on a limited budget.
11. Youth have some discretionary income but parents usually have to pay. "
12. Most families are four people- it is the larger families five or more who would benefit from a discount
13. What about income based discounts?



14. I don't understand why seniors are always subsidized. Traditionally they have lower bills (mortgages paid off) and thus can afford more with a pensions income. I could make a whole lot less money if I wasn't paying \$2,500 month in mortgage payments. It's crazy my mom can qualify for assistance when she can afford trips and daily bingo.
15. 4 plus
16. The prices being charged for our children's sports & camps is ridiculous! How can parents get ahead having more then one child.
17. We are trying to minimize the fees from our tax base . As such, the user fee for persons from out of town (based upon postal code) needs to increase for persons using our facilities.
18. We would be a more active community if prices were lower. Take a look at Brampton, Toronto or Oakville.
19. People can't pay more, we need to be finding ways to pay LESS, for the majority. How do people pay by barter instead ? Volunteer hours to pay for fees ? Sweat equity ? Other alternatives than cash ? Heck, I'd pick garbage in town if that meant I could pay less on my kid's fees !!!
20. You can't discount some and not others. Not fair.
21. Why is it always a family of 4? Plenty of families I know are 5, 6, 7 & 8 family members. How about doing a family 4 with a nominal add-on fee rather than full individual fee for each additional family member?
22. Families are often greater than 4.
23. Right now in the town, the biggest problem is
24. Some of these answers depend on the services.
25. Consider swimming lessons for example...2 instructors per 6 tots, vs 1 instructor per 8 teens for senior level swimming classes...the tots program costs 2x the senior level classes to run. That cost should be born by the participants. Don't have kids if you can't afford to pay for them! And I have 2 teens that were raised here in Georgetown.
26. Seniors do not need cost reductions. They may have fixed incomes but no high monthly costs such as high mortgages and child care. Seniors in HH have some of the highest incomes. Age should not dictate user fee pay rates.
27. The more participants, then the greater the available discounts to leverage tax dollars.



28. This depends on the activit/facility being considered ice rinks and pools require adult involvemetrn any way for pre-school anyway. I wish yo uwere more specific here.

29. If youth rates are discounted no need for family rate



Question 7

Q7											
	Strongly Disagree	%	Moderately Disagree	%	Neither agree or disagree	%	Moderately agree	%	Completely agree	%	Total
1. Geography											
Georgetown	8	5%	3	2%	11	7%	28	18%	62	39%	112
Norval	0	0%	0	0%	0	0%	0	0%	1	1%	1
Acton	4	3%	0	0%	5	3%	11	7%	14	9%	34
Glen Williams	1	1%	0	0%	0	0%	4	3%	3	2%	8
Hornby	0	0%	0	0%	1	1%	0	0%	0	0%	1
Limehouse	0	0%	0	0%	1	1%	0	0%	0	0%	1
Milton	0	0%	0	0%	0	0%	0	0%	1	1%	1
Hillsburg	1	1%	0	0%	0	0%	0	0%	0	0%	1
Total Halton Hills	13	8%	3	2%	18	11%	43	27%	80	51%	157
Total Outside Halton Hills	1	50%	0	0%	0	0%	0	0%	1	50%	2
Overall Total	14	9%	3	2%	18	11%	43	27%	81	51%	159
2. Income											
Less than \$30,000	0	0%	0	0%	0	0%	0	0%	0	0%	0
Between \$30,000 and \$60,000	3	2%	1	1%	2	1%	5	3%	12	6%	23
Between \$60,000 and \$90,000	2	1%	0	0%	4	2%	13	7%	18	10%	37
Between \$90,000 and \$120,000	6	3%	1	1%	1	1%	15	8%	16	8%	39
Between \$120,000 and \$150,000	4	2%	0	0%	4	2%	11	6%	10	5%	29
Greater than \$150,000	4	2%	0	0%	11	6%	13	7%	33	17%	61
Overall Total	19	10%	2	1%	22	12%	57	30%	89	47%	189
2. Age Group											
0 to 5	2	2%	0	0%	0	0%	4	3%	5	4%	11
6 to 12	2	2%	0	0%	7	5%	14	11%	20	15%	50
13 to 18	3	2%	0	0%	10	8%	14	11%	15	11%	42
19 to 64	2	2%	0	0%	1	1%	3	2%	6	5%	10
65+	4	3%	0	0%	2	2%	3	2%	9	7%	18
Overall Total	13	10%	0	0%	20	15%	38	29%	55	42%	131
Grand Total	21	10%	3	1%	26	12%	62	29%	103	48%	215

* Grand total includes responses from individuals who did not provide answers to demographic questions

Comments

1. The haves must support the have-not's. Everyone benefits when the elderly are provided quality facilities, programs, and services. Additionally, families of lower income levels supported financially in their desire to participate in Recreation and Parks programs and facilities only experience positive benefits from that involvement.
2. "I think if any senior is on supplement it should be free or at best a token fee !
3. PS I am not a grumpy senior yet but I am aware of those in need.LOL"
4. Classes can be expensive. It is nice to help subsidize those who are lower income to provide them with equal access.
5. Oh man, I wrote my previous comment before I saw this question. Yeah I'm totally in agreement with this policy!
6. Senior's are more affluent than any other group and I don't agree that they should receive special consideration because of age



7. Some seniors very much need the discount, but there are an awful lot of seniors in Halton Hills that are more than capable of paying full price. Should that be taken into consideration?
8. Only if they have no savings...the elderly should have more money saved than everyone else as they have had more time.
9. If you have more than one kid enrolled, there should be a discount
10. It's hard to decide who really needs help. Based on our household income we don't qualify for any assistance but we just had a baby and am on maternity leave. It has made recreational activities unaffordable this year.
11. All seniors should have a discount as they are working in these programs to improve their individual health needs and well being. Therefore less of a burden to our health system in maintaining good health. All seniors should over 60/65 should qualify for a discount as they are all living on a fixed income!
12. Should be in same category as those who require assistance to pay- some seniors are well off and live to participate and don't need the discount
13. I think all seniors should be offered the 50% discount. We have been paying property taxes for many years and have contributed to making Halton Hills the town it is today. We live on a fixed income and our savings, which are not replenished, unlike those still in the workforce.
14. 50% discount may not be sufficient to encourage many low income seniors to participate in and be benefit from the programs and services.
15. The cost to kids and seniors should be reduced, it is ADULT that have income that should be paying the most.
16. Not as many seniors will use these services, so it's probably not a large overall discount.
17. Loneliness and isolation are growing issues amongst our seniors. The more we can help our seniors access our services the better. Subsidy only for those without the means to pay though. Demographics are shifting older so we need to maintain an affordable funding model that is choiceful vs one size fits all.
18. The community benefits if seniors can stay active. Financial restraints should never stand in the way.
19. The proof of lower income to people who apply for subsidy should be more regimented. I know too many people taking advantage of the supplement just because they asked for it and not because they proved it. There should be a request for ALL people who want subsidy to show notice of assessment or GIC.



If they need it I think we should give it to them 100% or 50% - but it should be based on proof. It's not fair to the people who are paying more.

20. Most of the seniors on supplement have more money than the ones who do not. They hide their money with their children so the government doesn't know their real income.
21. Yes - I like basing rates based on user ability to pay not age. I hope adults on disability benefits or other low income adults also have reduced rates.
22. This is only one target demographic. What about single income/parent families or welfare. The answer to this question is more a penetration rate. How many people actually ask for help or is the process too intimidating.
23. There are many people whose income is a lot less than that of seniors...why don't they get a discount?
24. It would be better if all seniors (age 65+) got discount on swim passes
25. While I support 50% off for lower income seniors. I feel all seniors should get a reduced rate from working adults. Even 5-10% reduction.
26. I believe there should be a seniors discount after age 65 regardless of income as many seniors are on a fixed income



Question 8

	Q8						
	Yes	%	No	%	Don't Know	%	Total
1. Geography							
Georgetown	114	66%	6	3%	2	1%	122
Norval	1	1%	0	0%	0	0%	1
Acton	31	18%	2	1%	2	1%	35
Glen Williams	10	6%	1	1%	0	0%	11
Hornby	1	1%	0	0%	0	0%	1
Limehouse	0	0%	1	1%	0	0%	1
Milton	1	1%	0	0%	0	0%	1
Hillsburg	0	0%	1	1%	0	0%	1
Total Halton Hills	157	92%	10	6%	4	2%	171
Total Outside Halton Hills	1	50%	1	50%	0	0%	2
Overall Total	158	91%	11	6%	4	2%	173
2. Income							
Less than \$30,000	0	0%	0	0%	0	0%	0
Between \$30,000 and \$60,000	19	9%	5	2%	1	0%	25
Between \$60,000 and \$90,000	38	18%	0	0%	3	1%	41
Between \$90,000 and \$120,000	38	18%	7	3%	0	0%	45
Between \$120,000 and \$150,000	27	13%	2	1%	1	0%	30
Greater than \$150,000	61	29%	5	2%	0	0%	66
Overall Total	183	88%	19	9%	5	2%	207
2. Age Group							
0 to 5	10	7%	1	1%	0	0%	11
6 to 12	44	31%	3	2%	2	1%	49
13 to 18	42	29%	7	5%	2	1%	51
19 to 64	9	6%	3	2%	0	0%	12
65+	17	12%	3	2%	0	0%	20
Overall Total	122	85%	17	12%	4	3%	143
Grand Total	206	88%	21	9%	7	3%	234

* Grand total includes responses from individuals who did not provide answers to demographic questions

Comments

1. If you don't contribute to the Halton Hills tax base, a higher fee to use our facilities and programs should be mandatory. Otherwise, Recreation and Parks resources and funding become overused by individuals that have not financially contributed to the facilities/programs as a whole. Residence should also have priority over non-residence when it come to program enrollment.
2. Non residents are not paying taxes to support the programs so yes. Also, renters aren't paying property tax, so how do you make sure they pay their share?
3. I hate nationalist thinkers so it would be ethically wrong if we turn others away.
4. Our taxes are being used, not theirs.



5. absolutely
6. Non residents aren't paying into property tax to subsidize.
7. If charging higher fees cause headaches or difficulties in enforcement (I imagine the burden of proof is not high to avoid higher fees), you could always look at some kind of fee-sharing agreement with nearby municipalities. Then track how many Halton Hills people go to, say, Milton and vice-versa. Then one municipality cuts a cheque to the other for the difference. Something like that might encourage more people to engage in more activities since people move around a fair bit but may want to continue joining activities with their friends and having to pay more may discourage them from being active.
8. Depends on whether or not residents miss out on spots because non-residents have taken them
9. If we are supplementing through our taxes, we should be the ones to directly benefit
10. If they are not paying into our property tax base, they should not be able to use our facilities.
11. Anyone not paying property taxes in Halton should be charged more to compensate for their missing contribution through taxes
12. Absolutely. This is common across many municipalities.
13. Most communities have this because they're aren't paying property taxes to our community but are benefiting from our services
14. Absolutely!!! When we sent our son to hillsburgh hockey we paid \$150 more because we didn't live there
15. We take programs in other municipalities because Halton bills does not have the variety and price point that we need for all activities and are happy to pay the non resident fee. It is minimal if the programming is great! Residents should have first dibs to register (maybe five days to a week before opening it up to other municipalities)
16. This might be a wise approach but is there the intake of non-residents to provide suitable returns?
17. Other cities and towns follow this approach. I know families from Brampton who register in Halton Hills because programs are either more affordable, they like the facilities better or there is more availability. For highly sought after programs Town residents should have first dibs or non residents should at least have to pay an additional fee to register to compensate since they are not contributing to the tax dollars that subsidize the programs.



18. Non residents are not contributing to the community and therefore the economy in the same fiscal way as residents.
19. Absolutely. Maybe not a child coming with another child, but a family coming from another community should.
20. Yes as their taxes are not paying for it.
21. Absolutely! Residents of Halton should in no way be subsidizing people from other areas use of the recreational facilities. Every participant should have to prove proof of residency. This goes for all Halton Hills services (e.g. our hospital should prioritize based on residency, and there should be a surcharge for non-residents).
22. Yes for rental agreements, but I do not think that drop in programs should charge a different fee for people visiting from out of town.
23. Definitely Yes, other communities do it. Georgetown is growing extremely fast and so is Brampton. Borders a quite close to each other. I would be more convenient for someone who lives closer to Georgetown to register at the Gellert verse driving to a Brampton community center.
24. If they don't pay property taxes to help fund services in Halton Hills they should pay for use of programs at higher rate.
25. Since non-residents are not contributing tax dollars, they should definitely pay higher fees. Most surrounding municipalities do so.
26. We need to secure spaces for our community first then open to other non community persons
27. Other municipalities are charging 25% more
28. Absolutely!! Based on Postal code.
29. If non-residents will help increase popularity and demand for programs, they should not be penalized with higher fees. They help keep programs viable for all who are interested. Space in programs should be prioritized for residents first and then opened up to non-residents.
30. I sure hope that is true as I am paying the taxes and fees locally, those who don't should have to pay more.
31. While I agree in principal, some programs are more financially viable if people living out of are participate. If the disparity were too high, then maybe people living in Rockwood go to Guelph instead, and now our programs aren't financially viable to run at all.
32. Or they would participate in their own community services.



33. Without a doubt they should! They aren't paying property taxes here so they absolutely should be charged more.
34. ABSOLUTELY. if you don't pay taxes here, you should pay a higher fee. Proof of residence should be required.
35. If Halton taxes are offsetting costs then yes. If privatized, then no.
36. Residents contribute through their taxes. Non-residents are not contributing tax revenue to our community.
37. ABSOLUTELY!!!!!! We used to do tot swim lessons in Brampton before the Gellert opened because the pool was warmer than the GDHS and the Lions pools here. We had to pay a higher non-resident price.
38. WAAAAAY too many non-residents are taking advantage of our rates and services. There should be a ten day waiting period for non-residents after registration day AND there should be an increased user fee (\$10) fee if you don't pay halton hills taxes. WHY are e allowing non tax payers to use the same services for the same price???
39. Absolutely! Why on earth would we subsidize non-residents with our tax dollars??
40. no brainer - yes
41. Too often people from Peel are coming to use our pool because 'it is closer and better'
42. Only reason we come to Halton as we have no or limited rec in our community. Out of town fee - we would go closer to home and not come any more.
43. As part of the fee is determined by user fee if property taxes, non residents of Halton should pay more as they don't pay taxes in Halton Region.



Additional Comments

1. Halton Hills has always provided exceptional Recreation and Parks programs and facilities to its residence. It has always done so on a modest budget. The time has come for a shift to a higher revenue demand from the tax revenue base. Looking into the future, if Halton Hills wants to stay grow and expand its services a higher budget is required. I believe it's time to implement a higher tax to achieve a higher Recreation and Parks budge.
2. Halton Hills desperately needs a full size gym to accommodate racquet sports, especially pickleball.
3. "you might want to define the format of the postal code that has to be absolutely accurate
- 4.
5. The infrastructure and staffing around parks and recreation is nice to have but not necessary. Decisions are made without presenting full costs to tax payers. How can businesses offering classes in zumba and fitness and art and education compete with fully subsidized programs that no one asked for using the full information... ie to the entire population - would you like free zumba classes. Your taxes will go up x\$ per year. And you will put a small business out of business.
6. I believe that our elected officials and staff are looking a growing and offering more and more non essential things instead of being conservative and or putting more money where it is needed - job creation, economic development, employment attraction, affordable housing, and LOWER taxes. "
7. Love your programs! I wish rental fees for facility space was less expensive. At current cost it doesn't make sense to rent for a birthday or shower.
8. More variety of kids camps should be made available within the town of Acton. There are three weeks per summer my JKer does not have access to local camp. We also need to introduce or better promote other programs and activities for children. Greater variety of music and arts programs would be appreciated given the current state of the education system.
9. The general population should not be paying if you decide to enroll yourself or your family in gymnastics, hockey, day camps or Spanish lessons. These are not enriching the community at large.



10. My family uses the services of the Recreation and Parks department year-round. The quality of the services we receive is definitely worth the fees we're paying. Just wanted to give some thanks for all the hard work you guys do.
11. You should be looking at cost savings and reducing programs. You should not offer programs that businesses offer. If you do they should not be discounted. ie art. Zumba.
12. The price of ice pad rental is considerably higher than surrounding areas. It is getting so expensive that figure skating may become unaffordable for our family
13. programs need to be affordable for seniors and pre-school age children
14. Ice rental fees are extremely high compared to neighboring municipalities. It really feels like the town gouges people/groups/teams for ice rental. It's extremely disappointing and greedy.
15. Ice rates are more expensive here compared to other municipalities. Swim rates seem to be heavily subsidized and are relatively inexpensive for the user. Need to find a better balance
16. Acton need more and better public facilities.
17. "The fees are reasonable. I would pay more for aquatic lessons if the class sizes were smaller and instructors were better able to judge skill level and adjust accordingly.
18. Facility rental rates are laughably high. "
19. The fees in Halton Hills are extremely high compared with other towns and cities around here. Our hockey teams and swim team often go to other towns for ice/pool time simply because it's cheaper, even taking into consideration having to pay as non residents. We also do not have the quality of facilities that these other towns have. For instance, Georgetown charges far more for pool time than Guelph which offers a 50 meter, very well maintained pool. This is the same in Mississauga, Oakville, Etobicoke and Burlington. It is difficult for our swim team to compete at the same level as other teams when we have to pay so much more for lesser quality facilities. The same goes for hockey. I think the town needs to take a hard look at how other towns and cities manage to build state of the art facilities (that are able to house tournaments and meets in order to help cover costs) and yet still charge less for their use. This town also is not forward thinking at all. When MoldMasters Sportsplex was built, why was there no restaurant or bar included in the construction? Do you have any idea the revenue that arenas with bars/restaurants bring into the facilities? Especially during tournaments. It is actually embarrassing when we host anything here (oh my goodness! Especially



baseball tournaments!) and have no place for parents/spectators to wait until the games begin. So much that could be done to make this town's recreation amazing but no one ever thinks ahead unfortunately.

20. "Swimming lessons are getting a little expensive but I know the minimum wage has increased so some increases are necessary.
- 21.
22. I would like to see more time available for stick n puck and shinny in the spring months at our arena.
23. "
24. Prefer not to share postal code as it gives our family away and then not anonymous nor do we share income
25. i feel if you sign up for more than one program there should be a reduced rate. People like to stay active and get in shape so a break on the fees if you are in more than one program would be very helpful.
26. How is this sutvey being used? What happens if the results are manipulated?
27. Entering the postal code took me like ten tries!
28. I think they are good right where they are for Aquatics. PA day swims don't need to be free. Neither do Youth Nights - they could be discounted and still bring in some income...
29. Given the economic environment fees should remain the same otherwise people will not be able to afford them.
30. I am 100% house poor living in Halton Hills. I will never qualify for any discounted rates for any services. I feel that everyone should be entitled to the discounted rates for these services. Not just some people who meet arbitrary requirements.
31. The town of Halton Hills has the highest rental rates for facilities in the surrounding region. The result is kids being forced to play in other communities because it is more affordable.
32. Discounts should be provided if you sign up for multiple classes per session.
33. They are charging too much with this recent increase to the pay as you go sweat and swim pass for those using the pool for fitness 5 days per week. Time to give a yearly pass at a reasonable price.
34. your* household... Proofread, please...
35. I think they are reasonable for the community but to offer a reduced fee for camps and families/individuals requiring financial assistance



36. 7 grandchildren & I see the struggles my children have using camps & trying keep them in sports. The cost is so hard for them. They work to keep a roof over their head & someone care for children. No other family time because of cost!
37. The user fee for persons from out of town (based upon postal code) needs to increase for all age groups using our facilities.
38. "To consider providing options of a variety of payment plans for certain programs, e.g. to add semi-annual swimming pass, 3-month swimming pass, discounted rate /incentives for less popular programs or programs that are scheduled at less popular time frame.
39. To consider initialing pilot programs to gather public's response when introducing new programs and services or adding/adjusting schedules for existing programs, e.g. updating swimming schedules or creating a chess club.
40. "
41. The cost to participate in recreational activities is far more expensive than other communities. If we had state of the art facilities then maybe it could be justified but our pools are basic, the arenas are sub par (why cant we have a running track, workout facility, gymnastics club etc) attached to one big building where the community can come together. Milton, Brampton, Oakville all have far lower fees and superior facilities. Our taxes are very high and we have many new subdivisions contributing but no new arenas or pools or gyms to justify the high taxes. If you are going to continue to build new communities you need to also include state of the art modern inclusive recreational centers that are multi purposed and cost effective to users. We have travelled to Brampton and Oakville many times instead of staying local in order to enjoy the facilities they offer, as do many other residents. If you build and provide these services here at comparable cost you would generate more profit in the long run... something to consider.
42. Services available do not seem comparable to neighbouring communities and come at a higher cost.
43. Skatepark for kids in the North end of town would a fantastic addition. The existing one inadequate and most kids that live in the North end of town have no way to get to the new skatepark at the Gellert Center.
44. People who Live In Town pay for the Fees with there Tax Donations Yearly Outside Groups should Pay fees Along with Every Developer To Build anything in Town . A lot Of growth is coming and Development FEES for our Facilities



and future Facilities Should Come from The groups Building the Homes Schools Parks Ect.....

45. I have lived in several major cities (much larger than Gtown) and my property taxes have never even been 50% of what they are here, it is insane.....and then to find out the fees are so much higher as well, mind-numbing. Check some stats from Calgary or Edmonton on Saskatoon and see what I am talking about. Makes me wonder where all the money is going ??
46. Cheaper for hockey teams to go to Milton or Erin to rent ice or floor time even if you include gas consumption. Halton Hills is at least 3x the amount. What is needed for floor rentals except lights and over \$90 an hour. If lacrosse walked away, you wouldn't rent it at all so reduce it... any money is better than none.
47. I hope for more ice sports, and especially a wider variety of times (night figure skate, morning shinny, before school stick and puck, etc.)
48. People paying the fees now are not the ones who paid higher taxes to have the facilities built, so why should they receive an additional discount to us these facilities 10 years later, as well?
49. Swimming is a sport that I believe has a greater importance as it is not just recreational but potentially life saving. My boys love playing soccer basketball and baseball but swimming lessons should be available at a lower cost.
50. Just because parents make 120 000 combined a year does not mean they are well off. Houses cost 1 000000. Parents don't spend as much with their kids as they want. Make rates reasonable for everyone
51. "Postal code locator is not working. L7G 6G5 in Georgetown is our correct code.
52. Town does a nice job in maintaining facilities. Just need more higher level baseball diamonds! "
53. Halton needs to remain competitive with its user fees charged for group rates - we are one of the highest in the province for ice and floor time. With little other recreational activities for kids in the immediate area (no movie theatre, no bowling alley, etc) we need to keep kids busy and engaged and out of trouble.
54. The town has invested a lot of money in facilities in Halton Hills. Every effort should be made to ensure they are fully utilized. I applaud the additional hours for pickleball in Acton. I encourage Parks and Rec to look for further opportunities to use these resources throughout the summer months.
55. Rates are great - please provide subsidy to those who need it based on proof....please provide more free youth programs or even more youth



trips....seniors rate not necessary the idea of subsidy for all is fantastic you guys are great!

56. "-Town rent one high school gym to use as public gym one evening or weekend.
57. -leave one icepad free ice for winter drop in recreation."
58. Recreational sports ex. Swimming cost is ridiculous! We should encourage physical activity for kids not keep them from it due to inability to pay. Physical activity is important!
59. Focus on subsidizing physical health (i.e. aqua fit, tai chi, etc.) over nice to have things, i.e. computer classes and Spanish lessons.
60. More investment is need to update the acton community pool. This should be a priority for the town of HH. Now that arena are now updated. Also
61. Postal code is not Glen Williams as above. I am at L7G4K8. Tried several times to change it!
62. I think more facilities should be made available for seniors!
63. Other municipalities have competition from groups like the "Y" to provide recreational services which include pool/aquatic instruction if the town is not willing to expand to adequately service its residences and offer greater penetration of services to the residents, we will have to wait till the twon reaches a critical mass that will entice the "Y" to fill the gap.
64. Senior (age 65+) should have discount membership fee. There should also be more senior activity. In some cities it has more for less or free.
65. Please keep it affordable for seniors
66. Ice and floor rates for youth programs in Halton Hills is too high. Should be 50/50 split user/taxes. Rates here are higher than all centres municipalities.
67. We love the swimming program
68. It is good to have community involvement. If families have interesting things to do these should be less crime related incidents.
69. "I am a resident of Georgetown and have been for 31 years. I use the Gellert at least 4 to 5 times a week for lane swimming. I strongly believe there should be a seniors' discount for those over the age of 65 as many retirees are on a fixed income. Those on GIS should receive 50% reduced fee regardless of age as is the current practice. Apparently, there used to be a seniors discount available through the seniors centre which was half the price of the current adult fee yearly pass. I was advised that this was cancelled as not too many seniors took advantage of it. My question, why cancel if not too many took advantage. It could not have been costing the Town that much if not too may took advantage of it.



Also, I believe you could only attend the "seniors" swim times. If this was to be brought back, it should be all swim times not just "seniors" swim times. I believed they cancelled the seniors pass and replaced it with the ActivePASS which is of no benefit to me as I only lane swim. I understand that you can also get a couple of free passes from the library to swim but you have to wait 2 to 3 weeks to get it and it is for a specified number of swims. Does not work for me at all. I believe the seniors rate should not be the same as an adult rate. It should be at least half and the passes adjusted accordingly. I believe Halton is the only region that does not offer a seniors discount. Acton and Milton both have discounts and I believe if you are over 70 in Brampton, seniors swim for free!"



Appendix B

Survey of Recreation User Fee Policy and Assistance Programs



Survey of Recreation User Fee Policy and Assistance Programs

Town of Halton Hills

Recreation & Parks Rates and Fees Strategy

August 7, 2019

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1. Introduction

As part of the Town of Halton Hills' Recreation & Parks Rates and Fees Strategy Review Study (Study), the user fees policies and cost recovery practices of the City of Burlington, Town of Milton, Town of Oakville, City of Mississauga, City of Guelph, City of Brampton, Town of Erin, and the City of Toronto, were surveyed and reviewed. One area of interest was to understand the methodologies used by the different municipalities to determine cost recovery and subsidy allocation.

The Pyramid Methodologyⁱ

The Town of Halton Hills has selected to use the Pyramid Methodology to determine its cost recovery and subsidy allocation philosophy. The first step in using the methodology is to align the services offered with the Town's values, vision, and mission. The next step requires assessing the services through a series of filters. The filters from the methodology are:

- Benefits – who receives the benefit of the service
- Access or type of service – is the service available to everyone equally or are there factors that restrict participation;
- Organizational responsibility – is it an organization's responsibility or legal requirement to provide the service;
- Historical expectations
- Anticipated impacts – what is the expected effect on existing resources, other users, environment; and
- Social value.

Applying the filters to each service/fee is not a requirement of the Pyramid Methodology. Instead, services may be put into categories based on characteristics and the filters are then applied to each category. The various categories are then sorted into a pyramid. Based on the Pyramid Methodology's benefits filter, the level of subsidy is directly proportional to the level of community benefit provided by a service. In other words, services which provide no community benefit would not be subsidized while those that provide no individual benefit would be fully subsidized. The base of the pyramid would have the services which provide community benefit, fully subsidized. At the top of the 5-level pyramid, would be those services that only provide individual benefit, no subsidy from property taxes.

The next step would be to define direct and indirect costs then proceed to determine the current costs of service, cost-recovery levels/subsidy levels. When this is complete, the municipality will then establish the cost-recovery/subsidy goals, deal with any influential factors or considerations e.g. trends, economic conditions, and implementation. The final step in the methodology is evaluation. This step includes activities such as



benchmarking future financial performance, justify the price of new services, shifting the subsidy where it is needed the most, etc.

Although none of the municipalities surveyed explicitly stated they'd used the Pyramid Methodology, the approaches either provided in the user fee policy or recommended in their master plans are closely aligned with the Pyramid Methodology.

Key Themes/Summary of Findings

Some of the municipalities surveyed have a user fee policy which may be limited to parks and recreation fees or deals with all the services offered by that municipality. For the municipalities without user fee policies, their master planning documents highlight the need to conduct comprehensive user fee reviews and develop subsidy/assistance policies or signal the intention to develop one in the future.

User fees can be levied for services for which the benefitting party is an identifiable individual or business (entity). Most municipalities consider the type of good or service (public/private/mixed) and the associated benefitting parties to determine if the service should be funded from user fees as well as the degree of subsidization from property taxes. The level of cost recovery is determined by the degree to which the service benefits only the identifiable entity. In other words, a service for which 100% of the benefit accrues to the individual would be a candidate for full cost recovery whereas a service that benefits the individual and the public would not recover its full cost. A service that benefits the general public or community would be fully subsidized. The level of subsidy would be determined by the amount of public benefit.

Community Engagement and Benefit Analysis

The decision matrices used by the Town of Oakville and the City of Toronto are provided in the report. It is worth noting that the user fee policies do not prescribe a method of assessing benefit or specify the level of community engagement in the process. In the case of Oakville, any council report regarding new fees would need to show the public was consulted on the matter. The same would also apply in Toronto although the method of consultation is left to the division heads to decide on. Some municipalities conduct this analysis for each service (e.g. swimming programs, ice time, etc.) they offer while others have undertaken this analysis at a higher level (e.g. subsidy level for recreation as a whole).

Market Fees

In addition to the benefit analysis, user fee policies also include provisions to consider market fees (e.g. policies for Toronto, Oakville, etc.). Where the municipality provides a service that is similar to services provided by the private sector, under competitive market conditions, the user fees should be in line with prices charged in the private sector. In the event that the user fees do not achieve an appropriate level of cost



recovery, the service provided by the municipality should be reviewed to determine its feasibility. From the policies of municipalities surveyed, user fees must be compared annually to the prices charged in the private sector to ensure/maintain competitiveness. Charging more than the prevailing market fees may result in undesired decreases to utilization rates. Charging less than market prices is also not desirable as it may induce demand that otherwise did not exist. As such, user fees for parks and recreation services help the municipality allocate scarce resources to those services for which true versus induced demand exists. Market analysis or benchmarking is another commonly used tool by municipalities when setting recreation rates and fees. At present, Halton Hills along with Erin, Burlington, and Brampton utilize this approach.

Full Cost Definition

Municipalities are generally aware of the need to recover the full costs (direct, indirect, and capital) of services and recognize user fees as a useful funding source. A majority of the municipalities included capital costs in the definition of full costs. The policies for the Town of Oakville, City of Mississauga, and City of Toronto require that full costs of service, including capital costs, be used as a starting point for all user fee considerations. The full cost of providing a service would be the starting point for setting user fees regardless of whether the full cost will be recovered. For the municipalities without user fee policies, in most cases, their master plans specify that the full costs of service would need to be considered as part of a user fees review. One exception to this is the Town of Caledon which considers only direct and indirect expenses in its user fee/subsidy policy.

Cost Recovery Policies

There is also a recognition that 100% cost recovery, although ideal, may even be undesirable as it may conflict with the municipality's other objectives. The goal of the user fee policy then is to achieve multiple objectives including transparency, fairness and equity, and balancing cost recovery with other policy objectives such as affordability considerations. A user fee policy provides a framework/process through which a municipality ensures that it is maximizing the level of cost recovery while simultaneously achieving its other objectives.

The targeted full cost recovery levels utilized when setting user fees in Oakville are presented in the Table below.



Table 1
Town of Oakville Full Cost Recovery Targets by Program/Activity Area

Program	Approved Cost Recovery (Weighted)
Admission	Low to none
Ice and Floor	54%
Aquatics	35%
Room/Gym Rentals	52%
Fitness Memberships	64%
Camps	56%
Programs	58%
Events/Outreach	N/A
Youth Centres	Little to no cost
Senior's Centres/Programs	41%

In Caledon, the cost recovery targets are based on direct and indirect expenses are presented in table 2 below.

Table 2
Town of Caledon Cost (Direct and Indirect) Recovery Targets by Program/Activity Area

Program Area	% Subsidy (Direct & Indirect Expenses)
Aquatics	57.3%
Camps	36.5%
Concessions	-90.7%
Fitness	-9.2%
Arena and General Programs	52.9%
Rentals (incl. Pre-School)	55.6%
Caledon Day	60.8%
Corporate Events	100.0%

Assistance Programs

Another common thread in the documents reviewed is the recognition by municipalities that user fees may adversely affect the ability of low-income residents to access recreation services. Based on this, most municipalities offer assistance programs to mitigate the impact on access to services. Assistance programs are limited to residents of a municipality. In addition to providing proof of residency, applicants would need to show they meet the income threshold, typically Statistics Canada's Low-Income Cut-off, or a recently relocated refugees. The assistance typically takes the form of a fixed amount subsidy which a recipient can apply to the recreation program of his or her choice, subject to few exceptions. It is notable that in some municipalities, this amount is not indexed annually even as the municipality's fees have increased.



The user fee policy and assistance programs, where available, are provided and organized by municipality in the remainder of the document.

2. Town of Halton Hills

2.1 User Fee Policy

Historically, the Town of Halton Hills has conducted a market analysis and used the results to set its user fees. This practice is also utilized by Erin, Burlington, and Brampton. In addition to the market analysis, they also utilize a series of strategies identified in the Strategic Action Plan to guide pricing decisions. The strategies include:

- Cost recovery formula (e.g. children/youth 80%, aquatic lessons 125%)
- Inflationary increases (e.g. rates and service charges annual review)
- Competitive rates (e.g. Cemeteries Business Plan)
- Graduated pricing (e.g. registered groups vs. non-local residents or minor sports field vs. major sports field)
- Fee-for-service (e.g. special event or tournament set up)
- Incentive rates – non-prime time (e.g. day time ice rentals)
- Surcharges for capital replacement (e.g. arenas)

In place of the market analysis-based approach, the Strategic Action Plan recommends the use of activity-based costing and appropriate cost-recovery thresholds to establish facility rates and fees. The “appropriate” cost recovery thresholds would be rationalized on a solid foundation philosophically grounded in “the public good”. In order to determine the appropriate cost recovery level, a distinction must be made between public good and individual good.

Public good – “the benefit of the service delivery system in strengthening the community”. Examples of the public good include:

- Opportunities for social inclusion and cohesion
- Reduction of anti-social behaviours
- Increasing respect for diversity
- Improving the health of children, youth and families
- Building individual and community capacity
- Youth inclusion and leadership
- Improving environmental health
- Increasing participation
- Improving opportunities for volunteerism and civic engagement
- Providing places to engage in social interaction
- Increasing community communication networks
- Improving the state of the family and intergenerational opportunities



- Increasing sense of belonging

Individual good – “strengthening the skills and lifestyles of the individual residents”.
Examples of benefits to the individual or individual good are:

- Increasing one’s life chances
- Improving social skills through participating with others
- Improving individual fitness levels
- Improving skill mastery
- Creating life balance
- Developing and improving physical, intellectual, spiritual and emotional capacities
- Increasing confidence and competence
- Improving creativity

Services can then be assessed to understand the extent to which they strengthen the community or the “public good” or strengthen the skills and lifestyle of the individual “individual good”.

2.2 Assistance Programs/Policy

The Town of Halton Hills offers financial assistance to:

- Seniors receiving Guaranteed Income Supplement are also eligible to receive a 50% discount on program or pass fees.
- Up to 100% subsidy is available for eligible applicants for one program per session (Winter, Spring, Summer or Fall).
- Day Camps: up to 3 weeks of camp/child (subsidy includes extended care)

The following criteria must be met in order to qualify for assistance:

- Halton Hills resident;
- Does not qualify for financial assistance from the Region of Halton;
- Proof of Income
 - Provide proof showing the individual or family received social assistance (i.e. Ontario Works, ODSP); or
 - Provide proof that the individual or family’s income is below the LICO.

Halton Hills’ assistance policy also considers the personal stories of the applicants who may not meet the criteria provided above. This includes considering temporary circumstances such as illness or injury and other indicators for the working poor such as food bank usage, housing grants, referrals from other agencies, etc.



3. City of Burlington

3.1 User Fee Policyⁱⁱ:

Parks, Recreation and Cultural Assets Master Plan (2009) recommends that the City:

- develop a user fee policy framework that meets the key principles listed below, has a sound rationale, is transparent and fair, and fits within both affordability and ability to fund perspectives.”
 - The principles are:
 - Fairness and equity;
 - Accessibility and affordability;
 - An investment in benefits;
 - A balanced array of leisure activities;
 - Differentiation;
 - Core services;
 - Value for fees;
 - Operational efficiencies;
 - Revenue optimization; and
 - Cost recovery.
 - Undertake comprehensive user fees policy review that results in:
 - Fees that are based on the cost of services delivery
 - Cost of services reflect full costs – direct costs, department overhead allocations, and facility renewal/reinvestment allocations
 - Fairness and equity amongst users
 - Establish revenue to cost coverage ratio targets by service cluster
 - Review must:
 - Consider the broader application of capital surcharges for new facilities as well as their role related to the replacement and renewal of existing facilities.
 - ensure educational-based stakeholder consultation and training.
 - incorporate more market-based strategies, such as variable price points to balance utilization levels and to maximize revenues in high demand categories.
 - User fees should be reviewed annually
 - User fee policy should be assessed a minimum of every three to five years as to the cost inputs to the formula and the equity being achieved.
 - The policy on organizational and individual participant financial support be a separate initiative from the User Fee Policy.
 - Although the recommendations are contained in the Master Plan, the City of Burlington has been conducting a market analysis each year to determine whether its fees are comparable to those in other municipalities as well as private organizations like the YMCAⁱⁱⁱ.
-



3.2 Assistance Programs^{iv}

The City of Burlington offers financial assistance based on the following criteria:

- the applicant must be a resident of Burlington and provide proof of residency. Acceptable documents include:
 - Utility bill (hydro, cable, gas)
 - Copy of driver's licence or Ontario photo ID card
 - Property tax bill
 - Tenant agreement
- Have a total net individual or combined family income below LICO and provide current official documentation that shows combined family income. This includes:
 - Notice of Assessment form T451 for all family members over 18 years of age
 - Canada Child Tax Benefit Notice
 - Proof of Ontario Disability Support Program
- Refugees are eligible to apply for Recreation Fee Assistance funding within the first year of settlement. During this time, income verification is not a requirement, but the following documents must be provided:
 - Confirmation of permanent residency OR if available the Canada permanent residency card
 - Proof of residency in Burlington.

4. Town of Milton

4.1 Guiding Principles/User Fee Policy

- The Town of Milton offers a variety of recreation and park related programs. Some are considered core services (personal safety, mandated service, leadership development, or introduction to physical activities). Other programs are offered in response to community needs and are considered more elective in nature.
- User Fees are guided by the following principles:
- Goals established by Destiny Milton 2 (D.M. 2), the Town of Milton Strategic Plan, which provides the over-arching vision, goals and directions the Town will consider in making decisions that are within its sphere of influence.
- The plan provides for five goals:
 - A responsible, cost effective and accountable local government;
 - Well managed growth, well planned spaces;
 - A safe, liveable and healthy community;
 - A diverse and sustainable economy; and
 - A thriving natural environment.
- The following are directly related to the goal for "a safe, liveable and healthy community":



- Facilitate involvement for people at different life-cycle and physical activity stages and of varying socio-economic status - including youth and senior oriented initiatives
- Enhance leisure, cultural and educational opportunities/experiences that contribute to personal enjoyment, growth and development
- Encourage the development of public spaces that foster community involvement and interaction
- Encourage the establishment of a healthy community that is made up of an interconnected system of open spaces, walking trails, bicycle routes and natural heritage features
- Promote the development of a strong arts and cultural community that builds upon local knowledge, history and experience
- The user fee framework must consider a balanced perspective; "A responsible, cost effective and accountable local government". In achieving this goal;
 - Ensure that the cost effectiveness of service delivery is a priority when making decisions on how services are to be delivered and by whom
 - Encourage openness in the decision-making process
 - Ensure that fiscally responsible operating and capital budgets are established and maintained on a yearly basis
- The following principles were established to guide the discussions:
 - A healthy community requires a wide variety of services
 - Affordable access to community services is essential for building a healthy community
 - Historical partnerships with community organizations are reviewed to determine appropriate recovery levels
 - A portion of general tax revenue should assist in the delivery of community services in recognition of the overall benefits to the community
 - Residents are prepared to contribute a portion of revenue to offset the delivery costs of quality services
 - Fees should balance delivery costs with participation rates and market conditions
 - Residents are aware of market value for like services provided in surrounding community's and by other local service providers
 - Where market conditions support higher fees for service, revenue generated should support basic services that have higher delivery costs, but are considered core to the municipal mandate and contribute to a healthy community
 - Services targeting vulnerable populations should be reviewed to ensure fees are not a barrier to participation
- A survey was conducted as part of the study. The key findings/highlights, which influenced fee recommendations are:
 - *What proportion of recreation programs/facility rentals costs do you feel should be subsidized from property taxes in the future?*
 - 41% of those surveyed believe that an appropriate level of subsidy for recreation programs/facility rentals is 50% - 59%;



- Collectively, 41% believe that subsidies for recreation programs/facility rentals should be lower than current levels (lower than 52%);
- Collectively, 18% believe that subsidies for recreation programs/facility rentals should be greater than 59%.
- *Please specify if there are certain types of recreation programs that you feel should be funded to a greater extent from property taxes than other programs*
 - Highest concentration of responses were for swimming lessons and special needs programs with 44% and 43% responses respectively;
 - In general, there were significantly higher responses for recreational activities than cultural activities;
 - 20% of respondents indicated that none of the noted programs should receive taxation funding.
- *Please specify if there are certain age groups for recreation programs that you feel should be funded to a greater extent from property taxes than other programs*
 - A large portion of their responses were for the preschool, children and youth age groups representing between 43% and 46%;
 - Respondents also felt that programs targeting older adults 65+, 75+ and 85+ (representing 27% to 30% of the survey responses) should receive higher subsidy;
 - Adults and Adults 55+ received a low percentage of the responses;
 - 22% of respondents indicated that none of the age groups should receive taxation funding.

4.2 Assistance Programs^{v,vi}

- Town offers assistance, \$200 credit (per person) to eligible residents (up to 125) who meet the following criteria:
 - Resident of Milton
 - Net individual or family income below Low Income Cut Off (LICO) per Statistics Canada
- Ineligible programs:
 - Private/semi-private swimming lessons
 - Annual fitness passes
 - Personal training
 - Pay as you go drop-in programs (Note: passes are eligible)
 - Rental of recreational and school space
 - Program materials and supplies
 - Seniors' programs (The Milton Seniors' Activity Centre administers a separate program)
- Note: the amount of the credit hasn't changed since the policy (COMS-042-09) was adopted in November 2009.



5. Town of Oakville

5.1 User Fee Policy^{vii}

- Covers all fees
- All fees are updated annually
- Full cost of providing a service shall be the starting point for setting a user fee regardless of whether the full cost will be recovered.
- New fees cannot be introduced without knowing the full costs of providing the service
- Fees are to recover the full costs of service except where:
 - Council has approved a subsidy or exemption.
 - Services benefit the community or general public and not just the individual, group of individual or business sectors.
 - Services are based on competition in the open market.
 - Fee amounts are legislated by the Province.
- The amount of the fee shall not exceed the full cost of providing the particular service.

5.1.1 Procedures:

1. When to Charge User Fees
 - For services that provide a direct benefit to individuals, identifiable groups, or business, a user fee will be set to recover the cost of providing the service. These services shall be funded fully through the user fee charged for the service, unless otherwise determined.
 - Services that provide a direct benefit to individuals, identifiable groups, or business **but** also result in benefits to the general public shall be partially funded by other revenue sources by way of a subsidy.
 - The characteristic of the service and the nature of the benefits derived determine the type of service and when to charge user fees.
 - Services are generally classified into the following major categories:
 - *Public Service*: Benefits the general public; it is impossible to exclude someone from using or enjoying the benefits provided by the service.
 - *Private Service*: Benefits specific individuals, groups or businesses; it is possible to exclude someone from using the service.
 - *Mixed Service*: Benefits the general public as well as the specific individual, group or business using the service.
 - The 'Decision Matrix Chart' shown below is used to assist in determining whether a service is to be funded by user fees, property tax revenues, other revenue, or a combination of such, based on the type of service (public or private) and who benefits.



- As illustrated in the chart, the analysis distinguishes the degree to which a service benefits the community as a whole, an individual, or groups of individuals and how it should be funded.

Figure 1 – Town of Oakville User Fee Decision Matrix Chart

	WHO BENEFITS	TYPE OF SERVICE	TAX vs FEES POLICY MIX
1	Community	Public	100% Taxes
2	Primarily Community with less Individual Benefit	Public/Individual	Primarily Taxes and Some User Fees
3	Primarily Individual with less Community Benefit	Public/Individual	Primarily User Fees and Some Taxes
4	Individual	Individual	100% Fees

Examples of services under each category:

1. Passive Parkland, Snow Clearing
2. Fire Suppression
3. Fitness Memberships
4. Building Permits

- Note, a service may be subsidized by other sources of revenue either entirely or partially if it is determined that full cost recovery would not be cost effective or would be inconsistent with achieving the town’s policy objectives or legislative requirements.
 - Every service offered by the Town of Oakville must be reviewed at least once every four years to determine if the cost of providing the service should be recovered through user fees or funded from property tax revenues or any other source of revenue. This is accomplished by assessing the degree to which a service benefits specific individuals/groups/business (a private service) versus benefits the entire community (a public service).
2. Determine Full Cost of Service
- The full cost shall include:
 - Direct costs such as salaries and benefits, materials, supplies and purchased services.
 - Indirect costs such as costs associated with Corporate Support.
 - Capital costs for asset utilization referred to as capital amortization. Examples of capital assets include buildings, vehicles and equipment.



3. Develop the Cost-Recovery Strategy
 - Those who receive the benefits should pay.
 - Cost recovery strategies are developed to consider the extent of the benefits received by identifiable individuals/groups (private benefit) versus that received by the general public.
 - In situations where full cost recovery is not the appropriate pricing strategy, the level of subsidy is based on the full cost of delivering the service and the reasons for recovering less than the full cost of providing the service stated.
 - This improves consistency, transparency and accountability in managing user fees and facilitates Council's decision-making process.
 - The following factors shall be considered when setting user fees and cost recovery levels.
 - Community-wide versus individual benefits.
 - The level of user fees shall reflect the benefits received by the general public relative to the private benefits.
 - The capacity of the user to pay.
 - A full cost recovery strategy may negatively impact low income groups; therefore, the cost recovery level should be in accordance with the individual's ability to pay where services are specifically designed to serve particular groups or segments of the population in order to achieve public policy outcomes.
 - Where the town provides a service that is similar to services provided by the private sector under competitive market conditions:
 - the town's user fees should be in line with prices charged in the private sector
 - if the user fees do not achieve an appropriate level of cost recovery, the service provided by the town should be reviewed to determine its feasibility.
 - the town's user fees must be compared annually to the prices charged in the private sector to ensure/maintain competitiveness.
 - User fees can be utilized as a mechanism for allocating scarce resources in an efficient manner.
 - Implementing full cost recovery fees generally ensures that the town is providing a service for which there is a genuine demand that is not overly stimulated by fees that are substantially below cost.
 - Pricing shall reflect any limits set by town policy objectives or other legislative requirements on the level of cost recovery.
 - An impact assessment must be conducted to ensure that the value of the benefit provided bears a relation to the user fee associated with the service. The impact assessment should focus on factors such as economic competitiveness and on social factors such as access to town services by low-income residents.
4. Subsidy



The reasons why a subsidy should be provided for a particular User Fee Service will be detailed in a report to Council. The report will include conditions and criteria for awarding subsidies. A subsidy will be considered where:

- Full cost recovery would conflict with town policy objectives or priorities, or with legislative requirements.
- Consumption of the good or service provides societal benefits in excess of the value received by those paying for the service. In such cases, the amount of the subsidy should reflect the estimated value of the societal benefit derived from consumption of the service.
- Collecting the user fee is inefficient, not cost effective, or the fee constitutes an insignificant portion of the cost of the applicable service.
- Market conditions preclude setting user fees to recover the full cost of services that are offered in a competitive, open market environment.
- Other conditions exist, based on the extent of societal benefits derived from the general consumption of the service, which justify funding from other revenue sources.
- The justification for the level of cost recovery associated with individual user fee services should be clear and explicit. Furthermore, the amount of subsidy shall be well defined and transparent to those providing and monitoring the user fee service.

5. Waivers and Exemptions

- The Town has a separate policy addressing waivers and exemptions. Details are provided under the “Assistance Programs” heading below.

6. Full Service Cost Review

- For services that require 100% cost recovery, the full cost will be updated annually to ensure full cost recovery through user fees.
- For services that require less than 100% cost recovery, the full cost of these services shall be updated at least once in a four-year period.
- Market-based fees should still be reviewed annually to ensure that market competitiveness is maintained.

7. User Fees Review

- Fees will be updated annually as part of the operating budget process.
- Fees that require 100% cost recovery will be updated to recover the full cost of providing the service and will be effective on January 1 of each year or the start of the program offering.
- Fees that require less than 100% cost recovery will be adjusted for inflationary changes and level or standard of service delivery, and will be effective on January 1 of each year or the start of program offering.
- A comprehensive review and reporting of user fees shall be conducted at least once every four years. The review will re-evaluate the assumptions upon which the user fee is based, and the degree to which the User Fee Policy is complied with.



- The Town’s most recent detailed review was completed in 2017, however, the report doesn’t explicitly outline how the decision matrix was used to categorize services.

5.1.2 Cost Recovery Levels

- As part of the 2018 budget process, The Town of Oakville undertook a detailed review of its recreation rates and fees. The updated projected cost recovery ratios and targets based on the 2018 proposed budget are provided in the table below:

Table 1 – Town of Oakville Approved Cost Recovery Targets

Program	Approved Cost Recovery (Weighted)
Ice and Floor	54%
Aquatics	35%
Outdoor Pools	N/A
Room/Gym Rentals	52%
Fitness Memberships	64%
Camps	56%
Programs	58%
Events/Outreach	N/A
Youth Centres	Little to no cost
Senior's Centres/Programs*	41%

- The following cost recovery levels are provided in the user fee schedule:
 - Low or no cost recovery:
 - Admission
 - Ice/pool rentals:
 - 50% cost recovery – CORE Youth programs
 - 100% cost recovery – Adult/community
 - 125% cost recovery – Commercial
 - Community Rooms, Gymnasiums, Community and Cultural Centre
 - 25% or 50% recovery – non-profit groups
 - 75% or 100% recovery – commercial
 - Weighted average – 52% cost recovery
 - Box office
 - 64%
 - Programs and leagues
 - 25% or 50% recovery – children/youth
 - 75% or 100% recovery – adult/community
 - Weighted average – 56% cost recovery
 - Camps
 - 50% – children



- 75% – specialty programs

5.1.3 Assistance Programs^{viii. ix}

In addition to Halton Region, Canadian Tire Jumpstart, Oakville provides a \$300 credit per person to eligible participants (valid for one year) to participants who meet the following requirements:

- Resident of Oakville
- Total net individual or combined family income is below LICO. Although the policy is not explicit in terms of which measure of low income should be used, the Town currently using Statistics Canada LICO.
- Proof of income includes:
 - Notice of Assessment form (T451) – required for all family members over 18 years of age without dependents
 - Canada Child Tax Benefit Notice – required when the application includes dependents under 18 years of age
 - Goods and Services Tax/Harmonized Sales Tax Credit Notice
 - Ontario Child Care Supplement for Working Families Notice
 - Ontario Works (OW) Statement of Assistance
 - Ontario Disability Support Program (ODSP) Statement of Assistance
 - Community Organization Referral (from approved partners)
- Refugees are eligible within the first year of receiving the following documents:
 - Confirmation of Permanent Residency (received at airport for each individual), OR if available, the Government of Canada Permanent Resident Card; OR
 - Refugee Protection Claimant Document; AND
 - Proof of residency in Oakville (recent utility bill, lease agreement, driver's license, etc.).
 - Note: proof of income is not required.
- The following programs are not eligible:
 - Library programs
 - Facility rentals
 - Community Connection programs
 - Single admission (pay-as-you-go) passes
 - Oakville Centre for the Performing Arts show tickets
 - Material fees and concession items
- Separate Community Assistance Policy/Procedure
 - funding is available only to Oakville-based, non-profit volunteer community groups which exist for the purpose of providing municipally-related programs, services or projects specifically to the residents of Oakville
 - Assistance should not be the primary source of funding; the applicant must show they've explored other types of financial support.



6. City of Mississauga

6.1 User Fee Policy^x

The following assumptions underly the user fee setting process as stated in the Pricing Study (2011):

- Fees are transparent and defensible - Understanding and documenting both the direct and indirect costs of providing a service, and the rationale for fee subsidies
- Cost recovery targets and performance will be monitored and adjusted regularly
- The starting point for establishing fees is assessment of true/full costs of services
- The City's rates and fees do not govern the fees of organizations into which it may enter an operating partnership. The City's policy only governs services provided directly by the City and its staff.

The following principles will influence the pricing policy:

- Programs and services generating the greatest societal benefit should be most affordable.
- Activities that contribute not only to the individual's development and enjoyment but also to society (e.g., reduction of health, social service or justice costs) should be priced as affordable as possible to ensure a suitable balance between access and fiscal responsibility.
- The individual's financial ability to pay for participating in recreation services will be considered with respect to both setting user fees and financial assistance programs.
- Fees ensure desired services are sustainable and reduce reliance on property taxes.
- Public infrastructure assets have a material value, which the Municipality has a responsibility to protect and manage.
- Fees for services that are the same as those provided by other providers in the community will be guided by the market price for those services.
- Costing methodology is not provided in detail in source document.
- The Board of Education rates for swimming instructional lessons will be charged at 60% of the lowest price point.
- The Board of Education hourly meeting room rental rate will be equal to the affiliated rate (47% of the maximum rate for Commercial rentals).
- A surcharge of 10% will be applied to the resident rate for all non-resident meeting room rentals.

6.2 Assistance Program

- Active Assist
 - \$275 credit
 - Proof of income required to confirm income is less than or equal to LICO
 - Also provides assistance to refugees
-



- Jerry Love Children's Fund
 - Eligible children may receive a subsidy (max \$160) for 1 course code per calendar year, or a 1- or 3-month Swim/Skate Pass.
 - Program accepts donations from the community.

7. City of Guelph

7.1 User Fee Policy

- None found

7.2 Assistance Programs

- Fee assistance eligibility:
 - 18 years or older
 - Income less than or equal to LICO (Statistics Canada)
 - Amount of subsidy isn't provided on website.

8. Town of Caledon

8.1 User Fee Policy^{xi}

- The Town of Caledon's attempts to recover direct and indirect costs from user fees.
- Recreation program costs are recoverable from user fees and subsidized by property taxes
- The Town utilizes a budget-based approach to setting fees where the fees are rationalized based on the subsidy level provided.
- In this approach, the department is given a fixed recreation subsidy. The department will then determine the appropriate mix of services and user fees as part of its budgeting process.
- The main advantage of this approach is that it allows the department to be fully responsible for their budget. In addition, departments have more flexibility, for example, if expenses increase, the department can reduce expenses in other areas, look for efficiencies within its budget, or increase some or all of the fees for service.
- This approach does not use full cost fees as a starting point.
- Study recommended maintaining the subsidy level at 46% of costs (i.e. 54% cost recovery). The subsidy amounts by program area are shown in the table below.



Town of Caledon Recreation Subsidy by Program Area

Program Area	% Subsidy (Direct & Indirect Expenses)
Aquatics	57.3%
Camps	36.5%
Concessions	-90.7%
Fitness	-9.2%
Arena and General Programs	52.9%
Rentals (incl. Pre-School)	55.6%
Caledon Day	60.8%
Corporate Events	100.0%

8.2 Assistance Policy^{xii}

- The Town offers assistance to community groups for eligible programs.

9. City of Brampton

9.1 User Fee Policy

- Parks and Recreation Master Plan (2017)^{xiii} recommends that City should:
 - Develop a pricing policy based on the true costs to offer a program and service and base cost recovery levels of direct costs on the value of the program/service to the individual and community good (i.e. lower levels of cost recovery for certain age groups, persons with disabilities etc.)
 - Undertake a pricing study that evaluates the direct and indirect costs of maintaining the entire sports system and rationalizing cost-recovery threshold to ensure that the field supply is one that affords the desired level of quality and quantity over the long term.
- Current practice^{xiv} (during time master plan was being undertaken)
 - Brampton has a requirement to post rates and fees on the City's website.
 - A review of the methodology utilized to determine the pricing of programs and services revealed that the pricing of rates and fees is based on historical pricing plus inflation and a comparison to the market.
 - This approach relies on historical practises and does not reflect the true cost to provide the service.
 - Current practises in recreation pricing suggest that the municipality first understand the cost to deliver the service including both direct and indirect costs.



- This is valuable information in determining where efficiencies could be made especially reductions to the indirect costs.
- A Pricing Policy is then developed to determine the value of the program or service to individual and community good and the percentage of the program or service that could be cost recoverable to ensure fiscal sustainability over time.
- It doesn't appear that the City of Brampton has undertaken the study recommended in its master plan yet.

9.2 Assistance Program

The City of Brampton's provides assistance to low-income residents through the ActiveAssist program. The assistance is provided in the form of a subsidy that the recipient can then apply towards the cost of recreational services. At present, the subsidy amount is \$275 per person per year.

In order to qualify for the subsidy, applicants are required to provide:

- Proof of residency;
- Proof of income; and
- Proof that they have legal responsibility for the dependants on their application.

10. Town of Erin

10.1 User Fee Policy^{xv}

- Fees are based on market comparison/benchmarking analysis.
- Intention is to conduct more detailed analysis

10.2 Assistance Programs^{xvi}

- Provides reduced facility rental rates to non-profit organizations
- No recreation specific programs were identified.

11. City of Toronto

11.1 User Fee Policy

- The fundamental principle of the City of Toronto's User Fee Policy is "that user fees should be utilized to finance those City services and goods that provide a direct benefit(s) to specific users and that user fees should be set to recover the full cost of

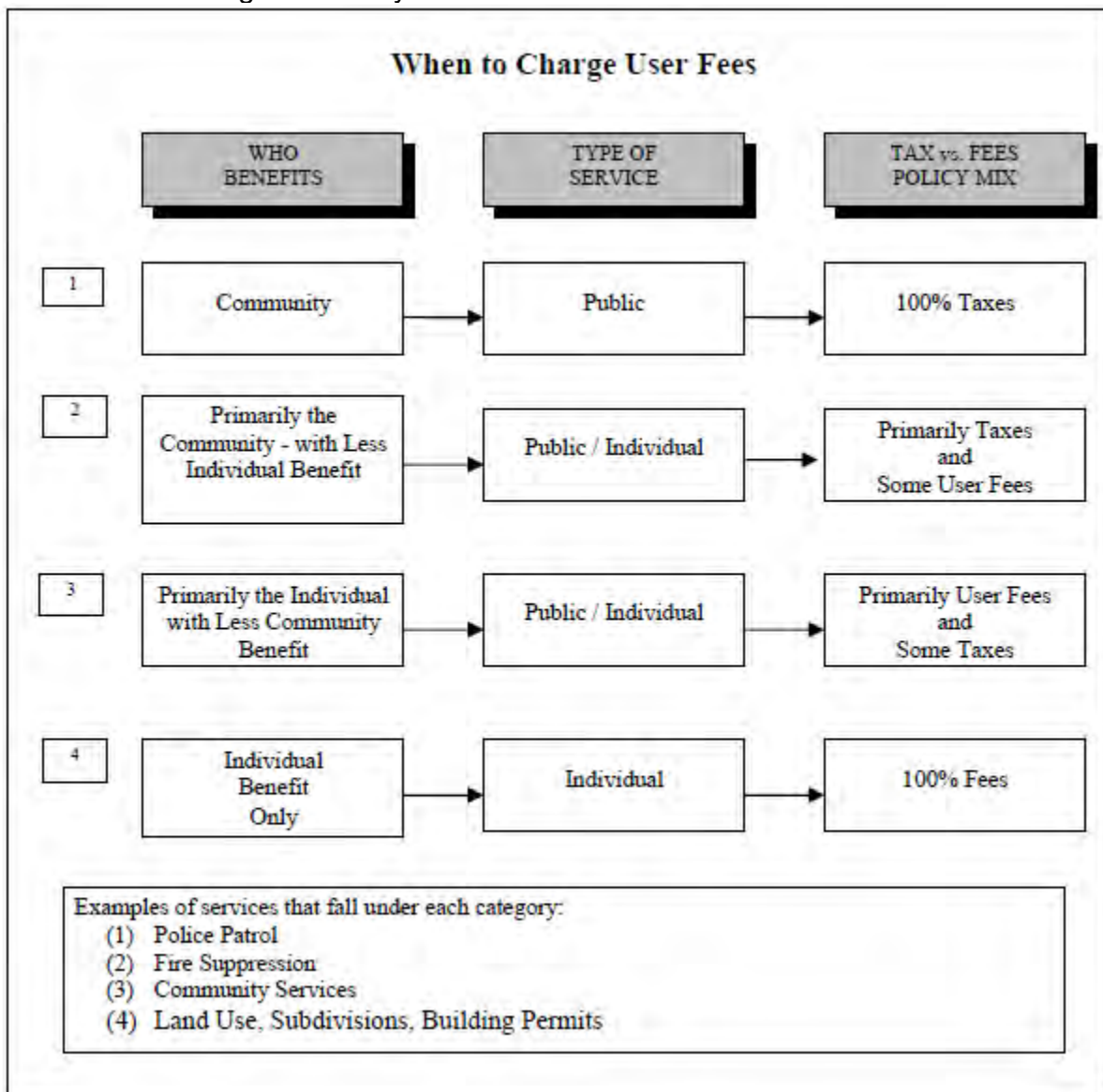


those services to the extent that there is no conflict with City policy objectives and other legislative requirements. Services that benefit the entire community should be funded by property taxes.”

- The policy also recognizes the need to protect those citizens who would be denied access due to an inability to pay and includes guidelines for exceptions to full cost recovery and waiving of the fees.
- The policy provides the following with respect to when charging a user fee is appropriate.
- The characteristics of a service and the nature of benefit derive will help determine whether user fees would be appropriate.
- The City classifies services provided into the following:
- Public service: benefits the general public
 - It is impossible to exclude someone from using or enjoying the benefits of a service
- Private Service: benefits specific individuals, groups, or business; it is possible to prevent someone from using the service
- Mixed Service: benefits the general public **and** specific individual, group, or business using the service.
- The decision matrix provided in Figure 2 helps in determining whether a service should be funded by user fees, property taxes, or a combination of user fees and taxes based on the type of service as well as who benefits from the service.
- Based on the decision matrix, services that benefit the entire community e.g. policing would be funded solely from property taxes instead of user fees. On the other hand, services that provide individual benefit only would be funded from user fees.
- The degree of subsidization from property taxes would depend on the level of public benefit provided by a service.



Figure 2 – City of Toronto User Fee Decision Matrix



- The full cost of providing a service will be the starting point for setting any fee even if the implemented fee differs from the full cost.
- Full costs of service include direct costs, indirect costs, including operations, maintenance, and overhead, and the capital costs for the replacement of assets utilized in the provision of that service.
- The City's fees are classified into the following categories:
 - Market-Based: Fees in this category are compared to rates charged by other service providers of the same or similar services to ensure that market competitiveness is maintained.
 - Province-Legislated: Fees in this category are legislated by the Province.



- City Policy: Fees in this category are determined by City policy and recovers less than the full cost of providing the service and results in a subsidy being provided to the user of the service.
- Full Cost Recovery: Fees in this category recover the full cost of providing the service
- Most parks and recreation fees fall in the “City Policy” categories
- Those in the market-based category include fees for:
 - Parking
 - commercial/corporate special events
 - Ferry
 - Golf
- Vehicle or Trailer permits for Toronto Island Park.
- User fees are indexed annually on January 1st.
- Policy provides for public consultation when new user fees are being proposed. The policy defers to the division heads of the program or local board to determine the means by which the public consultation will be undertaken.
- The policy also requires that user fees be reviewed every four years.

ⁱ Pyramid Methodology, GreenPlay LLC, 2013

ⁱⁱ https://www.burlington.ca/uploads/20648/doc_636035612073410951.pdf

ⁱⁱⁱ <https://burlingtonpublishing.escribemeetings.com/filestream.ashx?DocumentId=26452>

^{iv} <https://www.burlington.ca/en/live-and-play/Recreation-Fee-Assistance.asp>

^v <https://www.milton.ca/en/play/financialassistance.asp>

^{vi} <https://www.milton.ca/MeetingDocuments/Council/agendas2009/rpts2009/COMS-042-09%20Town%20of%20Milton%20Fee%20Assistance.pdf>

^{vii} <https://www.oakville.ca/townhall/f-fpc-001-001.html>

^{viii} <https://www.oakville.ca/culturerec/affordable-access.html>

^{ix} <https://www.oakville.ca/townhall/ms-spr-002.html>

^x http://www5.mississauga.ca/rec&parks/websites/pricing-study/docs/Mississauga_Pricing_Policy_Final_Report.pdf

^{xi} <https://www.caledon.ca/en/townhall/resources/P12016UserFeeReview.pdf>

^{xii} <https://www.caledon.ca/en/live/funding.asp>

^{xiii} https://www.brampton.ca/EN/Business/planning-development/parks-natural-areas/Parks-Recreation-Master-Plan/Documents/Brampton_PRMP_Final_June%2023,%202017.pdf

^{xiv} http://www.brampton.ca/EN/Business/planning-development/parks-natural-areas/Parks-Recreation-Master-Plan/Documents/Discussion-Paper-3-Interim%20Report_Feb-14.pdf

^{xv} <https://pub-erin.escribemeetings.com/filestream.ashx?DocumentId=7524>

^{xvi} <http://www.erin.ca/uploads/userfiles/files/financial%20requests%20policy.pdf>



Appendix C

Review of Demographic, Socio-Economic, and Economic Trends and Population Forecast to 2031



Recreation & Parks Rates and Fees Strategy

Town of Halton Hills

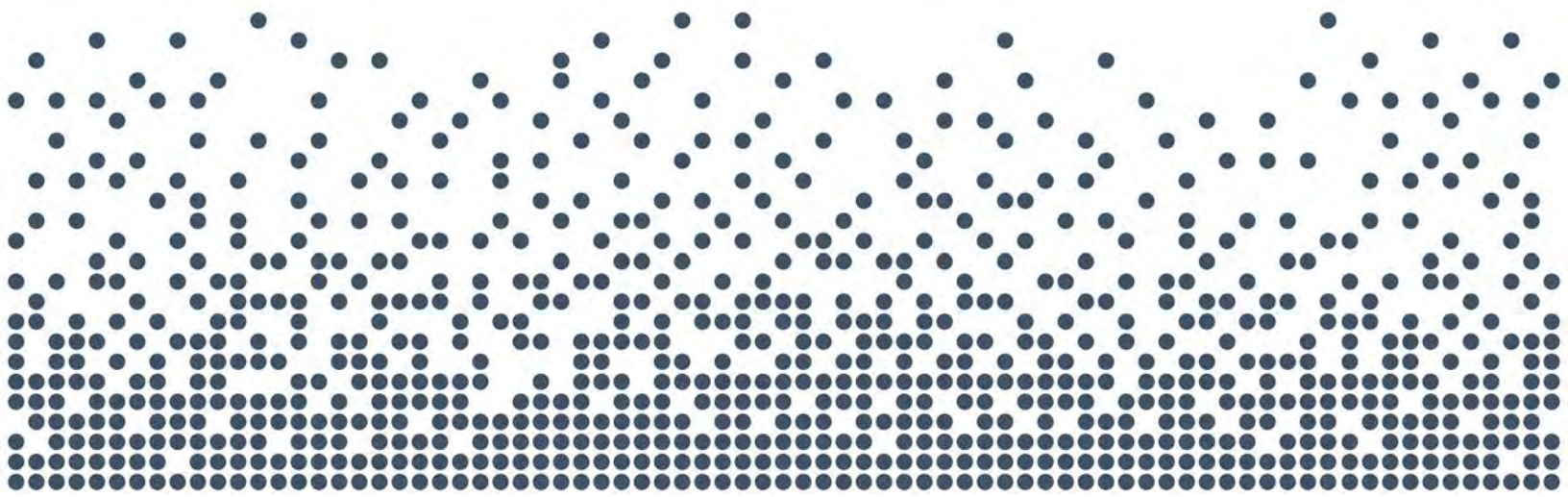
Review of Demographic, Socio-Economic, and Economic Trends and Population Forecast to 2031

August 7, 2019

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Report



Chapter 1

Review of Demographic, Socio-Economic and Economic Trends



1. Review of Demographic, Socio-Economic and Economic Trends

1.1 Town of Halton Hills - Historical Population Trends

1.1.1 *Town of Halton Hills - Historical Population Trends, 1991 to 2016*

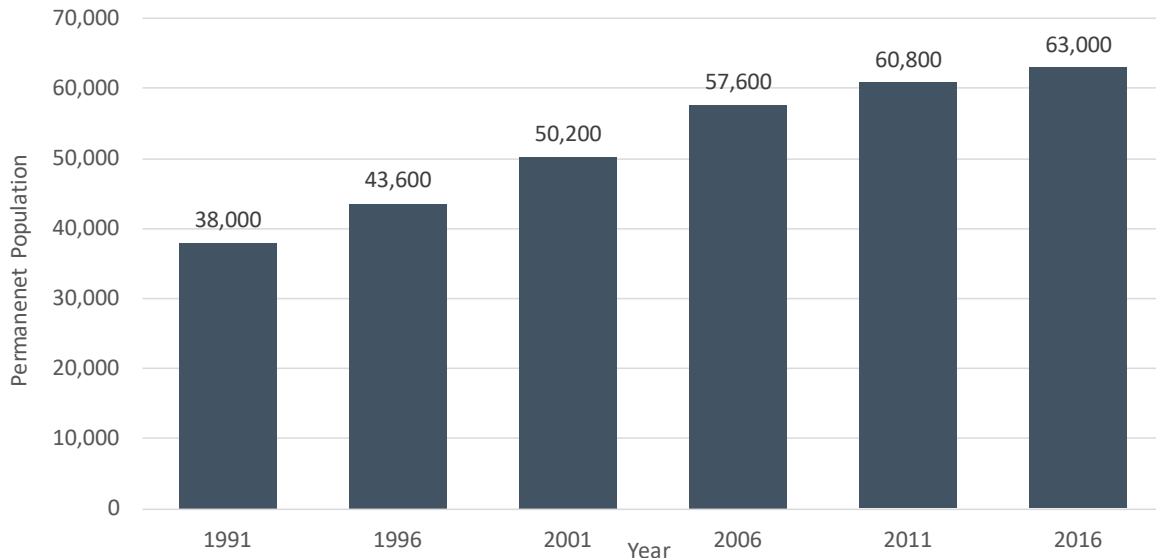
Figure 1 summarizes historical population trends for the Town of Halton Hills over the 25-years from 1991 to 2016. Key observations include:

- Between 1991 and 2016, the Town of Halton Hills grew by 25,000 people, or approximately 2% annually;¹
- The rate of annual population growth has slowed in the Town of Halton Hills over the past 10 years, relative to the 1991 to 2006 period;
- Comparatively, the population base for the Halton Region grew at a slightly faster rate (2.3% annually) during the same historical time period; and
- It is noted that the population base for the Province as a whole grew at a slower rate than both Halton Region and Halton Hills over the historical 25-year period reviewed, with an annual growth rate of approximately 1.2%.

¹ Population includes a net Census undercount of roughly 3%.



Figure 1
Town of Halton Hills
Historical Permanent Population, 1991 to 2016



Source: Data from Statistics Canada Census, 1991 to 2016 by Watson & Associates Economists Ltd., 2019.
Note: Population includes a net Census undercount of roughly 3%.

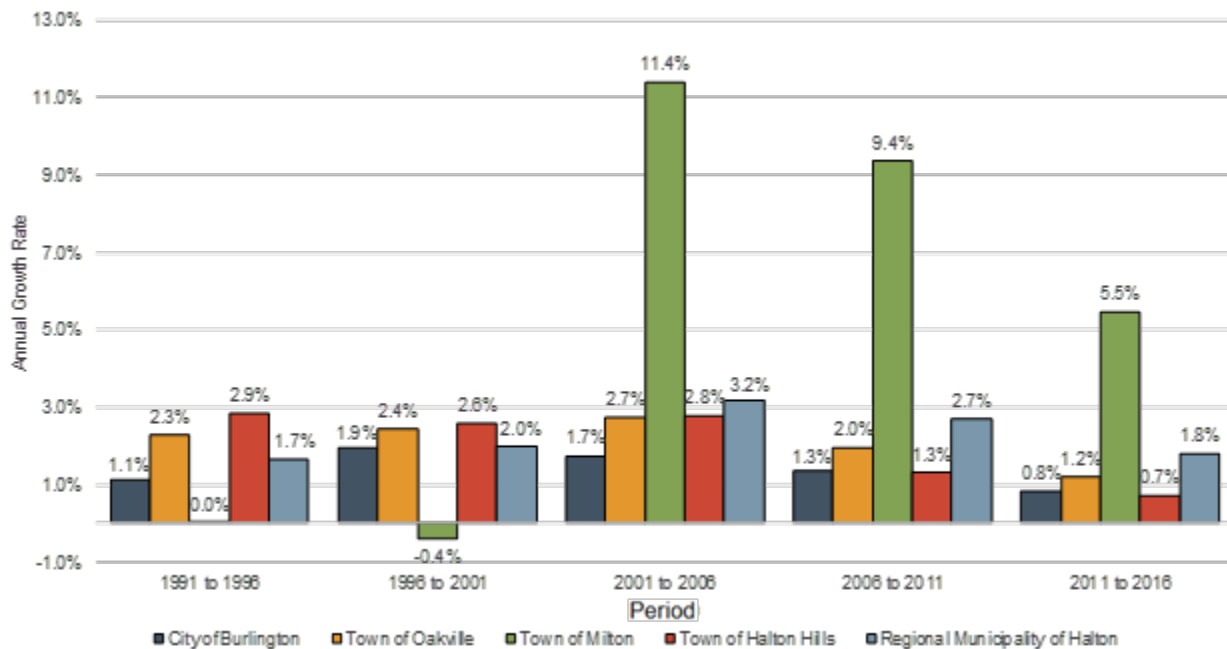
1.1.2 Historical Population Comparison

Figure 2 summarizes historical population trends for the Town of Halton Hills over the past 25 years from 1991 to 2016 relative to the City of Burlington, the Town of Oakville, the Town of Milton, and the Regional Municipality of Halton. Key observations include:

- Between 1991 and 2016, Halton Region's population increased by 235,300 people, or 2.3% annually;
- During the historical 25-year period analyzed, the 2001 to 2006 Census period represented the fastest growth period within the Region at approximately 3.2% annual growth;
- The Town of Milton has experienced the fastest rate of growth in the Region between 2001 and 2016; and
- Between 1991 to 2001, the Town of Halton Hills experienced the fastest rate of growth in Halton Region; however, over the past 15 years this trend has reversed.



Figure 2
Town of Halton Hills
Historical Average Annual Population Growth Comparison, 1991 to 2016



Source: Derived from Statistics Canada Census Profiles 1996 to 2016, by Watson & Associates Economists Ltd., 2019.

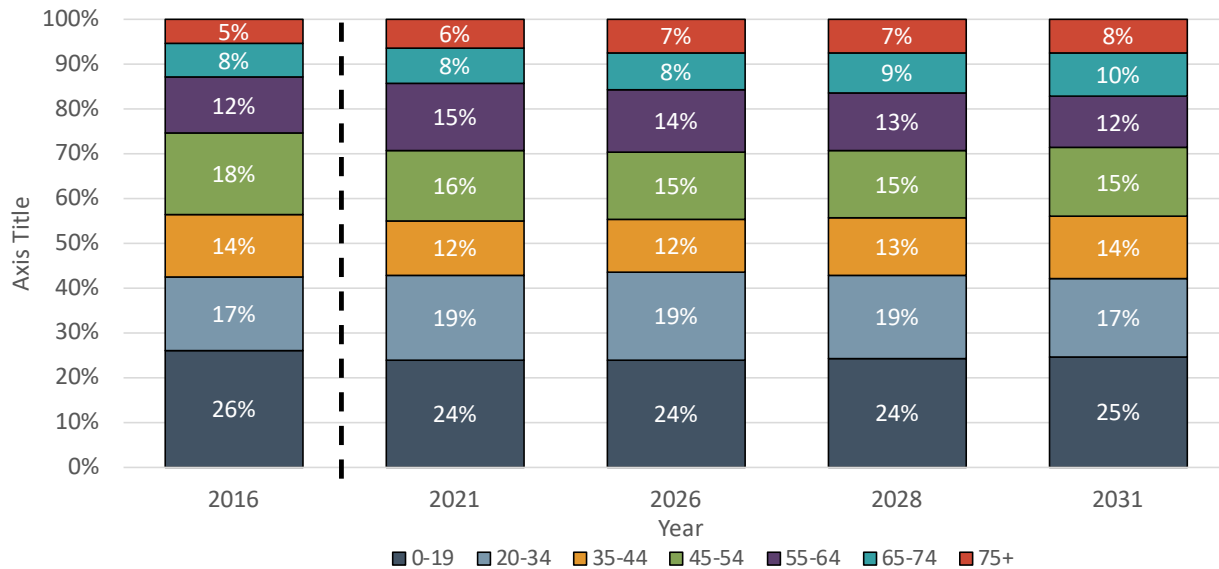
1.1.3 Town of Halton Hills Components of Permanent Population Growth, 1991 to 2016

Figure 3 summarizes historical trends in population structure by major age group over the 1991 to 2016 period by major age group for the Town of Halton Hills. Key observations include:

- The share of population in the 55+ age cohort has steadily increased from 17% in 1991 to 25% in 2016. Relative to Halton Region (19% in 1991 and 27% in 2016), the Town of Halton Hills had a slightly smaller percentage share of 55+ population;
- In contrast to the 55+ population age group, the population share of the 0 to 19 age group and declined from 28% in 1991 to 26% in 2016;
- Most notably, the share of the young adult population age group (20 to 34) steadily declined from 25% in 1991 to 17% in 2016; and
- Lastly, the population share of the 35 to 54 moderately increased from 16% in 1991 to 14% in 2016.



Figure 3
Town of Halton Hills
Historical Permanent Population by Major Age Group, 1991 to 2016



Source: Data between 1991 to 2016 derived from a custom order from Statistics Canada Demography Division (Catalogue no. 91C005) by Watson & Associates Economists Ltd., 2019. 2016 to 2031 forecast prepared by Watson & Associates Economists Ltd., 2019.

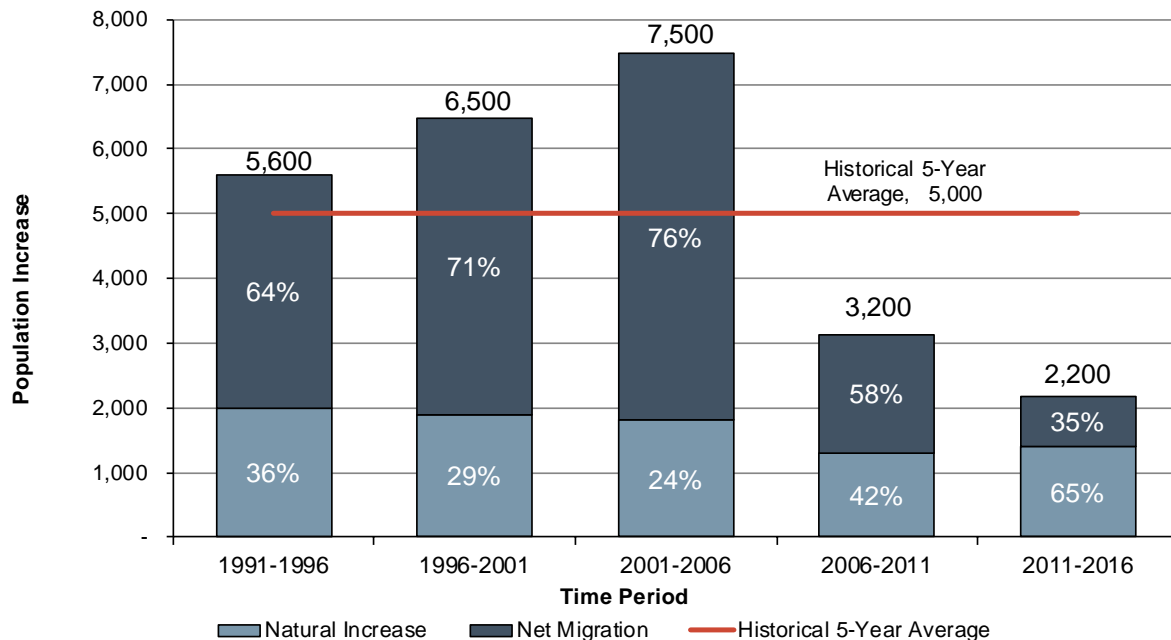
Note: Figure may not add due to rounding

There are two primary components of population growth: natural increase (i.e. births less deaths), and net migration. Figure 4 summarizes historical trends regarding natural increase and net migration for the Town of Halton Hills. Key observations include:

- During the 1991 to 2006 period, net migration as a percentage of population growth steadily increased from 64% to 76%. Between 2006 and 2016, net migration levels decreased in the Town, largely associated with the buildout of serviced land supply within the Town's existing urban settlements. As such, the share of net migration relative to total population growth declined from 76% to 35%;
- Due to the aging of the Town's population base, natural increase as a percentage of total population growth has been steady declining; and
- As the Town's population continues to age, Halton Hills will be increasingly reliant on net migration as a source of population growth.



Figure 4
Town of Halton Hills
Components of Population Growth, 1991 to 2016



Source: Derived from Statistics Canada, Demography Division, estimated by Watson & Associates Economists Ltd., 2019.
Note: Includes Census undercount of approximately 3.1%.

1.2 Trends in Household Income

1.2.1 Household Income

Household income is a key component to determining relative quality of life and cost of living in a community. Average household income and prevalence of low-income households in the Town of Halton Hills is reviewed herein.

1.2.2 Average Household Income

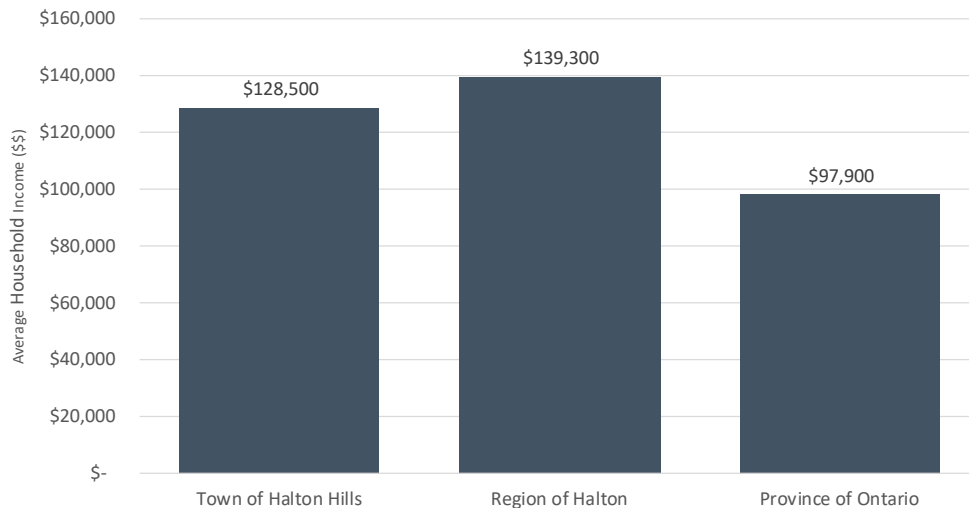
Figure 5 summarizes average household income in the Town of Halton Hills in 2016 compared to Halton Region and the provincial average. Key observations include:

- Halton Hills had an average household income of \$128,500 which is slightly lower (roughly 8%) than the \$139,300 average household income in Halton Region; and



- The average household income for the Town of Halton Hills is significantly higher than the provincial average of \$97,900.

Figure 5
Town of Halton Hills, Region of Halton, and Province of Ontario
Average Household Income, 2016



Source: Data from Statistics Canada 2016 Census profiles by Watson & Associates Economists Ltd., 2019.

1.2.3 Household Income Growth Trends

Figure 6 summarizes average household income trends in the Town of Halton Hills, Halton Region, and the provincial average over the 2001 to 2016 period. The following trends can be observed:

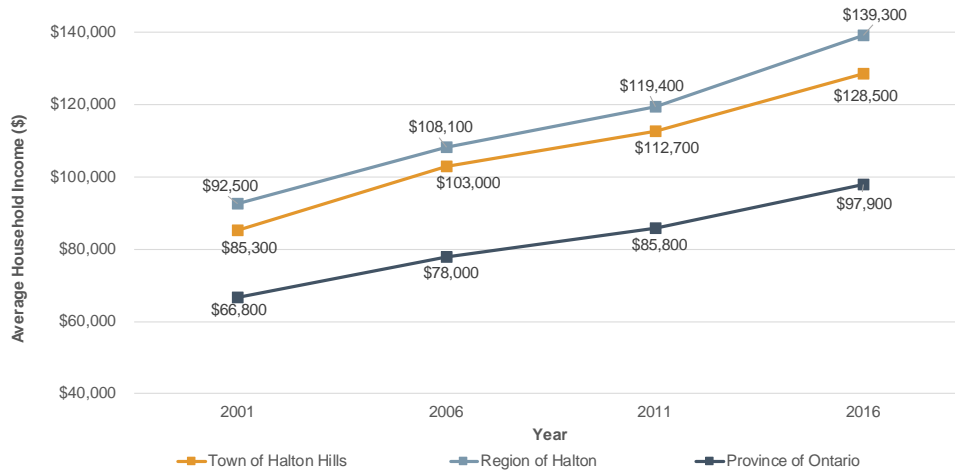
- Average household income in Halton Hills increased from \$85,300 in 2001 to \$128,500 in 2016, an annual average increase of 2.8% which was above the consumer price index increase in Ontario for shelter costs during the same period.¹
- Comparably, average household income for the Town of Halton Hills increased at the same rate as in Halton Region (2.8%); and

¹ The consumer price index increase over the 2001 to 2016 period was 2% annually.



- Both Halton Region and the Town of Halton Hills outpaced the Province's annual growth rate of 2.6%.

Figure 6
Town of Halton Hills, Region of Halton, and Province of Ontario
Average Household Income, 2006 to 2016



Source: Data from 2001 to 2016 Statistics Canada Census and NHS profiles by Watson & Associates Economists Ltd., 2019.

1.2.4 Prevalence of Low-Income Households

The prevalence of low-income households is an indicator of the demand for affordable housing.¹

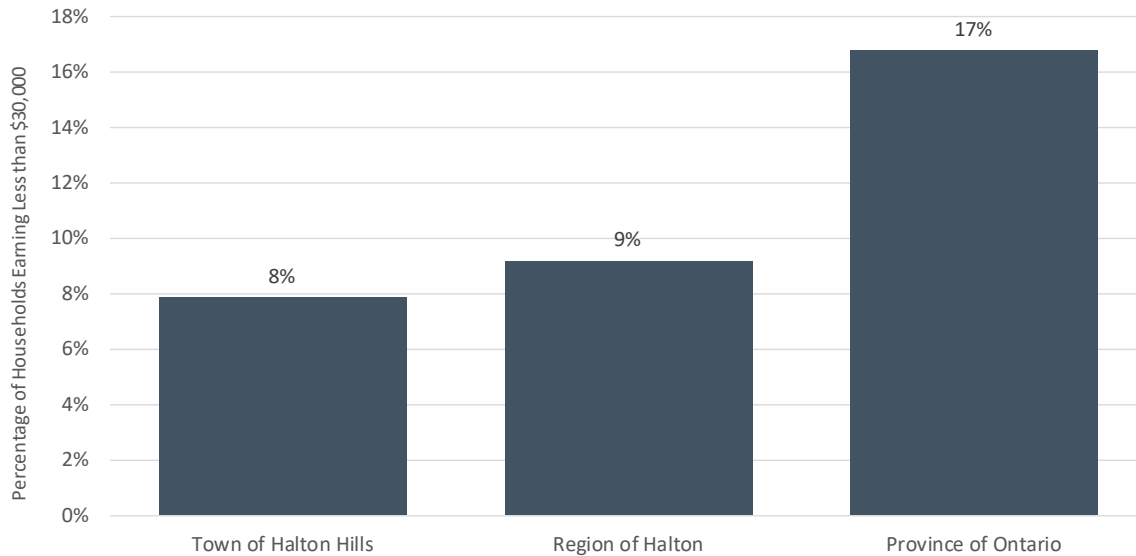
Figure 7 presents the proportionate share of households in the Town of Halton Hills, Halton Region, and the Province which earned less than \$30,000 per year.

- Within Halton Hills, only 8% of households earned less than \$30,000 per year. This is slightly lower than Halton Region at 9%; and
- On a percentage basis, the Province of Ontario has over double the number of households which earn less than \$30,000 according to the 2016 Census compared to Halton Hills.

¹ Prevalence of low-income defined by Statistics Canada as the proportion of persons in private households with incomes below the Statistics Canada low-income measure, after tax (L.I.M.A.T.) or the low-income cut-off (LICO). The low-income measure, after tax, refers to a fixed percentage (50%) of median-adjusted after-tax income of private households. The household after-tax income is adjusted by an equivalence scale to take economies of scale into account. This adjustment for different household sizes reflects the fact that a household's needs increase, but at a decreasing rate, as the number of members increases.



Figure 7
Town of Halton Hills, Region of Halton, and Province of Ontario
Percentage of Households Earning Less than \$30,000, 2016



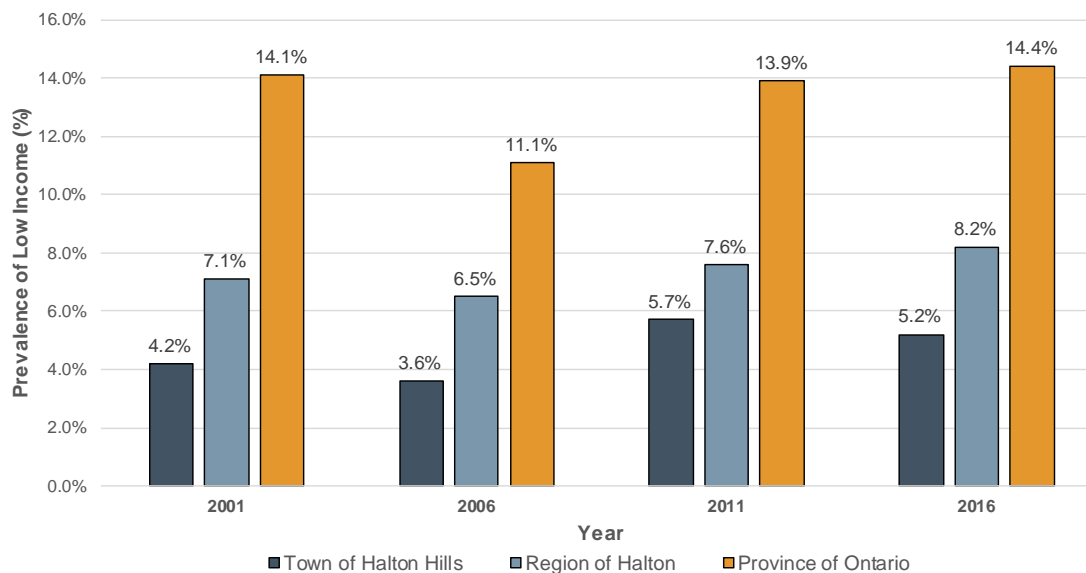
Source: Data from Statistics Canada 2016 Census profiles by Watson & Associates Economists Ltd., 2019.

Figure 8 summarizes the prevalence of low-income private households in the Town of Halton Hills in comparison to regional and provincial averages over the 2001 to 2016 period. Key observations include:

- Of the private households in Halton Hills as of 2016, only 5% were defined as low-income which is slightly lower than the share of 8% for Halton Region;
- Both Halton Hills and Halton Region have significantly lesser low-income rates in 2016 than the provincial average of 14%; and
- Between 2001 and 2016, Halton Hills experienced a slight increase in the prevalence of low-income households from 4% to 5%.



Figure 8
Town of Halton Hills, Region of Halton, and Province of Ontario
Prevalence of Low-Income Within Households, 2006 to 2016



Source: Data from 2001 to 2016 Statistics Canada Census Profiles by Watson & Associates Economists Ltd., 2019.

Note: 2001 to 2006 low-income calculation is using the Low-Income Cut-Off (LICO). 2011 to 2016 is calculated using the Low-Income Measure (LIM).

1.3 Halton Hills Employment Profile

1.3.1 Employment Growth Trends by Major Sector

The total employment base for the Town of Halton Hills has grown by nearly 45% over the 2001 to 2016 period, increasing from approximately 15,800 to 22,800, as illustrated in Figure 9. Since 2001, employment growth has averaged 2.5% annually in Halton Hills, slightly higher than the growth rate in Halton Region.¹ Over the same period, the Town's employment activity rate has slightly increased from 33% in 2001 to 37% in 2016, indicating that the local employment base is increasing at a faster rate than the local population base.² As of 2016, the Town's employment activity rate was below that of the Halton Region average.³

¹ Based on Watson's estimate, 2001 to 2016 employment growth in Halton Region has averaged 2.2% annually.

² An employment activity rate is defined as the number of local jobs in a municipality divided by the resident population.

³ Halton Region's employment activity rate was 48% in 2016, derived from Statistics Canada Labour Force data and custom order Statistics Canada Place of Work data.



Figure 9
Town of Halton Hills
Employment Base, 2001 to 2016

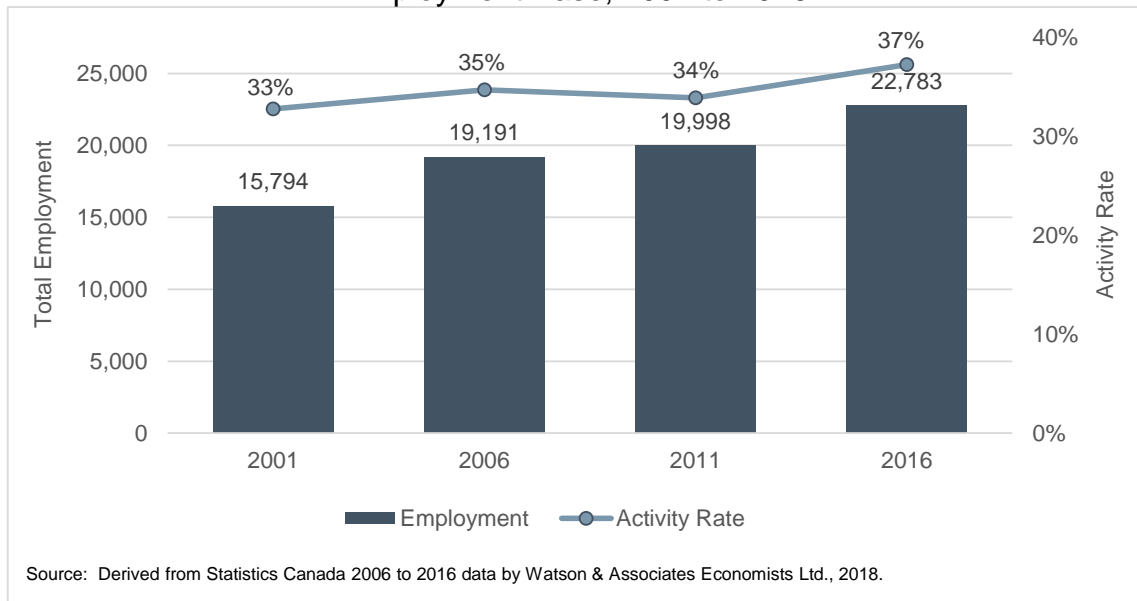


Figure 10 summarizes the Halton Hills employment base by sector for 2016. The largest sector in Halton Hills is retail trade which accounts for 22% of the total employment base. Other key sectors in Halton Hills include manufacturing, health care and social assistance, and educational services, which comprise 17%, 9% and 8%, respectively, of the total employment base.



Figure 10
Town of Halton Hills
Employment Base by Sector, 2016
(Usual Place of Work)

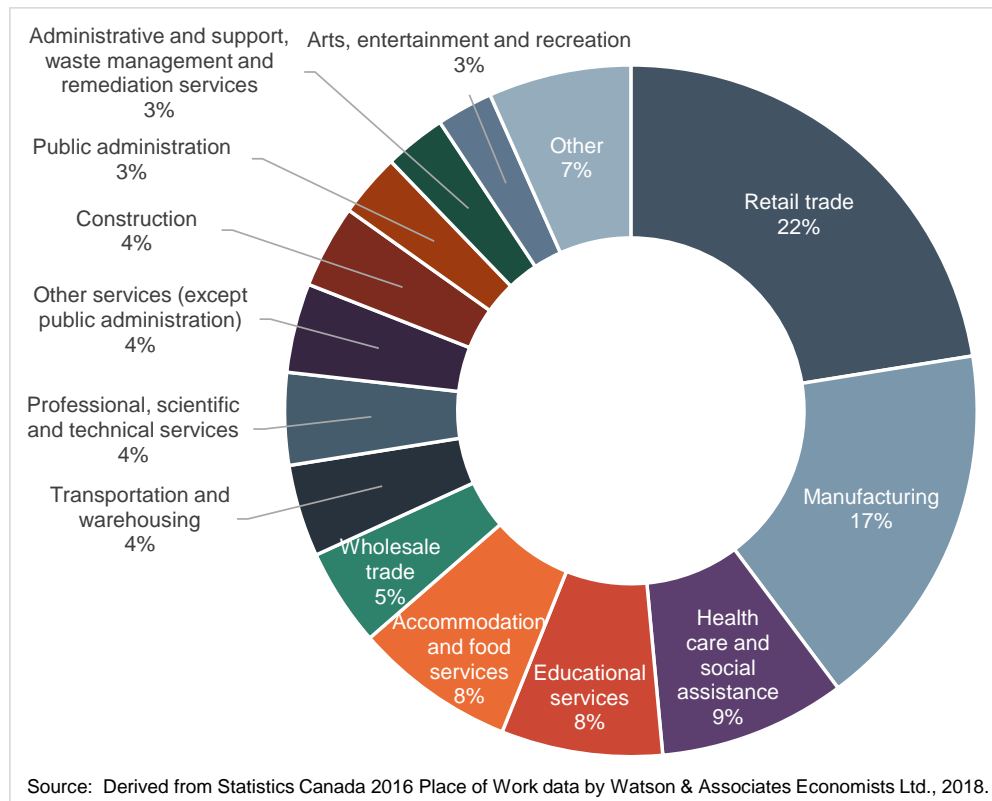


Figure 11 summarizes the historical change in the Town of Halton Hills's employment base by usual place of work during the 2001 to 2016 period. Employment represents the number of jobs located within the Town of Halton Hills. This includes the live/work labour force, including work at home employees, as well as in-commuters. Key observations include:

- The Town of Halton Hills serves as a source of labour to the surrounding communities within the G.T.H.A. and beyond. With an estimated total labour force base of 33,900 in 2016, the Town's job base is approximately 11,100 lower (approximately 33%) than its employed labour force base;
- Of the Town's 2016 employment base, approximately 79% of employees are reported as having a usual place of work. The remaining 21% work from home or are reported as having no fixed place of work (N.F.P.O.W.). Over the past 15



years, the share of Halton Hills’s total employment base to the employed labour force has steadily increased from 59% to 67%; and

- Within the Town of Halton Hills, the number of work at home and N.F.P.O.W. employees has increased at a faster rate than employees with a usual place of work.

Figure 11
Town of Halton Hills
Employment by Place of Work, 2001 to 2016

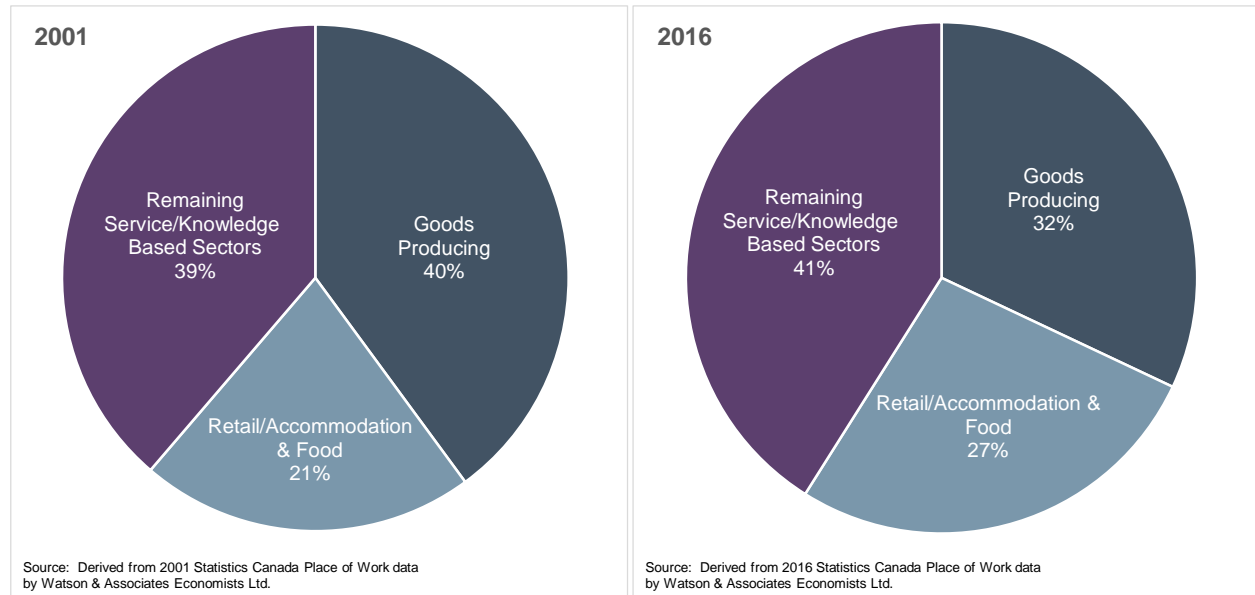
Town of Halton Hills Historical Employment				Relationship of Employment to Employed Labour Force			
Year	Employed Labour Force	Employment (Usual Place of Work)	Work from Home	No Fixed Place of Work (N.F.P.O.W.)	Total Employment (Including N.F.P.O.W. and Work at Home)	Difference (Employed Labour Force less Total Employment)	Employment as % of Labour Force
2001	26,800	12,500	2,100	1,200	15,800	11,000	0.59
2006	30,700	15,200	2,300	1,700	19,200	11,500	0.63
2011	32,000	15,600	2,400	2,000	20,000	12,000	0.63
2016	33,900	17,900	2,600	2,400	22,800	11,100	0.67

Source: Derived from 2001 to 2016 Statistics Canada Place of Work data by Watson & Associates Economists Ltd.
2011 Labour Force Survey has a sample size of 30% and 2016 Labour Force Survey has a sample size of 25%.

Similar to the Province, the structure of Halton Hills’s economy has steadily shifted away from traditional good-producing sectors to the retail sector and knowledge-based economy. As Figure 12 displays, the retail/accommodation and food sector comprises approximately 27% of the Town’s employment base, up from 21% in 2001, and the service sector currently comprises approximately 60% of the Town’s employment base, up from 55% in 2001.



Figure 12
Town of Halton Hills
Employment Trends by Major Sector, 2001 to 2016



1.3.2 Labour Force Trends

Figure 13 and Figure 14 provide additional details with respect to historical labour force growth trends for the Town of Halton Hills between 2001 and 2016. Labour force data represents the number of Halton Hills residents who live in the Town of Halton Hills and are within the labour force, regardless of where they work. This includes residents who live and work within the Town of Halton Hills, including those who work from home, and those who commute outside the Town for work. Key observations include:

- Over the 2001 to 2016 period, the Town's total labour force expanded from 27,700 to 35,700, an increase of 1.7% annually (or 30%) compared to a 44% increase in the total employment base;
- As of 2016, the Town of Halton Hills' total labour force is estimated at approximately 35,700, which represents approximately 12% of the total Halton Region labour force base. Between 2001 and 2016, the Town's share of the Halton Region labour force base has declined slightly from 13% to 12%;



- The unemployment rate within the Town of Halton Hills was recorded at approximately 5.2% in 2016.¹ Comparatively, the Ontario unemployment rate was estimated at 5.4%.² Currently, as of June 2019, the Province of Ontario unemployment rate is estimated at 5.4%;³
- The Town's live-work ratio has declined slightly, from 28% in 2001 to 26% in 2016. From an economic perspective, a higher live-work ratio would be desirable to ensure that the local labour force (i.e. residents of Halton Hills) is better served by the opportunities available in the local employment market (i.e. jobs in Halton Hills); and
- As of 2016, approximately 55% of the Town's labour force base commutes outside the Town for work, while approximately 45% lives and works within the Town, works from home, or is defined as having no fixed place of work.

Figure 13
Town of Halton Hills
Historical Labour Force, 2001-2016

Year	Total Labour Force	Employed Labour Force	Unemployment Rate (%)	Participation Rate (%)
2001	27,700	26,800	3.1%	74.9%
2006	32,100	30,700	4.1%	75.1%
2011	34,200	32,000	6.6%	74.6%
2016	35,700	33,900	5.2%	73.3%

Source: Derived from 2001 to 2016 Statistics Canada Census, and Place of Work data by Watson & Associates Economists Ltd.

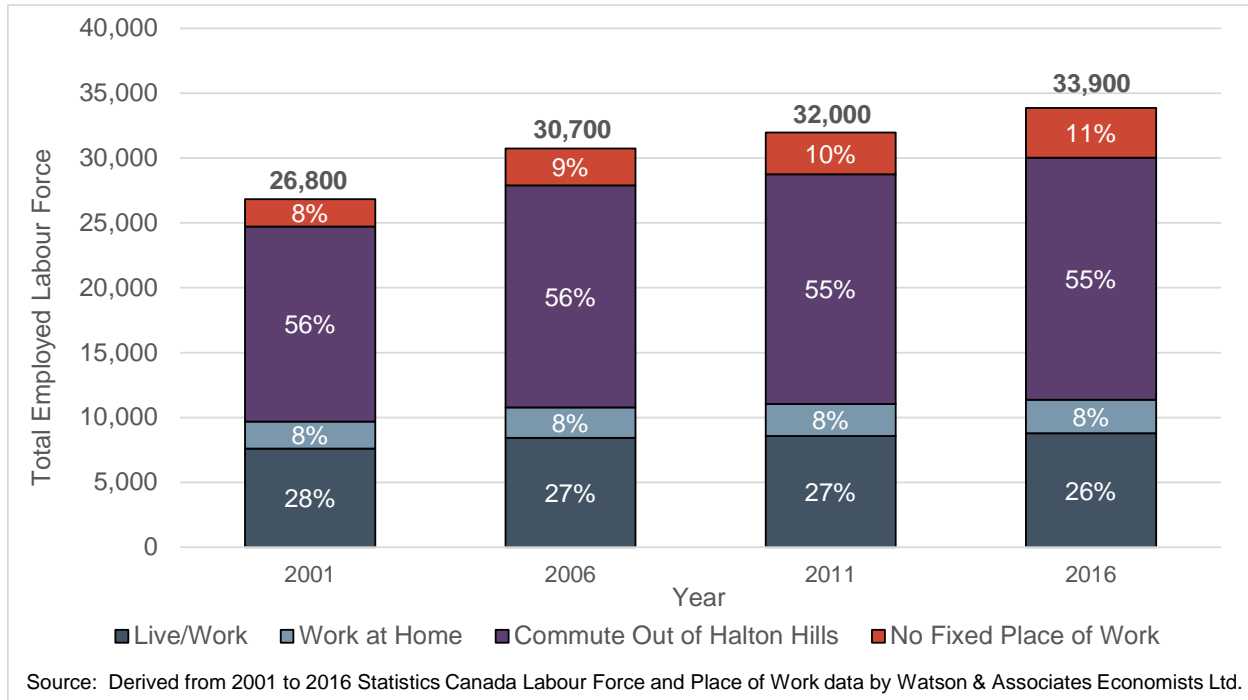
¹ Unemployment rate based on Statistics Canada 2016 Census.

² Ibid.

³ Statistics Canada, Labour Force Survey.



Figure 14
Town of Halton Hills
Employed Labour by Place of Work, 2006 to 2016



1.3.3 Commuting Trends

Figure 15 summarizes where Halton Hills residents commute to for employment, while Figure 16 identifies from where those employed in Halton Hills commute. Residents in the Town of Halton Hills primarily work in the Town of Halton Hills (32%), the Town of Mississauga (23%), the Town of Brampton (13%), and the Town of Toronto (11%). Of the total Halton Hills employment base by usual place of work, 50% of jobs are held by Halton Hills residents,¹ while the majority of the remaining employees commute from other municipalities in the Western G.T.A. including Brampton, Mississauga, and Milton.

¹ 8,900 live/work; 17,900 total employment by usual place of work.



Figure 15
Town of Halton Hills
Where Town of Halton Hills Residents Go to Work, 2016

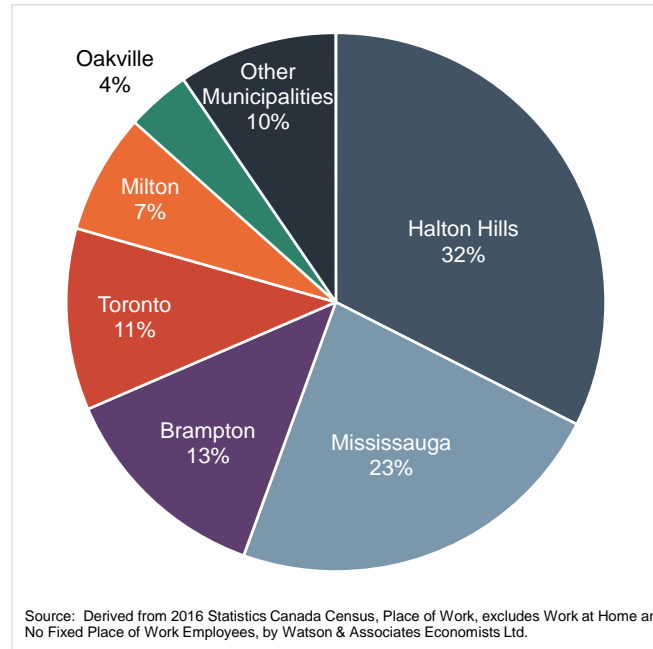
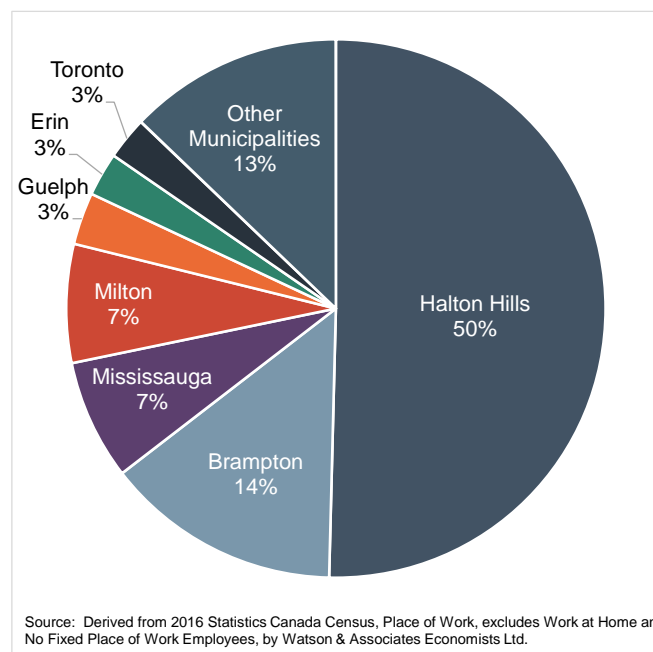


Figure 16
Town of Halton Hills
Where Town of Halton Hills Employees Commute From, 2016





Chapter 2

Population Forecast by Single-year of Age and Major Age Group, 2019-2031



2. Population Forecast by Single-year of Age and Major Age Group, 2019-2031

This chapter provides an assessment of the long-term population growth potential for the Town of Halton Hills to the year 2031 in five-year increments, building on the analysis summarized in Chapter 1.

In many respects, the long-term economic and population growth potential of the Town of Halton Hills is largely tied to the success of Halton Region and the Greater Toronto Hamilton Area (G.T.H.A.) as a whole. Many of the largest and fastest growing employment sectors across the G.T.H.A. have also experienced strong growth and expansion over the past several decades in Halton Region. With a robust economy and diverse mix of export-based employment sectors, the G.T.H.A. is highly attractive on an international level to new businesses and investors. In turn, this continues to support steady population and housing growth within the City of Toronto and the G.T.H.A. “905” municipalities, including the Town of Halton Hills, largely driven by international and inter-provincial net migration.

In accordance with relevant provincial, Regional and local planning documents, including the Growth Plan, 2019, and the Region of Halton Official Plan and the Town of Halton Hills Official Plan, the long-term economic outlook for Halton Region and the Town of Halton Hills is very positive. Recent economic and demographic trends across the broader regional economy further support the relatively strong population and employment growth anticipated for Halton Region and Halton Hills over the next decade and beyond.

2.1 The Town of Halton Hills Population Forecast

Figure 17 summarizes the Town of Halton Hills population forecast in five-year increments from 2016 to 2031 relative to historical population between 1991 and 2016. The following trends have been identified:

- In accordance with the June 2011 Halton Region *Best Planning Estimates (B.P.E)*, the Town of Halton Hills is forecast to reach a population of approximately 85,900 in 2029 and 91,900 by 2031;



- This represents an average annual population growth rate of 2.7% between 2016 and 2031;
- This forecast growth rate is significantly higher than the latest 15-year historical period; and
- The majority of population growth is expected to occur during the 10-year period between 2021 and 2031 once additional urban lands in Georgetown are available for development. During this 10-year period, the forecast annual population growth rate is 3.7%.

Figure 17
Town of Halton Hills
Population Growth Forecast, 1991 to 2031¹

Year		Population (Including Census undercount) ¹	Population (Excluding Census Undercount)
Historical	<i>Mid-1991</i>	37,900	36,800
	<i>Mid-1996</i>	43,700	42,400
	<i>Mid-2001</i>	50,100	48,200
	<i>Mid-2006</i>	57,600	55,300
	<i>Mid-2011</i>	60,800	59,000
	<i>Mid-2016</i>	63,000	61,200
Forecast	<i>Mid-2019</i>	64,800	62,900
	<i>Mid-2021</i>	65,800	63,900
	<i>Mid-2026</i>	79,300	77,000
	<i>Mid-2029</i>	88,500	85,900
	<i>Mid-2031</i>	94,600	91,900
Incremental	<i>Mid-1991 to Mid-1996</i>	5,800	5,600
	<i>Mid-1996 to Mid-2001</i>	6,400	5,800
	<i>Mid-2001 to Mid-2006</i>	7,500	7,100
	<i>Mid-2006 to Mid-2011</i>	3,200	3,700
	<i>Mid-2011 to Mid-2016</i>	2,200	2,200
	<i>Mid-2016 to Mid-2019</i>	1,800	1,700
	<i>Mid-2019 to Mid-2021</i>	1,000	1,000
	<i>Mid-2019 to Mid-2026</i>	14,500	14,100
	<i>Mid-2019 to Mid-2029</i>	23,700	23,000
<i>Mid-2019 to Mid-2031</i>	29,800	29,000	

Source: Data from 1991 to 2016 from Statistics Canada Census Profiles. Forecast derived from Halton Region Best Planning Estimates, June 2011, by Watson & Associates Economists Ltd., 2019.

Note: Population figures have been rounded.

¹ Undercount estimated at 3%.

¹ The Watson population forecast includes a net Census undercount of roughly 3%. The Best Planning Estimate does not include the Census undercount. The Census undercount represents the net number of permanent residents who are missed (i.e. over-

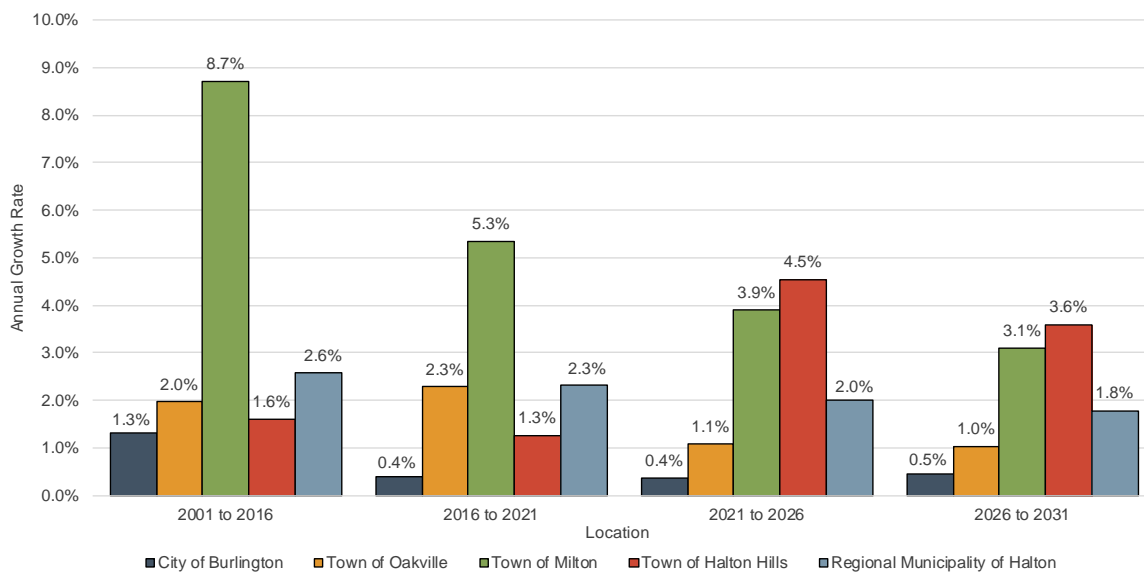


2.1.1 Halton Region Best Planning Estimates Population Comparison

Figure 18 provides a comparison of annual population growth rates between the City of Burlington, the Town of Oakville, the Town of Milton, and the Regional Municipality of Halton as per the June 2011 Halton Region B.P.E.¹ The following trends can be observed:

- Between 2021 and 2031, the Town of Halton Hills is forecast to grow at a faster rate than all surrounding municipalities in Halton Region. This increased growth rate is largely attributable to the Vision Georgetown study area, where 19,000 new residents and 1,700 new jobs are anticipated to be accommodated starting in 2021;² and
- Population growth within Halton Region as a whole is anticipated to slow moderately over the forecast period.

Figure 18
Town of Halton Hills
Forecast Population Comparison, 2001 to 2031



Source: Historical growth between 2001 to 2016 from Statistics Canada Census Profiles. Forecast growth from 2016 derived from Regional Municipality of Halton's Best Planning Estimates, by Watson & Associates Economists Ltd., 2019.

Note: Forecast growth using 2016 population figures from the Regional Municipality of Halton's Best Planning Estimates.

coverage less undercoverage) during Census enumeration in accordance with Statistics Canada. All provincial population forecasts prepared by the Ministry of Finance (M.O.F.) and Ministry of Municipal Affairs and Housing (M.M.A.H.) include an upward adjustment for the net Census undercount.

¹ Forecast growth rates derived from the Regional Municipality of Halton's Best Planning Estimates (2011).

² Town of Halton Hills. (2019). Vision Georgetown. Retrieved from <https://www.haltonhills.ca/visiongeorgetown/>

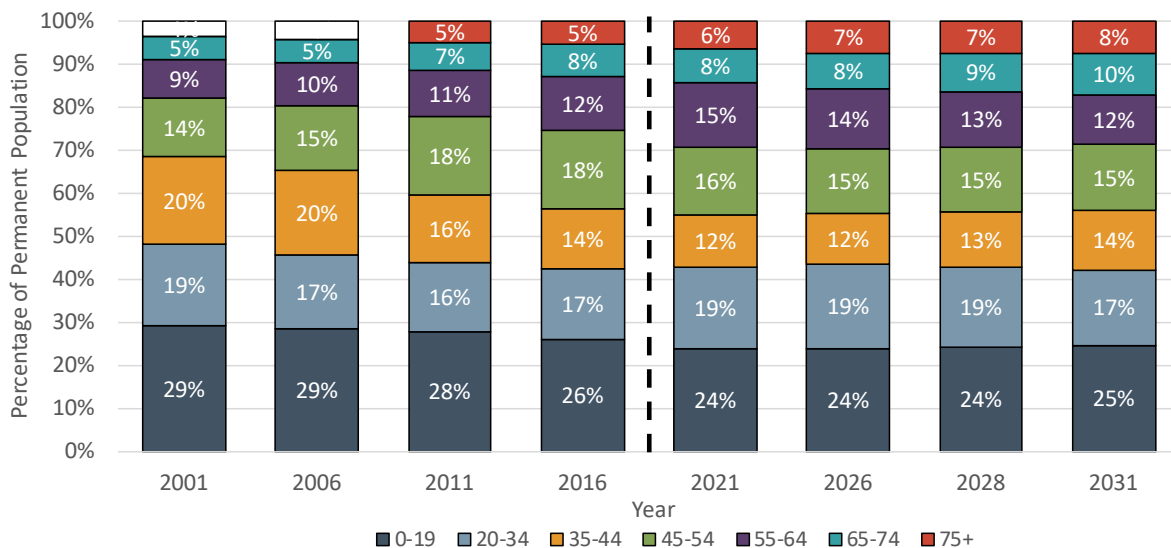


2.2 Town of Halton Hills Components of Population Growth, 2016 to 2031

Figure 19 summarizes the permanent population growth forecast by major age group over the 2016 to 2031 period for the Town of Halton Hills. Key observations include:

- The percentage of population in the 0 to 19 age group (youth population) is forecast to gradually decline from 26% in 2016 to 25% in 2031;
- The Town's population between 20 and 64 years of age is forecast to decrease from 61% in 2016 to 58% in 2031;
- The percentage of the population in the 65+ age group (seniors) is forecast to steadily increase over the next 15 years, from 12% in 2016 to 18% in 2031; and
- Comparatively, Halton Region's population age structure was slightly older in 2016, but is expected to age at a slightly slower rate than Halton Hills across the 15-year forecast period.¹

Figure 19
Town of Halton Hills
Population Growth Forecast, 2001 to 2031



Source: Data between 2001 to 2016 derived from a custom order from Statistics Canada Demography Division (Catalogue no. 91C005) by Watson & Associates Economists Ltd., 2019. 2016 to 2031 forecast prepared by Watson & Associates Economists Ltd., 2019.

Note: Figure may not add due to rounding

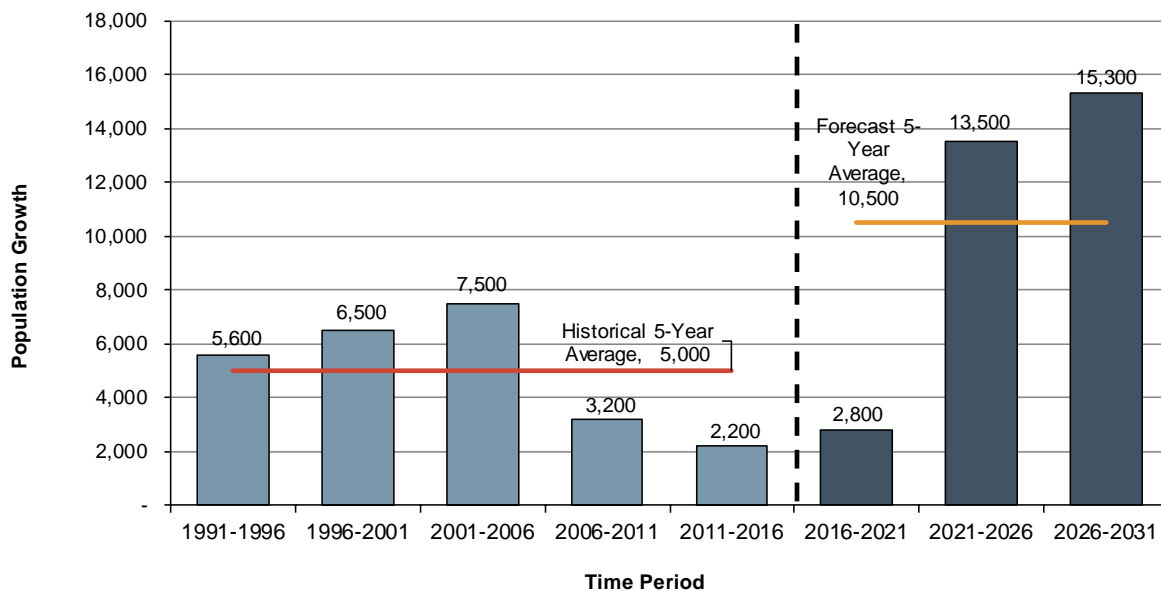
¹ 2031 population age structure derived from the Greater Golden Horseshoe Growth Forecasts to 2041, Technical Report (November 2012) Addendum, by Hemson Consulting Ltd.



Figure 20 also summarizes forecast population growth in five-year increments relative to historical trends over the past 25 years. The following trends can be observed:

- Relative to historical trends over the past 25 years, the Town’s population is anticipated to grow at a relatively slower rate over the near-term forecast period (2016 to 2021); and
- By 2021, the annual rate of population growth within the Town of Halton Hills is expected to significantly increase, largely associated with approval of Vision Georgetown.

Figure 20
Town of Halton Hills
Historical and Forecast Permanent Population Growth, 1991 to 2031



Source: Derived from Statistics Canada, Demography Division, 1991 to 2016, estimated by Watson & Associates Economists Ltd., 2019. 2016 to 2031 forecast prepared by Watson & Associates Economists Ltd., 2019.
Note: Includes Census undercount of approximately 3.1%.

Figure 21 and Figure 22 summarize the two key components of population growth in the Town of Halton Hills, net migration and natural increase (births less deaths), over the 2016 to 2031 forecast period. Key observations include:

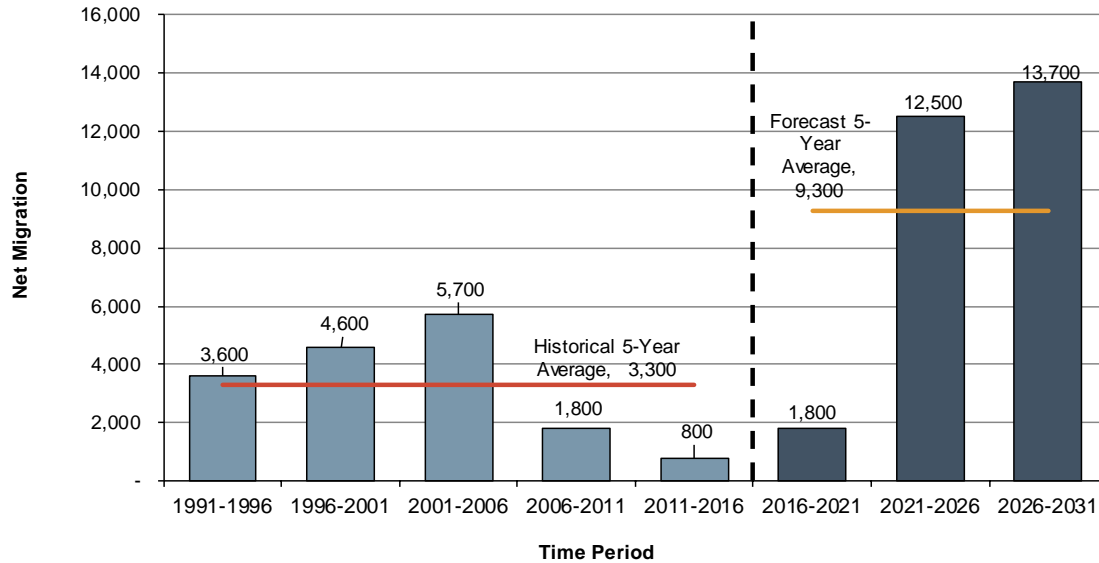
- As the population base continues to age, the Town will be increasingly dependent on net migration as a source of population growth. Over the 2016 to 2031 period, approximately 89% of population growth within Halton Hills is anticipated to be driven from net migration;



- As previously mentioned, future net migration in the Town of Halton Hills is anticipated to be largely driven by the long-term economic growth prospects in the regional economy and surrounding commuter-shed. Local housing growth opportunities across a broad range of demographic groups (i.e. first-time homebuyers, families, empty-nesters and seniors) and the Town's attractiveness as a place to work and live are also identified as key drivers of net future migration;
- The Town is forecast to accommodate just under 1,900 new net migrants per year. Relative to historical trends, this represents a significant increase in the average historical levels of net migration (660 new migrants annually) experienced between 1991 and 2016;
- Halton Hills is projected to experience relatively strong net migration across all major age groups, most notably the 0 to 19 and 35 to 44 age groups. Relative to historical trends, an increased share of net migration is also anticipated to be driven from the 45 to 54 age group;
- As previously discussed, population growth associated with natural increase steadily declined between 1991 and 2016 as a result of the Town's aging population; and
- Over the forecast period, population change associated with natural increase is anticipated to trend positive, yet, will still remain below the historical average. .



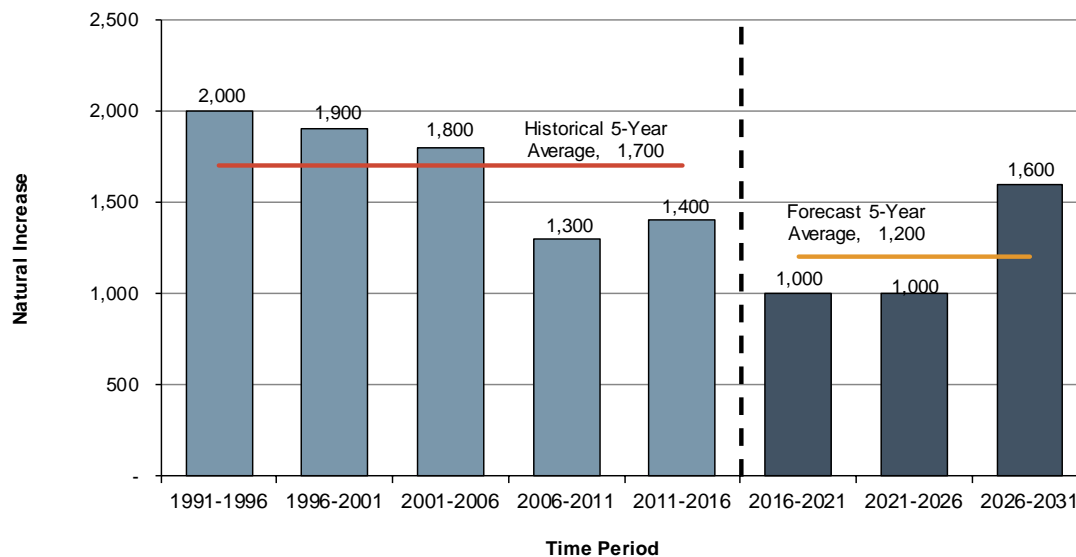
Figure 21
Town of Halton Hills
Historical and Forecast Net Migration, 1991 to 2031



Source: Derived from Statistics Canada, Demography Division, 1991 to 2016, estimated by Watson & Associates Economists Ltd., 2019. 2016 to 2031 forecast prepared by Watson & Associates Economists Ltd., 2019.

Note: Includes Census undercount of approximately 3.1%.

Figure 22
Town of Halton Hills
Historical and Forecast Natural Increase, 1991 to 2031



Source: Derived from Statistics Canada, Demography Division, 1991 to 2016, estimated by Watson & Associates Economists Ltd., 2019. 2016 to 2031 forecast prepared by Watson & Associates Economists Ltd., 2019.

Note: Includes Census undercount of approximately 3.1%.



2.3 Observations

Over the past 25 years, the population of the Town of Halton Hills has grown by roughly 24,400 people. Much of this growth occurred between 1991 to 2006, as growth has slowed in the most recent 10-year historical period. Similar to recent trends, the rate of annual population growth for the Town of Halton Hills is expected to remain relatively slow over the 2016 to 2021 forecast period (i.e. below 1.0% annual growth per year). Between 2021 to 2031, the annual rate of population growth is expected to rise significantly in the Town, largely driven by development within the Vision Georgetown study area.

In accordance with the June 2011 Halton Region B.P.E, the Town of Halton Hills is forecast to reach a population of approximately 85,900 in 2029 and 91,900 by 2031¹. Between 2016 and 2031, this represents an average annual population growth rate of 2.7%. Much of this growth is forecast to occur between the 2021 to 2031 period, where the anticipated annual population growth rate is 3.7%. While natural increase (births less deaths) is anticipated to increase over the forecast period, net migration will drive population growth in the Town of Halton Hills. Net migration is expected to be primarily concentrated in the 0 to 44 age group. Overall, the growth outlook for Halton Hills is strong, with the rate of annual population expected to outpace the Regional Municipality of Halton between 2016 and 2031.

The Town of Halton Hills population is aging. As previously mentioned in section 2.2, the share of the Town's population within 65+ age group is forecast to increase from 13% in 2016 to 18% in 2031. The aging of the Town's baby boom population (persons born between 1946 and 1964) will continue to drive relative higher population growth rates in the 65+ age group over the next decade. This will continue to influence demand on housing requirements by structure type (i.e. high density and seniors' housing) as well as community facilities/programs which cater to seniors. Most notable is the 75+ age group, which is anticipated to represent the fastest growing population age segment over the next decade and beyond.

¹ Population figures exclude the net Census undercount which is estimated at approximately 3.0%.



Appendix D

Recommended Recreation & Parks Fee Schedule

HALTON HILLS MUNICIPAL RATES AND SERVICE CHARGES EFFECTIVE 2020 RECREATION AND PARKS

		2019 Rates			2020									
	Type of Revenue/User	Unit/Descr	Rate Incl HST	HST Status	Rate (no Tax)	HST	Rate Incl HST	Fee Increase %	Non Local/ Unregistered (no Tax)	Youth (no Tax)	Commercial (no Tax)	Commercial Non Local (no Tax)	Community Benefit	
ADMINISTRATION (Effective March 1, 2020)														
	Administration Fee-Multiple Permits	Each	\$25.00	E	\$25.00	-	\$25.00	0.0%	+20%	* 20%	+40%	+60%	BICB	
	Administration Fee-Single Program	Each	\$9.93	E	\$9.93	-	\$9.93	0.0%					BICB	
	Arena Cancellation Fee (surcharged 25% on value returned)	Returned %	25%	E	25%	-	-	0.0%					BICB	
	Licensed Rental Fee	Each Permit	NEW	T	\$20.00	\$2.60	\$22.60	NEW					BICB	
	Theatre Box Office Fee	Per Ticket	NEW	T	\$2.21	\$0.29	\$2.50	NEW					BICB	
	Security Deposit (Licensed Events)	Each	NEW	T	\$500.00	\$65.00	\$565.00	NEW					BICB	
	Skate Rental	Use	NEW	T	\$6.00	\$0.78	\$6.78	NEW					BICB	
	Helmet Rental	Use	NEW	T	\$3.00	\$0.39	\$3.39	NEW					BICB	
	Skate & Helmet Rental	Use	NEW	T	\$7.00	\$0.91	\$7.91	NEW					BICB	
ADVERTISING (Effective March 1, 2020)														
Brochure Advertising														
	Back Cover	Per publication	\$1,970.31	T	\$1,743.64	\$226.67	\$1,970.31	0.0%	\$2,092.37	\$1,453.03	\$2,441.10	\$2,789.82	BICB	
	Brochure	each	\$2.70	T	\$2.39	\$0.31	\$2.70	0.0%	\$2.87	\$1.99	\$3.35	\$3.82	BICB	
	Commercial	Full Page	\$1,114.49	T	\$986.27	\$128.22	\$1,114.49	0.0%	\$1,183.52	\$821.89	\$1,380.78	\$1,578.03	BICB	
	Commercial	Half Page	\$557.27	T	\$493.16	\$64.11	\$557.27	0.0%	\$591.79	\$410.97	\$690.42	\$789.06	BICB	
	Commercial	Quarter Page	\$336.30	T	\$297.61	\$38.69	\$336.30	0.0%	\$357.13	\$248.01	\$416.65	\$476.18	BICB	
	Inside Back Cover	Per publication	\$1,722.63	T	\$1,524.45	\$198.18	\$1,722.63	0.0%	\$1,829.34	\$1,270.38	\$2,134.23	\$2,439.12	BICB	
	Local	Full Page	\$696.55	T	\$616.42	\$80.13	\$696.55	0.0%	\$739.70	\$513.68	\$862.99	\$986.27	BICB	
	Local	Half Page	\$348.30	T	\$308.23	\$40.07	\$348.30	0.0%	\$369.88	\$256.86	\$431.52	\$493.17	BICB	
	Local	Quarter Page	\$210.18	T	\$186.00	\$24.18	\$210.18	0.0%	\$223.20	\$155.00	\$260.40	\$297.60	BICB	
	Registered	Full Page	\$605.69	T	\$536.01	\$69.68	\$605.69	0.0%	\$643.21	\$446.68	\$750.41	\$857.62	BICB	
	Registered	Half Page	\$302.86	T	\$268.02	\$34.84	\$302.86	0.0%	\$321.62	\$223.35	\$375.23	\$428.83	BICB	
	Registered	Quarter Page	\$182.78	T	\$161.78	\$21.03	\$182.81	0.0%	\$194.14	\$134.82	\$226.49	\$258.85	BICB	
Display Case														
	GCC, MMSP, ACC & Cultural Centre - Full Case	7 days	\$101.38	T	\$89.72	\$11.66	\$101.38	0.0%	\$107.66	\$74.77	\$125.61	\$143.55	BICB	
	Gellert Community Centre Only - Half Case	7 days	\$50.70	T	\$44.87	\$5.83	\$50.70	0.0%	\$53.84	\$37.39	\$62.82	\$71.79	BICB	
Hillsview Newsletter														
	Local	Full Page	\$160.63	T	\$142.15	\$18.48	\$160.63	0.0%	\$170.58	\$118.46	\$199.01	\$227.44	BICB	
	Local	Half Page	\$83.53	T	\$73.92	\$9.61	\$83.53	0.0%	\$88.70	\$61.60	\$103.49	\$118.27	BICB	
Ice Resurfacers														
	First Ice Resurfacers - Local	Annual	\$5,650.00	T	\$5,000.00	\$650.00	\$5,650.00	0%	\$6,000.00	\$4,166.67	\$7,000.00	\$8,000.00	BICB	
	Second Ice Resurfacers - Local	Annual	NEW	T	\$4,166.67	\$541.67	\$4,708.33	NEW	\$5,000.00	\$3,472.22	\$5,833.33	\$6,666.67	BICB	
	Third and above Ice Resurfacers - Local	Annual	NEW	T	\$3,571.43	\$464.29	\$4,035.71	NEW	\$4,285.71	\$2,976.19	\$5,000.00	\$5,714.29	BICB	
	20% reduction on base price for 2nd machine, 40% reduction for third and each additional machine (NEW)													
Marquee Advertising														
	Local Adult Registered	7 days	\$128.89	T	\$114.06	\$14.83	\$128.89	0%	\$136.87	\$95.05	\$159.68	\$182.50	BICB	
	Local Adult Registered	Monthly	\$386.66	T	\$342.18	\$44.48	\$386.66	0%	\$410.62	\$285.15	\$479.05	\$547.49		

	Type of Revenue/User	Unit/Descr	2019 Rates		2020		Rate Incl HST	Fee Increase %	Non Local/ Unregistered (no Tax)	Youth (no Tax)	Commercial (no Tax)	Commercial Non Local (no Tax)	Community Benefit
			Rate Incl HST	HST Status	Rate (no Tax)	HST							
Marquee Advertising - Digital Sign													
	Local Adult Registered	7 days	\$90.23	T	\$79.85	\$10.38	\$90.23	0%	\$95.82	\$66.54	\$111.79	\$127.76	BICB
	Local Adult Registered	Monthly	\$270.67	T	\$239.53	\$31.14	\$270.67	0%	\$287.44	\$199.61	\$335.34	\$383.25	BICB
Rink Board Advertising													
	Local - 1 Panel (Premium)	Annual	\$1,011.96	T	\$895.54	\$116.42	\$1,011.96	0%	\$1,074.65	\$746.28	\$1,253.76	\$1,432.86	BICB
	Local - 4 Panels (Premium)	Annual	\$3,035.89	T	\$2,686.63	\$349.26	\$3,035.89	0%	\$3,223.96	\$2,238.86	\$3,761.28	\$4,298.61	BICB
	Local - 6 Panels (Premium)	Annual	\$4,047.89	T	\$3,582.00	\$465.66	\$4,047.66	0%	\$4,298.40	\$2,985.00	\$5,014.80	\$5,731.20	BICB
	Rink Board Ad, relocation	each	NEW	T	\$75.00	\$9.75	\$84.75	NEW	\$90.00	\$62.50	\$105.00	\$120.00	BICB
Score Clock													
	First Score Clock Panel	Annual/per pane	1,798.23	T	1,591.35	\$206.88	\$1,798.23	0%	\$1,909.62	\$1,326.13	\$2,227.89	\$2,546.16	BICB
	Second Score Clock Panel	Annual/per pane	NEW	T	\$1,326.13	\$172.40	\$1,498.52	NEW	\$1,591.35	\$1,105.10	\$1,856.58	\$2,121.80	BICB
	Third and above Score Clock Panel	Annual/per pane	NEW	T	\$1,136.68	\$147.77	\$1,284.45	NEW	\$1,364.01	\$947.23	\$1,591.35	\$1,818.69	BICB
	20% reduction on base price for 2nd panel, 40% reduction for third and each additional panel (NEW)							NEW					
ACTON INDOOR, GELLERT & GEORGETOWN INDOOR POOL (Effective September 1, 2020)													
AQUATICS													
Learn to Swim Lesson													
	30 Minute Class Youth	class	NEW	E	\$8.55		\$8.55	NEW	\$10.26				CCB-low
	45 Minute Class Adult	class	NEW	T	\$11.62	\$1.51	\$13.13	NEW	\$13.94				CCB-low
	45 Minute Class Youth	class	NEW	E	\$11.62		\$11.62	NEW	\$13.94				CCB-low
	45 Minute FAMILY	class	NEW	T	\$30.49	\$3.96	\$34.45	NEW	\$36.59				CCB
	Private (Under Age 14 - tax exempt)	class	NEW	E	\$38.30		\$38.30	NEW	\$45.96				HIB
	Semi-private (Under Age 14 - tax exempt)	class	NEW	E	\$19.83		\$19.83	NEW	\$23.80				HIB
	Swim Test (Under Age 14 - tax exempt)	class	NEW	E	\$11.37		\$11.37	NEW	\$13.64				CCB
	Masters	class	NEW	T	\$13.32	\$1.73	\$15.05	NEW	\$15.98				HIB
Aquatics Sport													
	HHLC (Halton Hills Lifeguard Club) - 45 Minutes class	class	NEW	E	\$11.62		\$11.62	NEW	\$13.94				CCB
	HHLC Development - 90 Minutes class	class	NEW	E	\$12.10		\$12.10	NEW	\$14.52				CCB
ADVANCED LIFESAVING													
	Bronze Star/Basic First Aid	session	NEW	E	\$139.76		\$139.76	NEW	\$167.71				BCB
	Bronze Medallion/Emergency First Aid	session	NEW	T	\$192.15	\$24.98	\$217.13	NEW	\$230.58				BCB
	Bronze Cross/Standard First Aid	session	NEW	T	\$205.83	\$26.76	\$232.59	NEW	\$247.00				BCB
	National Lifeguard	session	NEW	T	\$302.85	\$39.37	\$342.22	NEW	\$363.42				BCB
	National Lifeguard Recertification	session	NEW	T	\$93.09	\$12.10	\$105.19	NEW	\$111.71				BCB
	Assistant Instructor	session	NEW	T	\$155.82	\$20.26	\$176.08	NEW	\$186.98				BCB
	Swim and Lifesaving Instructors	session	NEW	T	\$302.85	\$39.37	\$342.22	NEW	\$363.42				BCB
	Examiners	session	NEW	T	\$53.96	\$7.01	\$60.97	NEW	\$64.75				BCB
	AST	session	NEW	T	\$101.15	\$13.15	\$114.30	NEW	\$121.38				BCB
POOL RENTAL													
	Gellert - Entire Aquatic Centre	hourly	\$404.03	T	\$357.55	\$46.48	\$404.03	0.0%					BCB
	Gellert - Lap Pool	hourly	\$202.88	T	\$179.54	\$23.34	\$202.88	0.0%					BCB
	Gellert - Leisure Pool	hourly	\$220.28	T	\$194.94	\$25.34	\$220.28	0.0%					BCB
	AIP/GIP - full pool	hourly	\$146.92	T	\$132.62	\$17.24	\$149.86	2.0%					BCB
	Additional Lifeguard - daytime	hourly	NEW	T	\$19.40	\$2.52	\$21.92	NEW					BCB
	Additional Lifeguard - evening	hourly	NEW	T	\$15.40	\$2.00	\$17.40	NEW					BCB
	Locker Rental	monthly	\$10.71	T	\$9.48	\$1.23	\$10.71	0.0%					BCB

	Type of Revenue/User	Unit/Descr	2019 Rates		2020			Fee Increase %	Non Local/ Unregistered (no Tax)	Youth (no Tax)	Commercial (no Tax)	Commercial Non Local (no Tax)	Community Benefit
			Rate Incl HST	HST Status	Rate (no Tax)	HST	Rate Incl HST						
	Tot dock rental	day	\$26.78	T	\$23.70	\$3.08	\$26.78	0.0%				BCB	
SKATE AND SWIM ADMISSION, PASSES & MEMBERSHIPS													
Active Pass - Recreational Programs includes: rec swim, skate, inline skate, shower P&T stick and puck, P&T skate, P&T shinny	Recreation Swim & Skate PASS - Child & Youth	Single	NEW	T	\$2.21	\$0.29	\$2.50	NEW				HCB	
		Pkg of 10	NEW	T	\$19.91	\$2.59	\$22.50	NEW	\$23.89			HCB	
		Pkg of 30	NEW	T	\$55.31	\$7.19	\$62.50	NEW	\$66.37			HCB	
	Recreation Swim & Skate PASS - Adult	Single	NEW	T	\$3.54	\$0.46	\$4.00	NEW				HCB	
		Pkg of 10	NEW	T	\$31.86	\$4.14	\$36.00	NEW	\$38.23			HCB	
		Pkg of 30	NEW	T	\$88.50	\$11.51	\$100.01	NEW	\$106.20			HCB	
	Recreation Swim & Skate PASS - Group	Single	NEW	T	\$8.41	\$1.09	\$9.50	NEW				HCB	
		Pkg of 10	NEW	T	\$75.66	\$9.84	\$85.50	NEW	\$90.79			HCB	
	Pkg of 30	NEW	T	\$210.18	\$27.32	\$237.50	NEW	\$252.22			HCB		
Active Pass-Rec Ice Sports includes: Shinny, figure skating, adult stick and puck, ball hockey, in-line shinny	Recreation Ice Sport PASS - Regular	Single	NEW	T	\$5.31	\$0.69	\$6.00	NEW				MIB	
		Pkg of 10	NEW	T	\$47.79	\$6.21	\$54.00	NEW	\$57.35			MIB	
		Pkg of 30	NEW	T	\$132.74	\$17.26	\$150.00	NEW	\$159.29			MIB	
	Recreation Ice Sport PASS - Prime Time	Pkg of 10	NEW	T	\$79.65	\$10.35	\$90.00	NEW	\$95.58			MIB	
Active Pass - Recreational Sports includes: i.e. Pickleball	Recreation Sports PASS - Child & Youth	Single	NEW	T	\$2.66	\$0.35	\$3.01	NEW				HCB	
		Pkg of 10	NEW	T	\$23.89	\$3.11	\$27.00	NEW	\$28.67			HCB	
		Pkg of 30	NEW	T	\$66.37	\$8.63	\$75.00	NEW	\$79.64				
	Recreation Sports PASS - Adult	Single	NEW	T	\$4.43	\$0.58	\$5.01	NEW				HCB	
		Pkg of 10	NEW	T	\$39.82	\$5.18	\$45.00	NEW	\$47.78			HCB	
		Pkg of 30	NEW	T	\$110.62	\$14.38	\$125.00	NEW	\$132.74				
	Recreation Sports PASS - Group	Single	NEW	T	\$10.62	\$1.38	\$12.00	NEW				HCB	
		Pkg of 10	NEW	T	\$95.58	\$12.43	\$108.01	NEW	\$114.70			HCB	
	Pkg of 30	NEW	T	\$265.49	\$34.51	\$300.00	NEW	\$318.59					
Active Pass - Aquafit includes: identified aquafit only	Aquafit PASS - Adult	Single	NEW	T	\$5.31	\$0.69	\$6.00	NEW				HCB	
		Pkg of 10	NEW	T	\$47.79	\$6.21	\$54.00	NEW	\$57.35			HCB	
		Pkg of 30	NEW	T	\$132.74	\$17.26	\$150.00	NEW	\$159.29			HCB	
MEMBERSHIP													
Recreation swim admission for all recreational swim schedules. Available monthly or annually. Limited by time.	Rec Swim Membership - Child & Youth	Month	NEW	T	\$15.49	\$2.01	\$17.50	NEW	\$18.59			BICB	
		Year	NEW	T	\$132.74	\$17.26	\$150.00	NEW	\$159.29			BICB	
	Rec Swim Membership - Adult	Month	NEW	T	\$24.78	\$3.22	\$28.00	NEW	\$29.74			BICB	
		Year	NEW	T	\$212.39	\$27.61	\$240.00	NEW	\$254.87			BICB	
	Rec Swim Membership - Family	Month	NEW	T	\$58.85	\$7.65	\$66.50	NEW	\$70.62			BICB	
		Year	NEW	T	\$504.43	\$65.58	\$570.01	NEW	\$605.32			BICB	
	Rec Skating Membership - Child & Youth	Month	NEW	T	\$6.20	\$0.81	\$7.01	NEW	\$7.44			BICB	
		Year	NEW	T	\$44.25	\$5.75	\$50.00	NEW	\$53.10			BICB	
	Rec Skating Membership - Adult	Month	NEW	T	\$9.91	\$1.29	\$11.20	NEW	\$11.89			BICB	
		Year	NEW	T	\$70.80	\$9.20	\$80.00	NEW	\$84.96			BICB	
	Rec Skating Membership - Family	Month	NEW	T	\$23.54	\$3.06	\$26.60	NEW	\$28.25			BICB	
	Year	NEW	T	\$168.14	\$21.86	\$190.00	NEW	\$201.77			BICB		
	Recreation Aquafit - Adult	Year	NEW	T									
SKATE AND SWIM SINGLE ADMISSION													
	Skate/Swim Adult admission	each	NEW	T	\$3.54	\$0.46	\$4.00	NEW				HCB	
	Skate/Swim Group admission	each	NEW	T	\$8.41	\$1.09	\$9.50	NEW				HCB	
	Skate/Swim Child & Youth admission	each	NEW	T	\$2.21	\$0.29	\$2.50	NEW				HCB	

	Type of Revenue/User	Unit/Descr	2019 Rates		2020		Rate Incl HST	Fee Increase %	Non Local/ Unregistered (no Tax)	Youth (no Tax)	Commercial (no Tax)	Commercial Non Local (no Tax)	Community Benefit
			Rate Incl HST	HST Status	Rate (no Tax)	HST							
	Shinny (Youth, Adult & Senior) admission	each	NEW	T	\$5.31	\$0.69	\$6.00	NEW					MIB
	Stick & Puck, Figure skating pick-up	each	NEW	T	\$3.54	\$0.46	\$4.00	NEW					CIB
ARENAS													
FLOOR RENTALS (Effective September 1, 2020)													
	Prime (formerly Local-Floor)	hourly	\$100.81	T	\$89.21	\$11.60	\$100.81	0%	\$107.05		\$124.89	\$142.74	BICB
	Non Prime	hourly	NEW	T	\$44.61	\$5.80	\$50.41	NEW	\$53.53		\$62.45	\$71.38	BICB
	Licensed (formerly Special Event)	hourly	NEW	T	\$107.05	\$13.92	\$120.97	NEW	\$128.46		\$149.87	\$171.28	BICB
	Minor Group (formerly Youth Registered)	hourly	\$80.65	T	\$71.37	\$9.28	\$80.65	0%					BICB
ICE RENTAL (Effective May 1, 2020)													
	Prime	hourly	\$305.88	T	\$250.00	\$32.50	\$282.50	-18%	\$300.00		\$350.00	\$400.00	BICB
	Non-Prime	hourly	\$262.53	T	\$140.65	\$18.28	\$158.93	-65%	\$168.78		\$196.91	\$225.04	BICB
	Minor Group (formerly Youth Registered)	hourly	\$244.70	T	\$187.50	\$24.38	\$211.88	-13.5%			\$262.50	\$300.00	BICB
	Leisure Ice Rink	hourly	\$59.97	T	\$53.07	\$6.90	\$59.97	0%	\$63.68		\$74.30	\$84.91	BICB
	Statutory Holidays (minimum 4 hour booking)	hourly	\$305.88	T	\$250.00	\$32.50	\$282.50	-18%	\$300.00		\$350.00	\$400.00	BICB
ROOM RENTALS (Effective March 1, 2020)													
Dressing Room Rental													
	O.H.A.	Month	192.68	T	\$170.51	\$22.17	\$192.68	0%					BICB
Office Storage/Rooms													
	Acton Arena, MMSP, Cedarvale	Month	NEW	T	\$31.86	\$4.14	\$36.00	NEW					BICB
Monthly Rentals													
	Credit Valley Artisans	Month, plus utiliti	339.76	T	300.67	\$39.09	\$339.76	0%					BICB
	G.B.A.	Month	630.38	T	557.86	\$72.52	\$630.38	0%					BICB
	Maple Co-Op Nursery Sch.-Shared use area	Month (now 1/2	324.51	T	287.18	\$37.33	\$324.51	0%					BICB
	Maple Co-Op Nursery School-Excl. use area	Month	1,010.74	T	894.46	\$116.28	\$1,010.74	0%					BICB
	Office / Storage Local	Month	181.65	T	160.75	\$20.90	\$181.65	0%					BICB
CULTURAL CENTRE (Effective March 1, 2020)													
Theatre													
	Local - Performance Rate	hourly	\$144.82	T	\$128.16	\$16.66	\$144.82	0%	\$153.79	\$106.80	\$179.42	\$205.06	BICB
	Local - Rehearsal Rate	hourly	\$83.98	T	\$74.32	\$9.66	\$83.98	0%	\$89.18	\$61.93	\$104.05	\$118.91	BICB
Theatre - Weekday Daytime Rehearsal Rate													
	Dark Day Rate	Day	\$233.62	T	\$206.74	\$26.88	\$233.62	0%	\$248.09	\$172.28	\$289.44	\$330.78	BICB
	Local	hourly	\$41.84	T	\$37.03	\$4.81	\$41.84	0%	\$44.44	\$30.86	\$51.84	\$59.25	BICB
	Technicians - Each additional	hourly	\$29.00	T	\$25.66	\$3.34	\$29.00	0%	\$30.79	\$21.38	\$35.92	\$41.06	BICB
	Licensed	each	NEW	T	\$20.00	\$2.60	\$22.60	NEW	\$24.00	\$16.67	\$28.00	\$32.00	BICB
	Bar Operation	each	NEW	T	200.00	\$26.00	\$226.00	NEW					BICB
Helson Gallery													
	Local	hourly	\$81.31	T	\$81.31	\$10.57	\$91.88	0%	\$97.57	\$67.76	\$113.83	\$130.10	BICB
	Local - Daytime Rate	hourly	NEW	T	???	#VALUE!	#VALUE!	0%	#VALUE!	#VALUE!	#VALUE!	#VALUE!	BICB
HALL RENTAL (Effective March 1, 2020)													
Community Halls (Acton Arena & CC, Mold-Masters SportsPlex, Hillsvie)													
	Kitchen (includes ACC, Alcott, GCC, Hillsvie)	hourly	\$25.82	T	\$22.85	\$2.97	\$25.82	0%	\$27.42	\$19.04	\$31.99	\$36.56	BICB
	Local - 1/2 Hall	hourly	NEW	T	\$41.62	\$5.41	\$47.03	NEW	\$49.94	\$34.68	\$58.27	\$66.59	BICB
	Local - 1/2 Hall Day Rate	hourly	NEW	T	\$35.37	\$4.60	\$39.97	NEW	\$42.44	\$29.48	\$49.52	\$56.59	BICB

	Type of Revenue/User	Unit/Descr	2019 Rates		2020		Rate Incl HST	Fee Increase %	Non Local/ Unregistered (no Tax)	Youth (no Tax)	Commercial (no Tax)	Commercial Non Local (no Tax)	Community Benefit
			Rate Incl HST	HST Status	Rate (no Tax)	HST							
	Local - Full Hall	hourly	NEW	T	\$64.41	\$8.37	\$72.78	NEW	\$77.29	\$53.68	\$90.17	\$103.06	BICB
	Local - Full Hall Day Rate	hourly	NEW	T	\$54.75	\$7.12	\$61.87	NEW	\$65.70	\$45.63	\$76.65	\$87.60	BICB
	Licensed Events (Rate plus 20%)	hourly											
Gellert Community Centre - Hall													
	Local - 1/2 Hall (A or B)	hourly	NEW	T	\$60.26	\$7.83	\$68.09	NEW	\$72.31	\$50.22	\$84.36	\$96.42	BICB
	Local - 1/2 Hall (A or B) Day Rate	hourly	NEW	T	\$51.22	\$6.66	\$57.88	NEW	\$61.46	\$42.68	\$71.71	\$81.95	BICB
	Local - Full Hall	hourly	\$106.78	T	\$78.97	\$10.27	\$89.24	-26%	\$94.76	\$65.81	\$110.56	\$126.35	BICB
	Local - Full Hall Day Rate	hourly	NEW	T	\$67.12	\$8.73	\$75.85	NEW	\$80.54	\$55.93	\$93.97	\$107.39	BICB
	Licensed Events (Rate plus 20%)												
Gellert Community Centre - Wittich Atrium													
	Local	hourly	69.43	T	74.69	\$9.71	\$84.40	8%	\$89.63	\$62.24	\$104.57	\$119.50	BICB
MEETING SPACE (Effective March 1, 2020)													
Large meeting Room (up to approximately 16-40 person capacity)													
	Local Includes: Cultural Centre Studio / TPO / Hillsview Active Living Centres / Cedarvale Gym / Prospect Boathouse / ActonCC / Rotary Boardroom Gellert / Multi- Purpose Full Room & *Acton CC Loft	hourly	\$39.28	T	\$34.15	\$4.44	\$38.59	-13%	\$40.98	\$28.46	\$47.81	\$54.64	BICB
	Local - Daytime Rate	hourly	NEW	T	\$29.03	\$3.77	\$32.80	NEW	\$34.84	\$24.19	\$40.64	\$46.45	BICB
Small meeting Room (up to approximately 15 people capacity)													
	Local Includes: Mold-Masters Sportsplex/Acton Arena Boardroom /ActonCC Multi-Purpose Half Room/Cedarvale boardroom	hourly	\$19.47	T	\$17.23	\$2.24	\$19.47	-12%	\$20.68	\$14.36	\$24.12	\$27.57	BICB
	Local - Daytime Rate	hourly	NEW	T	\$14.65	\$1.90	\$16.55	NEW	\$17.58	\$12.21	\$20.51	\$23.44	BICB
PARK RENTALS (Effective March 1, 2020)													
ENTIRE PARK													
Greater than 10 Acres													
	Local/Adult Registered	Day	\$1,866.31	T	\$1,701.15	\$221.15	\$1,922.30	3%	\$2,041.38	\$1,417.63	\$2,381.61	\$2,721.84	BICB
	Local/Adult Registered	Hourly	\$259.90	T	\$236.90	\$30.80	\$267.70	3%	\$284.28	\$197.42	\$331.66	\$379.04	BICB
Less than 10 Acres													
	Local/Adult Registered	Day	\$691.04	T	\$629.89	\$81.89	\$711.78	3%	\$755.87	\$524.91	\$881.85	\$1,007.82	BCB
	Local/Adult Registered	Hourly	\$98.31	T	\$89.61	\$11.65	\$101.26	3%	\$107.53	\$74.68	\$125.45	\$143.38	BCB
Other Rates													
	Outdoor Fitness Usage - Commercial	hourly	\$38.70	T	\$35.28	\$4.59	\$39.87	3%	\$42.34				BCB
	Local - Wedding Photographs	Use	\$37.97	T	\$34.61	\$4.50	\$39.11	3%	\$41.53	\$28.84	\$48.45	\$55.37	HIB
Loan of Equipment													
	Equipment loan deposit	Event	\$273.23	T	\$249.05	\$32.38	\$281.43	3%					CCB
	Event Delivery Local - a) small	Load	\$119.88	T	\$109.27	\$14.21	\$123.48	3%					CCB
	Event Delivery Local - b) large	Load	\$359.65	T	\$327.82	\$42.62	\$370.44	3%					CCB
	Event Delivery Local - Barricades - 20	Load	\$359.65	T	\$327.82	\$42.62	\$370.44	3%					CCB
	Event Delivery Local - Bike Racks (7)	Load	\$119.88	T	\$109.27	\$14.21	\$123.48	3%					CCB
	Event Delivery Local - Picnic Tables - 10	Load	\$359.65	T	\$327.82	\$42.62	\$370.44	3%					CCB
	Event Support On-Site (staff person and vehicle)	hourly	\$89.91	T	\$81.95	\$10.65	\$92.61	3%					CCB
	Garbage Bags	Case	\$32.75	T	\$29.85	\$3.88	\$33.73	3%					CCB
	Garbage Bags	per 20	\$6.55	T	\$5.97	\$0.78	\$6.75	3%					CCB

	Type of Revenue/User	Unit/Descr	2019 Rates		2020		Rate Incl HST	Fee Increase %	Non Local/ Unregistered (no Tax)	Youth (no Tax)	Commercial (no Tax)	Commercial Non Local (no Tax)	Community Benefit
			Rate Incl HST	HST Status	Rate (no Tax)	HST							
	Portable bleacher rental	Each Additional	\$143.98	T	\$131.24	\$17.06	\$148.30	3%					CCB
	Portable bleacher rental and set up	Base Rate	\$312.00	T	\$284.39	\$36.97	\$321.36	3%					CCB
	Snow Fence per 50 feet	Each	\$45.84	T	\$41.78	\$5.43	\$47.22	3%					CCB
	Snow Fence Ties	per 100	\$13.10	T	\$11.94	\$1.55	\$13.49	3%					CCB
Special Events/Tournaments													
	Additional Hand Wash Station	Unit (weekend)	\$119.88	T	\$109.27	\$14.21	\$123.48	3%					CCB
	Additional Washroom Cleaning*	Unit/Day	\$239.76	T	\$218.54	\$28.41	\$246.95	3%					CCB
	Additional Washroom*	Unit (weekend)	\$89.91	T	\$81.95	\$10.65	\$92.61	3%					CCB
	Concession Stand - Georgetown Fairgrounds	Day	\$129.09	T	\$117.67	\$15.30	\$132.96	3%					CCB
	Concession Stand - Georgetown Fairgrounds	Partial Day	\$77.44	T	\$70.59	\$9.18	\$79.76	3%					CCB
	Event Clean Up	per person/per h	\$95.39	T	\$86.95	\$11.30	\$98.25	3%					CCB
	Mobile Vendors Permit	Season	\$144.73	T	\$131.92	\$17.15	\$149.07	3%					CCB
Notes: *other products available for quotation													
PARTIAL PARK- no sports field req d [including shelter/gazebo (where applicable)]													
Large Groups Greater than 50													
	Local/Adult Registered	Day	\$399.96	T	\$364.57	\$47.39	\$411.96	3%	\$437.48	\$303.81	\$510.40	\$583.31	BCB
	Local/Adult Registered	hourly	\$57.81	T	\$52.69	\$6.85	\$59.54	3%	\$63.23	\$43.91	\$73.77	\$84.30	BCB
Small Groups Less than 50													
	Local/Adult Registered	Day	\$181.22	T	\$165.18	\$21.47	\$186.65	3%	\$198.22	\$137.65	\$231.25	\$264.29	BCB
	Local/Adult Registered	hourly	\$25.69	T	\$23.42	\$3.04	\$26.46	3%	\$28.10	\$19.52	\$32.79	\$37.47	BCB
Parking Lot													
Parking Lot 1-50 Spaces													
	Local/Adult Registered	Day	\$332.93	T	\$294.63	\$38.30	\$332.93	0%	\$353.56	\$245.53	\$412.48	\$471.41	BCB
	Local/Adult Registered	hourly	\$41.62	T	\$36.83	\$4.79	\$41.62	0%	\$44.20	\$30.69	\$51.56	\$58.93	BCB
SPORT FIELD RENTALS (Effective March 1, 2021)													
Ball Diamond													
	Local/Adult Registered - Major (*)	hourly	\$17.22	T	\$16.76	\$2.18	\$18.94	10%	\$20.11	\$11.17	\$23.46	\$26.82	BCB
	Local/Adult Registered - Intermediate (*)	hourly	\$14.68	T	\$14.29	\$1.86	\$16.15	10%	\$17.15	\$9.53	\$20.01	\$22.86	BCB
	Local/Adult Registered - Minor (*)	hourly	\$10.95	T	\$10.66	\$1.39	\$12.05	10%	\$12.79	\$7.11	\$14.92	\$17.06	BCB
	Extended Season Spring/Fall	hourly	\$32.36	T	\$31.50	\$4.10	\$35.60	10%	\$37.80		\$44.10	\$50.40	BCB
	Local/Adult Registered HARDBALL Diamond Lighting	Use	\$59.27	T	\$54.02	\$7.02	\$61.04	3%	\$64.82		\$75.63	\$86.43	BCB
	Local/Adult Registered SOFTBALL Diamond Lighting	Use	\$38.54	T	\$35.13	\$4.57	\$39.70	3%	\$42.16		\$49.18	\$56.21	BCB
Sports Field													
	Local/Adult Registered - Major (*)	hourly	\$19.72	T	\$19.20	\$2.50	\$21.70	10%	\$23.04	\$12.80	\$26.88	\$30.72	BCB
	Local/Adult Registered - Intermediate (*)	hourly	\$15.16	T	\$14.76	\$1.92	\$16.68	10%	\$17.71	\$9.84	\$20.66	\$23.62	BCB
	Local/Adult Registered - Minor (*)	hourly	\$11.53	T	\$11.22	\$1.46	\$12.68	10%	\$13.46	\$7.48	\$15.71	\$17.95	BCB
	Extended Season Spring/Fall	hourly	\$32.36	T	\$31.50	\$4.10	\$35.60	10%	\$37.80		\$44.10	\$50.40	BCB
	Local/Adult Registered Sports Field Lighting	Use	\$48.96	T	\$44.63	\$5.80	\$50.43	3%	\$53.56		\$62.48	\$71.41	BCB
Artificial Sports Field													
	Local/Adult Registered Field Rate	hourly	\$141.25	T	\$125.00	\$16.25	\$141.25	-	\$150.00		\$175.00	\$200.00	BCB
	Local/Adult Registered Lights Fee	hourly	\$32.08	T	28.39	\$3.69	\$32.08	0%	\$34.07		\$39.75	\$45.42	BCB
Tennis Courts/Track													
	Tennis Courts Local Registered	hourly	\$30.96	T	\$27.40	\$3.56	\$30.96	0%	\$32.88		\$38.36	\$43.84	BCB
	Track Local Registered-Day	Day	\$126.32	T	\$111.79	\$14.53	\$126.32	0%	\$134.15		\$156.51	\$178.86	BCB
	Track Local Registered-hourly	hourly	\$16.78	T	\$14.85	\$1.93	\$16.78	0%	\$17.82		\$20.79	\$23.76	BCB

	Type of Revenue/User	Unit/Descr	2019 Rates		2020		HST	Rate Incl HST	Fee Increase %	Non Local/ Unregistered (no Tax)	Youth (no Tax)	Commercial (no Tax)	Commercial Non Local (no Tax)	Community Benefit
			Rate Incl HST	HST Status	Rate (no Tax)									
CAMPS (S) (Effective September 1, 2020)														
	Leaders in Training (LIT) - Youth	per week	NEW	T	\$249.56	\$32.44	\$282.00	NEW	\$299.47					CCB-low
	General Interest Camps (Full week/5 days)	per week	NEW	E	\$202.00	-	\$202.00	NEW	\$242.40					CCB-low
	General Interest Camps (Holiday week/4 days)	per week	NEW	E	\$163.00	-	\$163.00	NEW	\$195.60					CCB-low
	Specialty Camps (Full week/5 days)	per week	NEW	E	\$249.00	-	\$249.00	NEW	\$298.80					CCB-low
	Specialty Camps (Holiday week/4 days)	per week	NEW	E	\$200.00	-	\$200.00	NEW	\$240.00					CCB-low
	Theatre/Music Theatre Camps (3 weeks)	3 weeks	NEW	E	\$698.00	-	\$698.00	NEW	\$837.60					CCB-low
	Dance & Cheerleading Camp (2 weeks)	2 weeks	NEW	E	\$498.00	-	\$498.00	NEW	\$597.60					CCB-low
	March Break Camp	per week	NEW	E	\$198.00	-	\$198.00	NEW	\$237.60					CCB-low
	Extended Care (Full week/5 days)	per week	NEW	E	\$43.00	-	\$43.00	NEW	\$51.60					CCB-low
	Extended Care (Holiday week/4 days)	per week	NEW	E	\$34.40	-	\$34.40	NEW	\$41.28					CCB-low
	Extended Care with Swimming (Full week/5 days)	per week	NEW	E	\$86.00	-	\$86.00	NEW	\$103.20					CCB-low
	Extended Care with Swimming (Holiday week/4 days)	per week	NEW	E	\$67.20	-	\$67.20	NEW	\$80.64					CCB-low
	Extended Care - (2 weeks)	2 weeks	NEW	E	\$84.00	-	\$84.00	NEW	\$100.80					CCB
	Extended Care - (3 weeks)	3 weeks	NEW	E	\$126.00	-	\$126.00	NEW	\$151.20					CCB
FIRST AID AND OTHER TRAINING (Effective September 1, 2020)														
	Standard First Aid CPR C	per program	\$153.50	T	\$135.84	\$17.66	\$153.50	0%	\$163.01					BCB
	Standard First Aid CPR C Recert	per program	\$80.87	T	\$73.00	\$9.49	\$82.49	2%	\$87.60					BCB
	Defibrillator Training	per program	-	T	\$0.00	\$0.00	\$0.00	-	\$0.00					HCB
	PHCD/High Five	per program	NEW	T	\$72.50	\$9.43	\$81.93	NEW	\$87.00					BCB
	Infant/Child First Aid and CPR Training	per program	\$54.92	T	\$40.00	\$5.20	\$45.20	-18%	\$48.00					HCB
FITNESS (Effective September 1, 2020)														
DRYLAND FITNESS														
	General Fitness (body blast, stollersize, zumba, Cardio etc.)	Per Class	NEW	T	\$8.93	\$1.16	\$10.09	NEW	\$10.72					HIB
	Specialty Fitness (Health and Wellness - Yoga, Yoga Fusion, TaiChi, QiGong etc.)	Per Class	NEW	T	\$9.19	\$1.19	\$10.38	NEW	\$11.03					MIB
AQUA FITNESS														
	Aqua Fitness	Per class	NEW	T	\$9.19	\$1.19	\$10.38	NEW	\$11.03					HIB
	Specialized Aquafitness	Per class	NEW	T	\$9.19	\$1.19	\$10.38	NEW	\$11.03					HIB
RECREATIONAL SPORTS, DANCE & YOUTH FITNESS (Effective September 1, 2020)														
	Instructional Sports (Volleyball, Basketball)	Per class	NEW	E	\$10.00	-	\$10.00	NEW	\$12.00					MIB
	Recreational Sports (General Interest, Dance, Youth fitness etc.)	Per class	NEW	E	\$8.45	-	\$8.45	NEW	\$10.14					MIB
	Specialized Baseball/Soccer	Per Class	NEW	T	8.93	\$1.16	\$10.09	NEW	\$10.72					HIB