



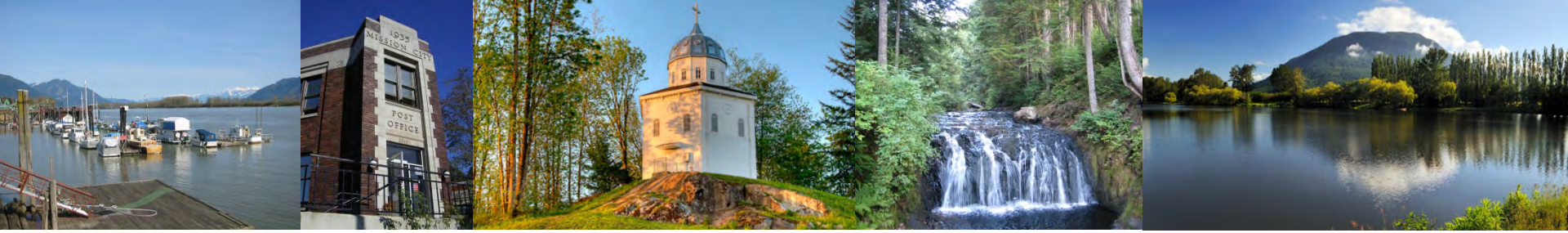
Business Licence Fee Review Project

Development Services



Overview

- Project Genesis & Objectives
- Fee & Tax Categories
- Cost of Service Models
- Rate Bands
- Jurisdictional Comparisons by Rate Bands
- Cost Drivers
- Escalation and Review
- Next Steps
- Questions



Project Genesis and Objectives

- 2016-2018 Strategic Plan: Council's corporate vision for the municipality.
- Council direction:
 - review existing business licence fees
 - relate them to the costs driven by each category of business
 - Support economic development/business attraction



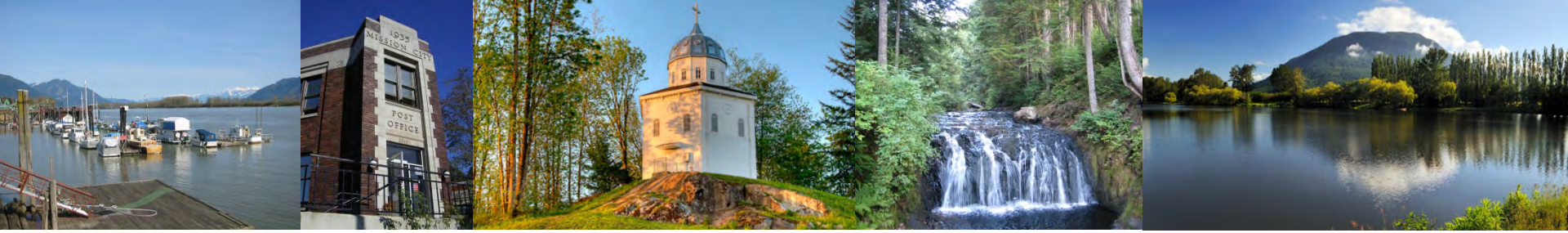
Fee and Tax Categories

- Taxes vs Fees

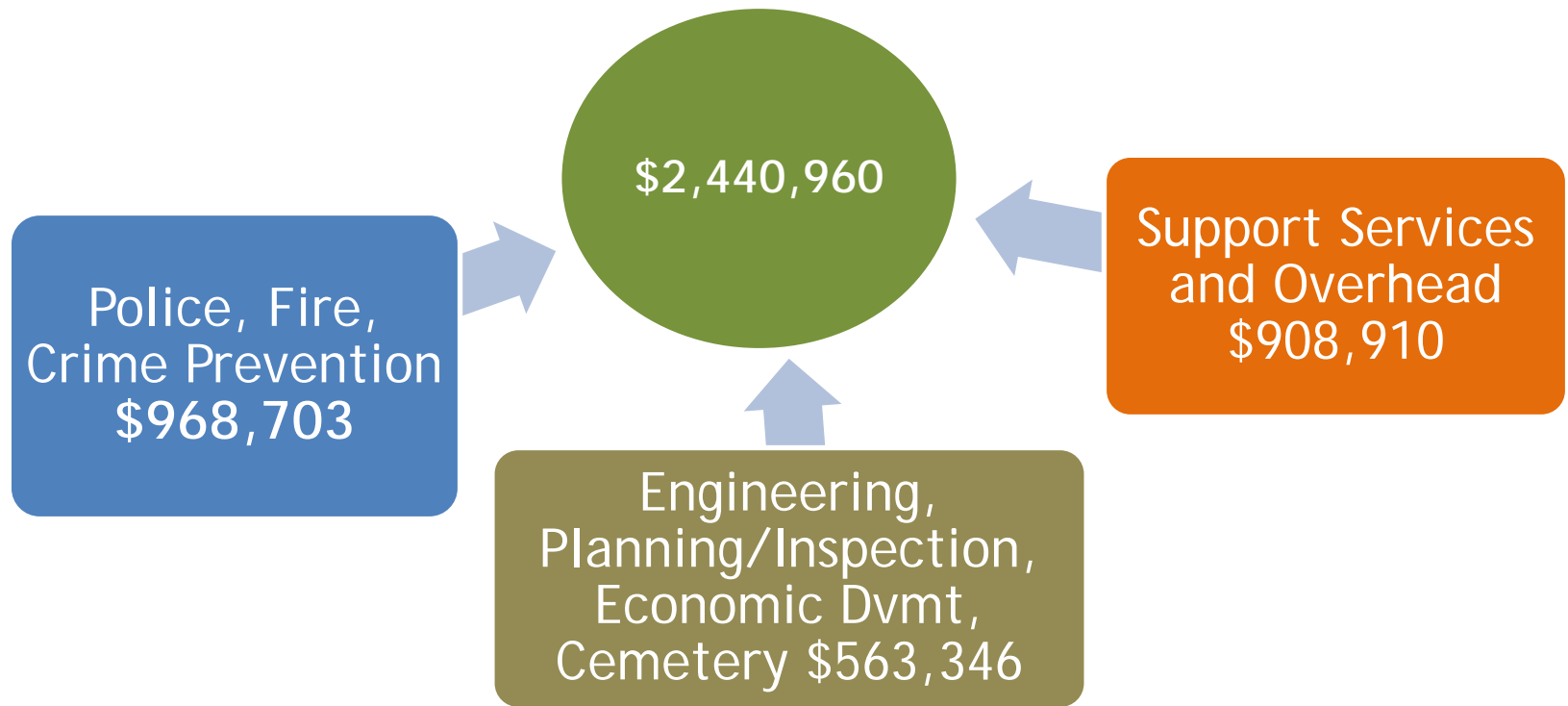


Cost of Service Models

- Modified Activity Based Costing Model
- Full cost recovery versus modified cost recovery
- Direct costs, Indirect Costs and Overhead



Full Cost Recovery





Licence Rate Bands - Full Cost Recovery

Level 1 \$1,452

- Home Based, Funeral Home, Crematorium

Level 2 \$1,476

- Animal Services, Automotive, Contractors, Small Retail, Professional

Level 3 \$2,474

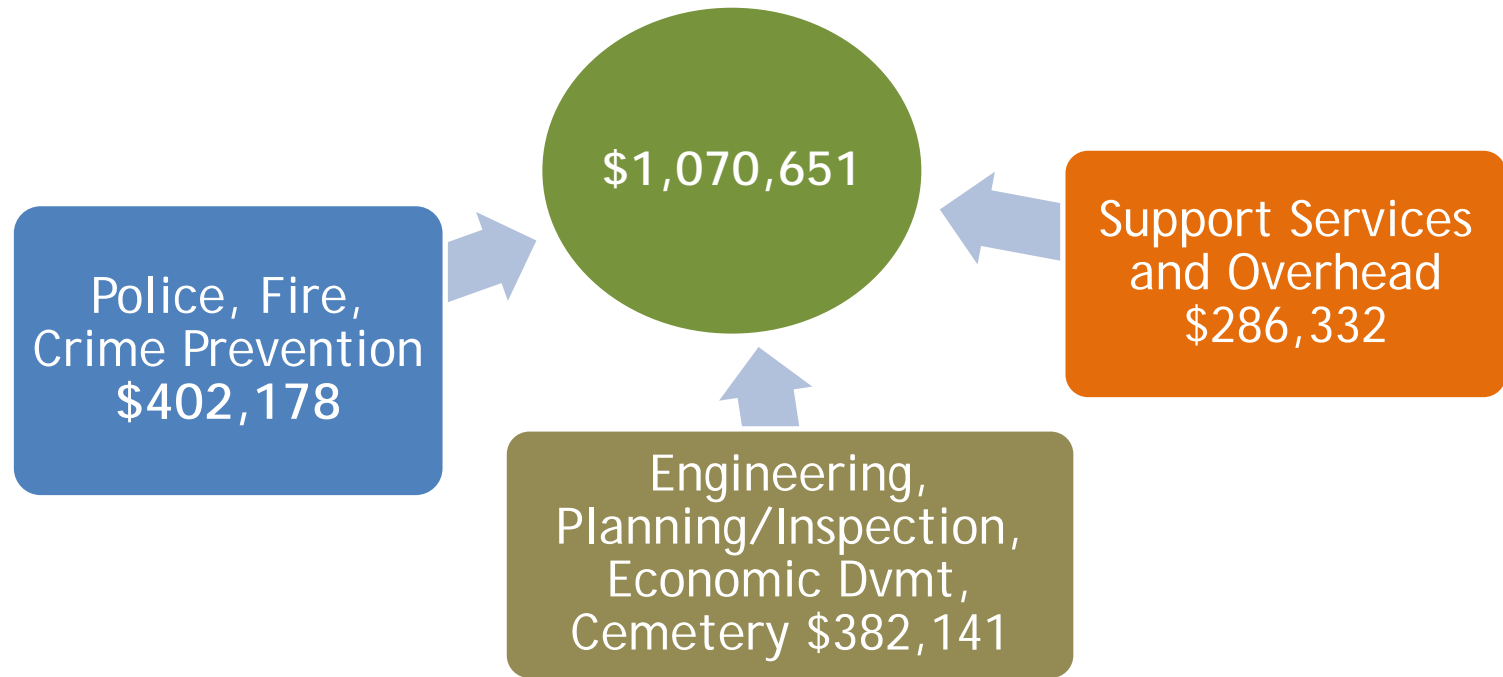
- Retirement Home, Daycare, Race Track, Restaurants

Level 4 \$6,108

- Bank, Casino, Hotel/Pub, Pawn, Large Retail, Home Vacation and Apartment Rentals



Proposed Cost Recovery





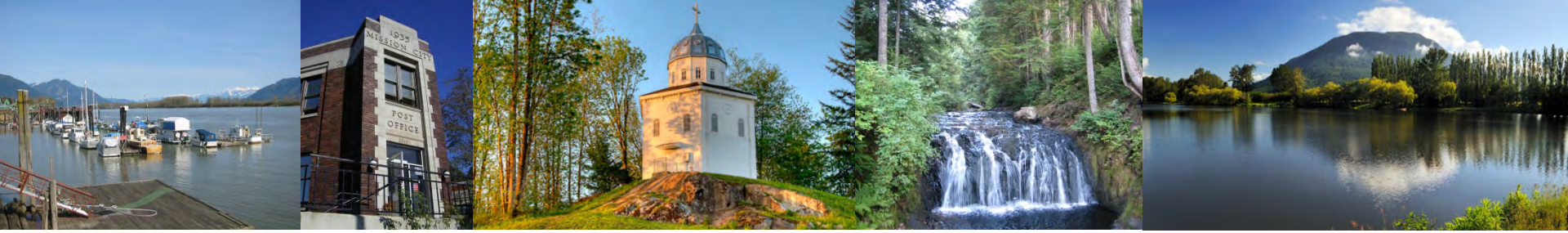
Licence Rate Bands - Proposed Rates

Level 1 \$250	<ul style="list-style-type: none">Caterer, Home Based, Funeral Home, Crematorium, Animal Services
Level 2 \$360	<ul style="list-style-type: none">Recreation, Automotive, Consultants, Contractors, Professionals, Small Retail, Restaurant (no liquor)
Level 3 \$1,490	<ul style="list-style-type: none">Retirement Home, Daycare, Banks, Manufacturing, Realtor, Race Track, Restaurant (with liquor and/or drive-thru), Service Station, Home Vacation and Apartment Rentals
Level 4 \$5,800	<ul style="list-style-type: none">Large Retail
Level 5 \$10,000	<ul style="list-style-type: none">Pawn and Gold Dealer, Casino, Escort Agency, Marijuana, Methadone Clinic
Level 6 \$0	<ul style="list-style-type: none">Non-Profit



Proposed Unit Rates - Licence Cost Per Each

Vending Machine	• \$15.00
Donation Bin	• \$25.00
Lottery Terminal	• \$50.00
Bank Machine	• \$100.00



Proposed Special Event Licences

Special
Event
Organizer

- \$100.00 Annual Licence

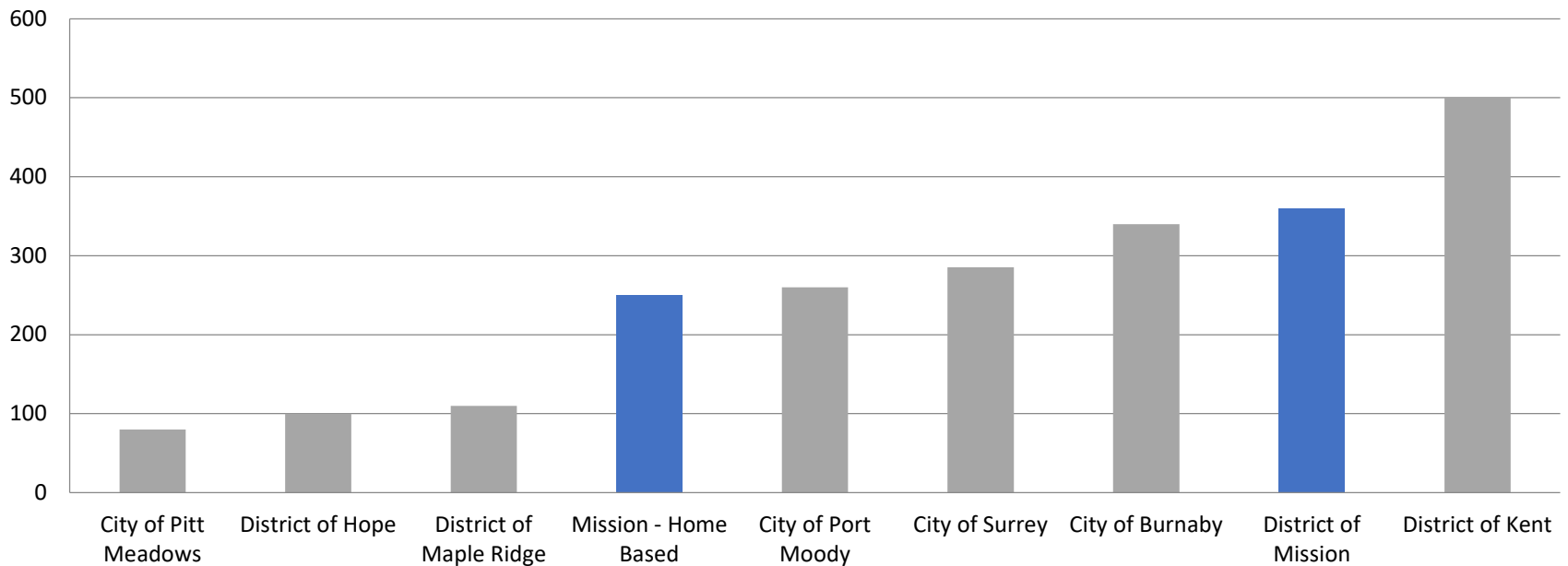
Individual
Vendor

- \$10.00 Annual Licence



Jurisdictional Comparison - Proposed Rates Level 1: Home Based Level 2: Commercial Footprint

Contractors

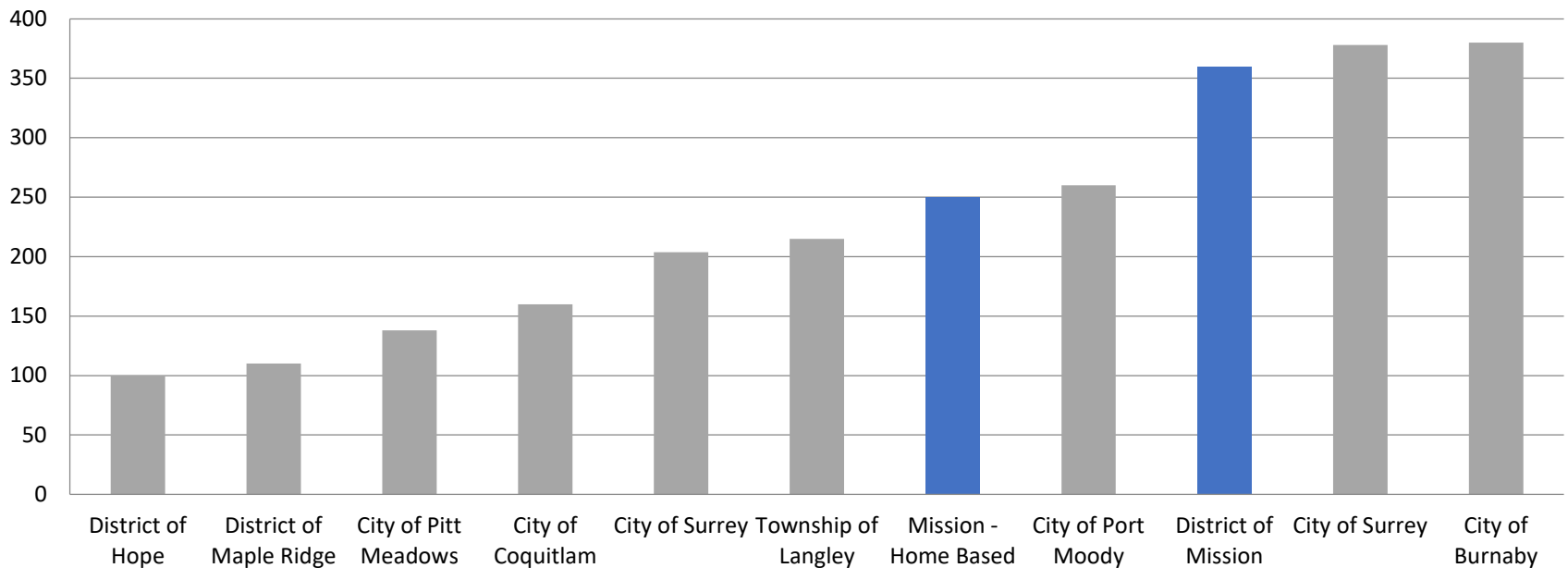


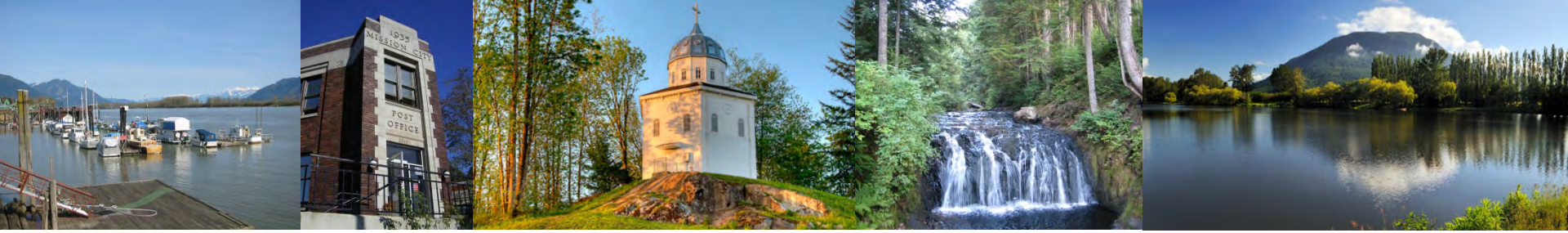


Jurisdictional Comparison - Proposed Rates

Level 1: Home Based Level 2: Commercial Footprint

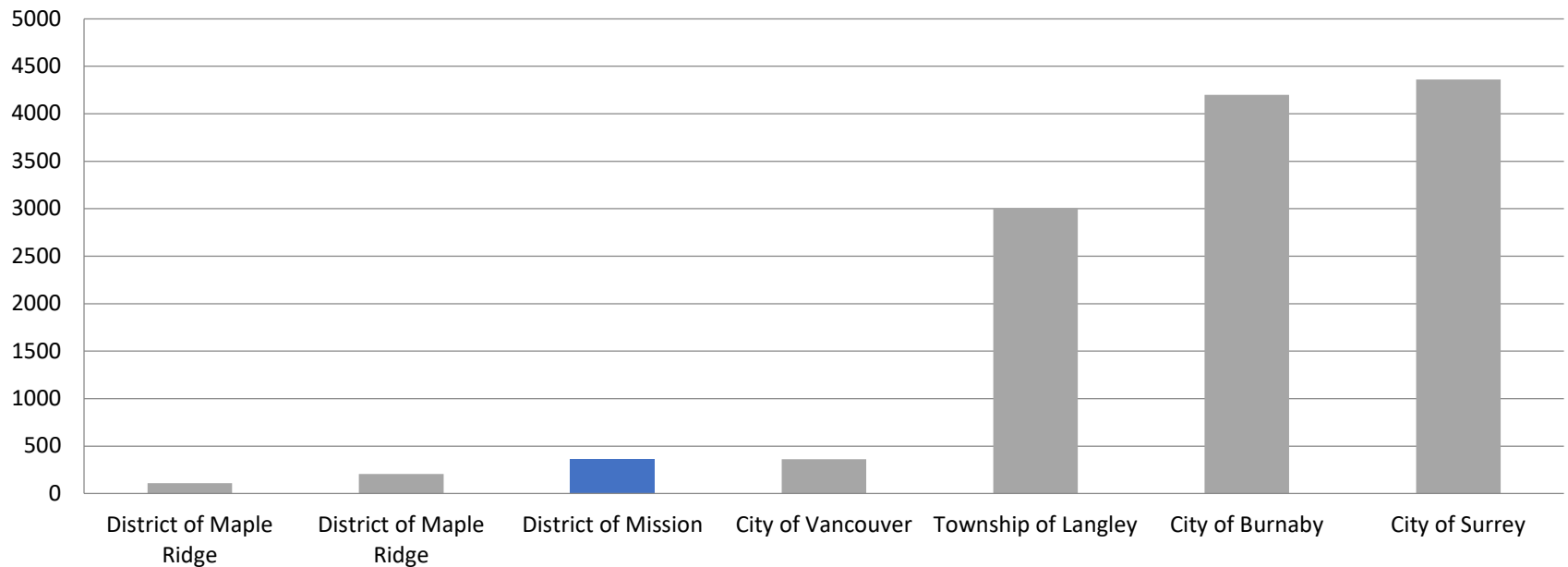
Consultants





Jurisdictional Comparison - Proposed Rates Level 2

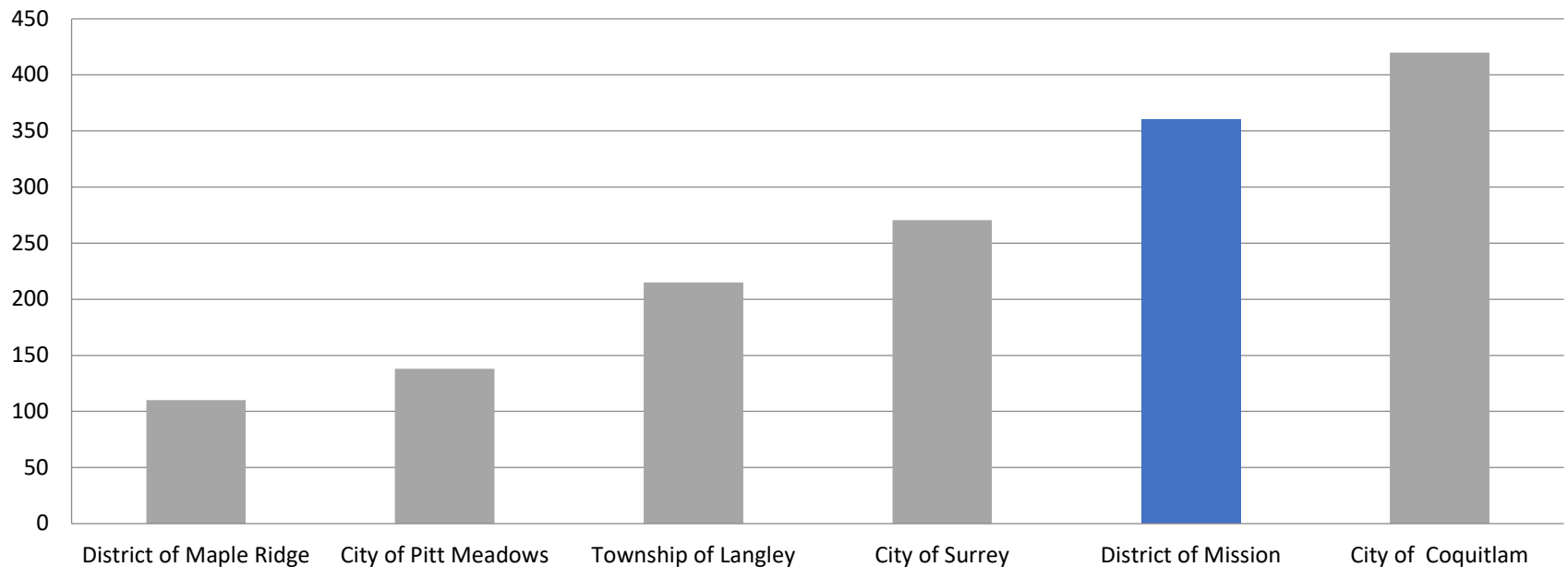
Arcade/Games Room





Jurisdictional Comparison - Proposed Rates Level 2

Golf Course

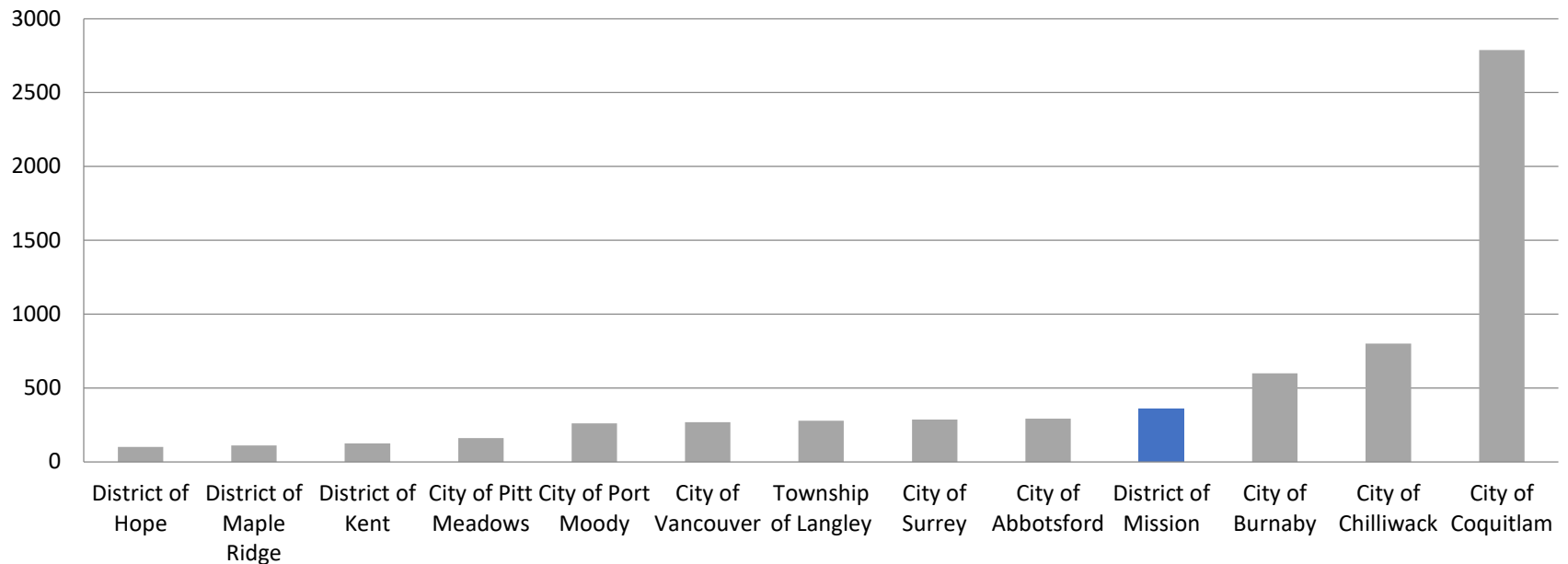


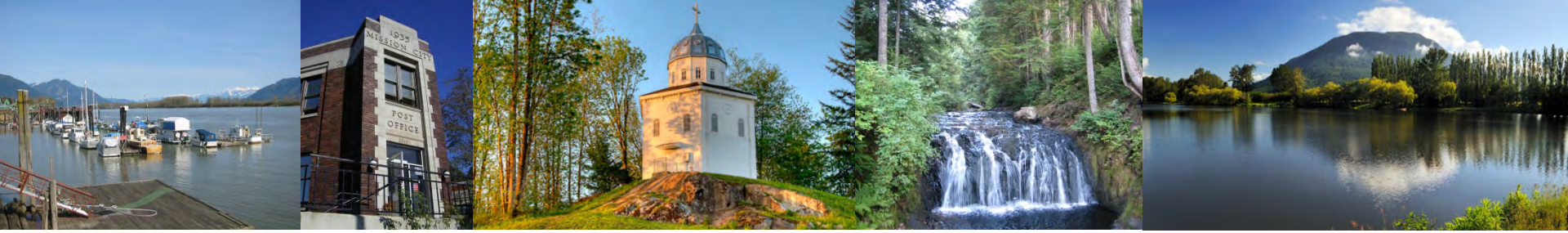


Jurisdictional Comparison - Proposed Rates

Level 2 - Small Retailers

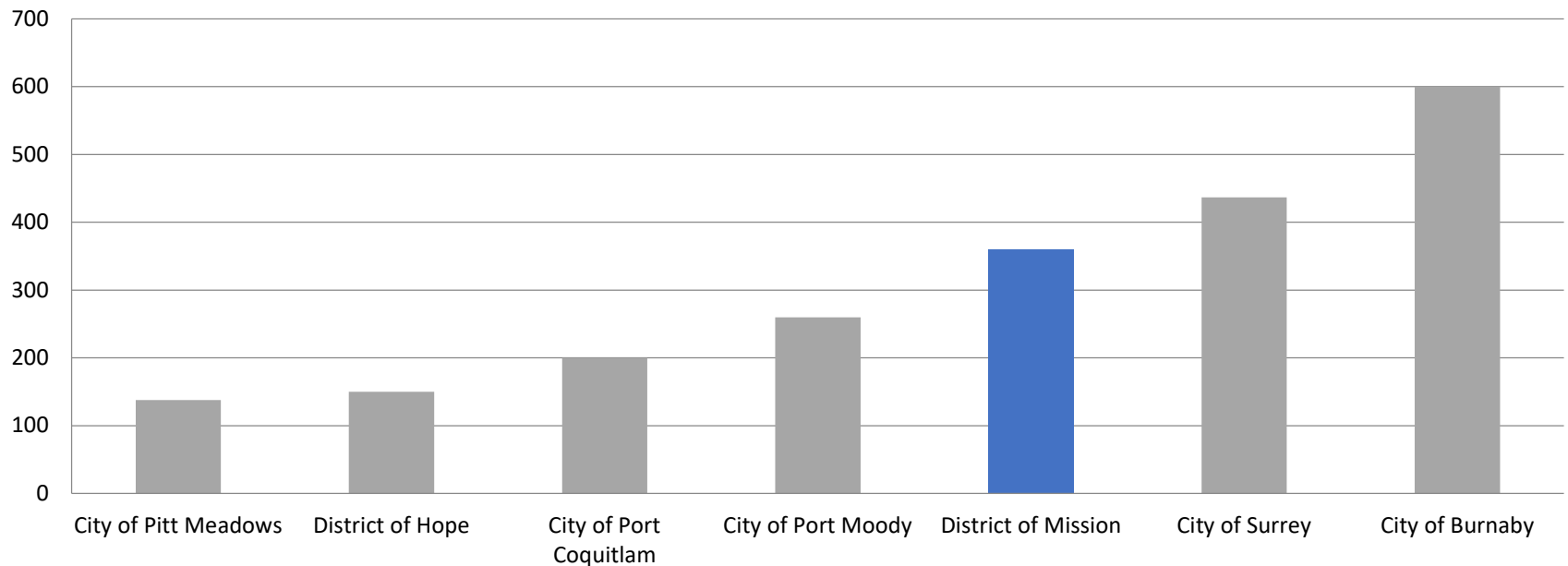
Retail





Jurisdictional Comparison - Proposed Rates Level 2

Professional Practitioner

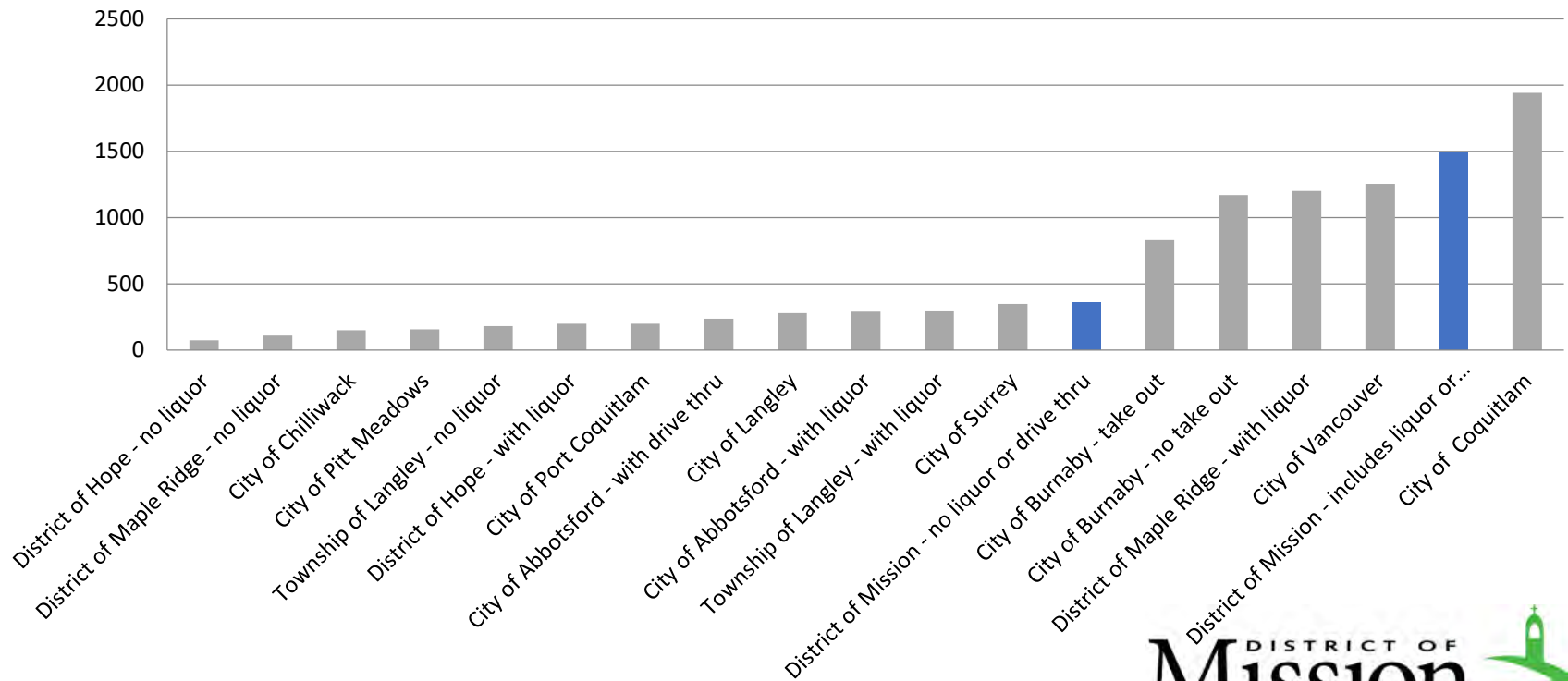




Jurisdictional Comparison - Proposed Rates

Level 2: no liquor Level 3: liquor or drive thru

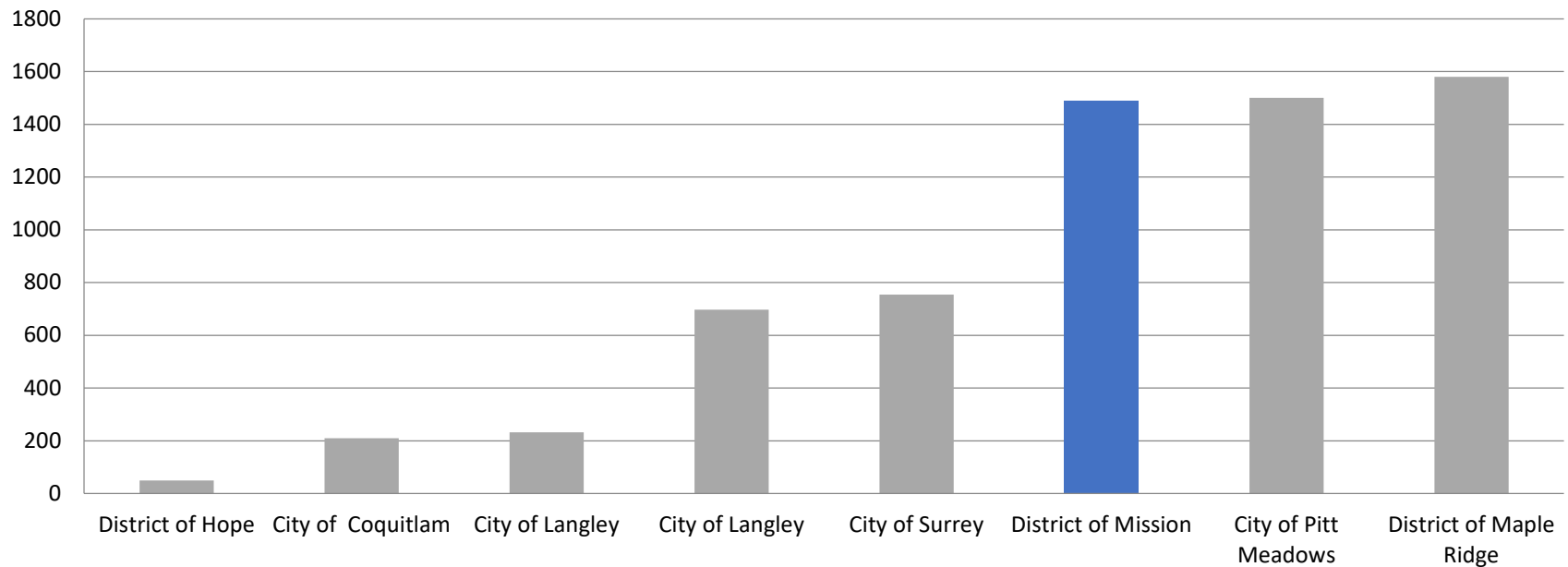
Restaurants

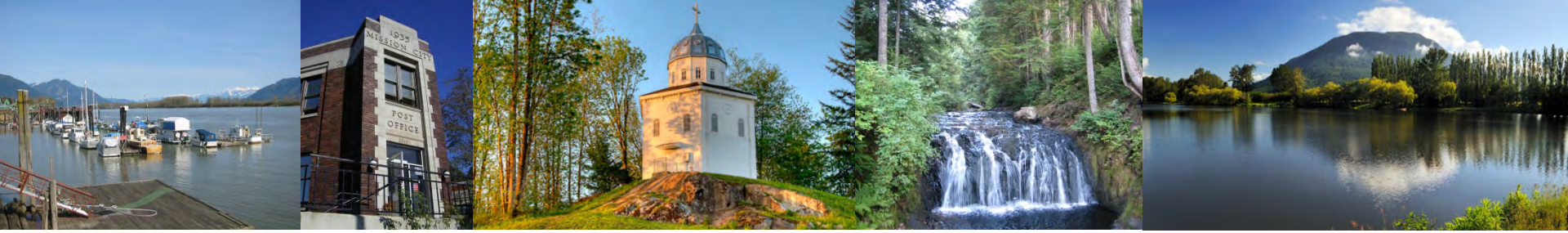




Jurisdictional Comparison - Proposed Rates Level 3

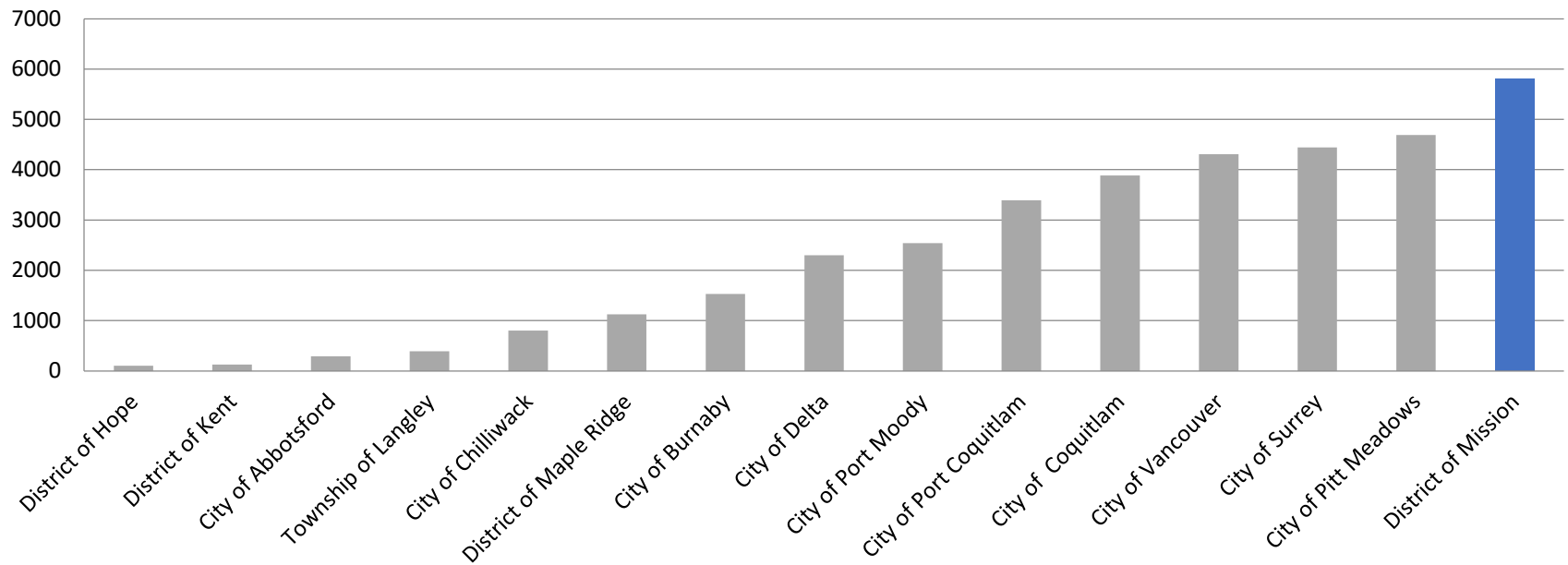
Commercial, Apartment, House, Vacation Rental

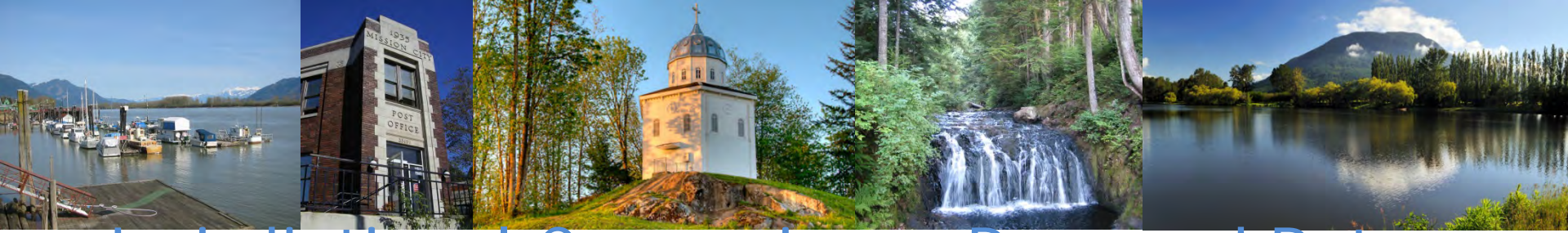




Jurisdictional Comparison - Proposed Rates Level 4

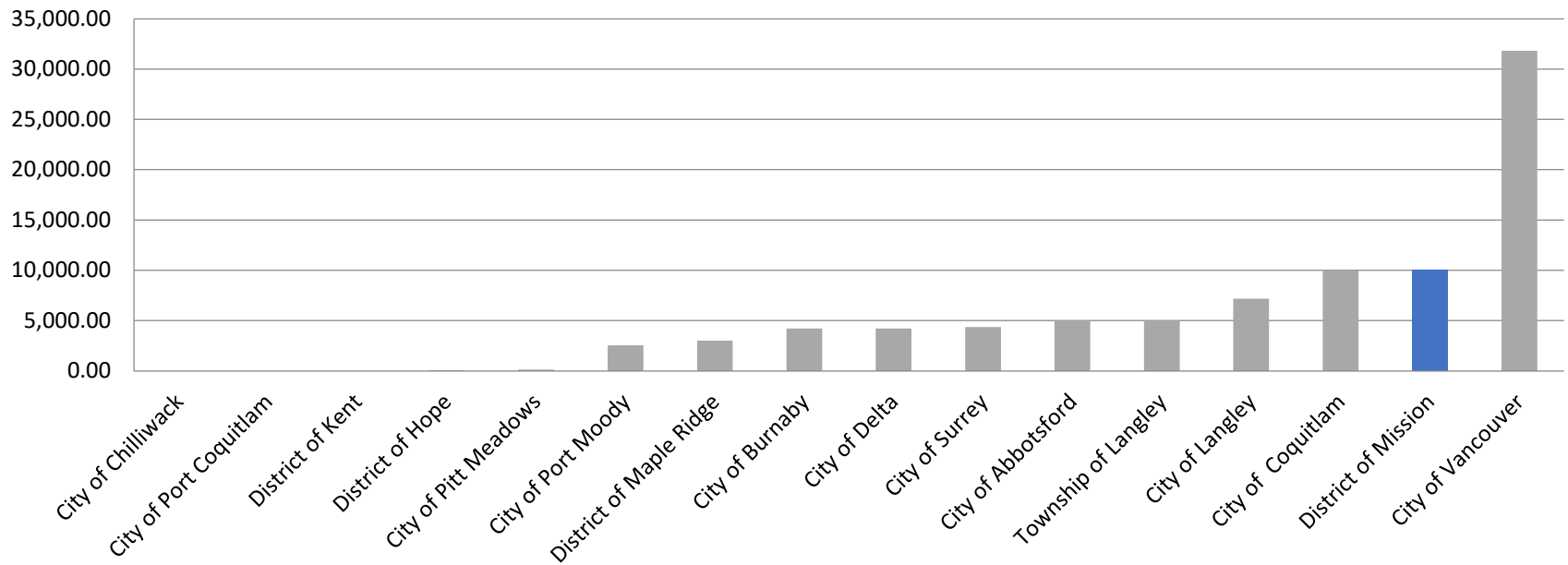
Big Box Retail





Jurisdictional Comparison - Proposed Rates Level 5

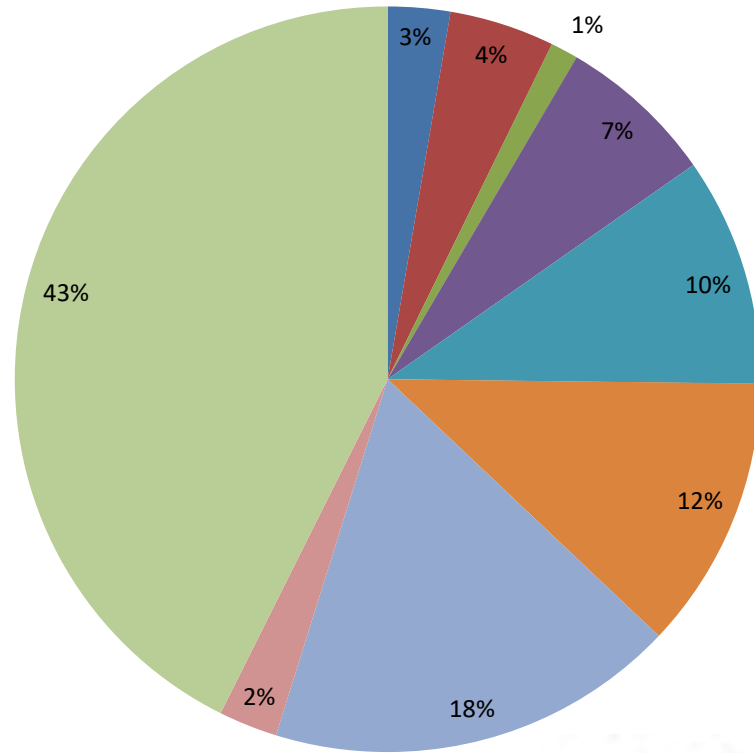
High Impact Businesses

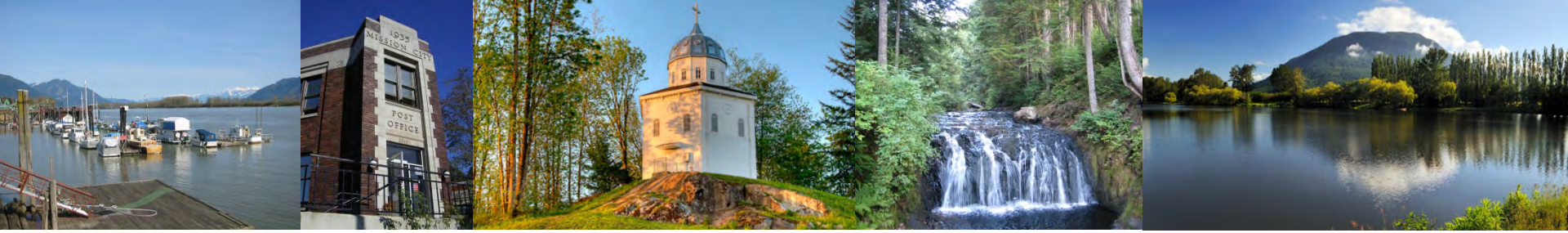




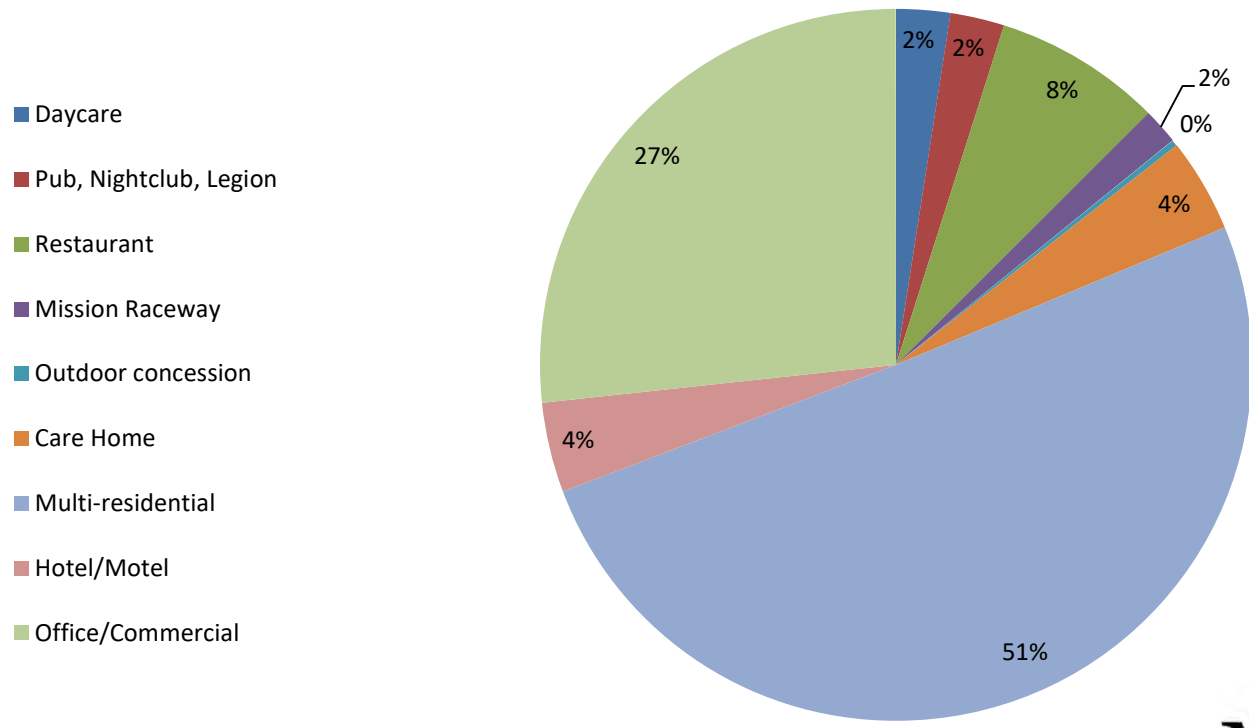
Cost Drivers: Fire Inspections

- Night Clubs/Hotels Every 6 Months
- Rest Homes Every 6 Months
- Spray Painting Opns Every 6 Months
- Group Homes Every 6 Months
- Day Cares Every 6 Months
- Restaurants 12 months
- Multi-residential Building 12 months
- Service Stations 12 months
- Offices/Retail Store 24 months





Cost Drivers - Fire Response





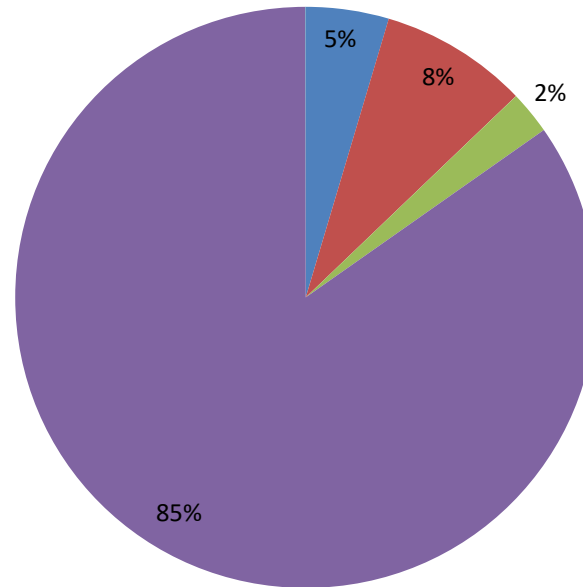
Cost Drivers - RCMP Response

■ FINANCIAL INSTITUTIONS

■ BAR, RESTAURANT

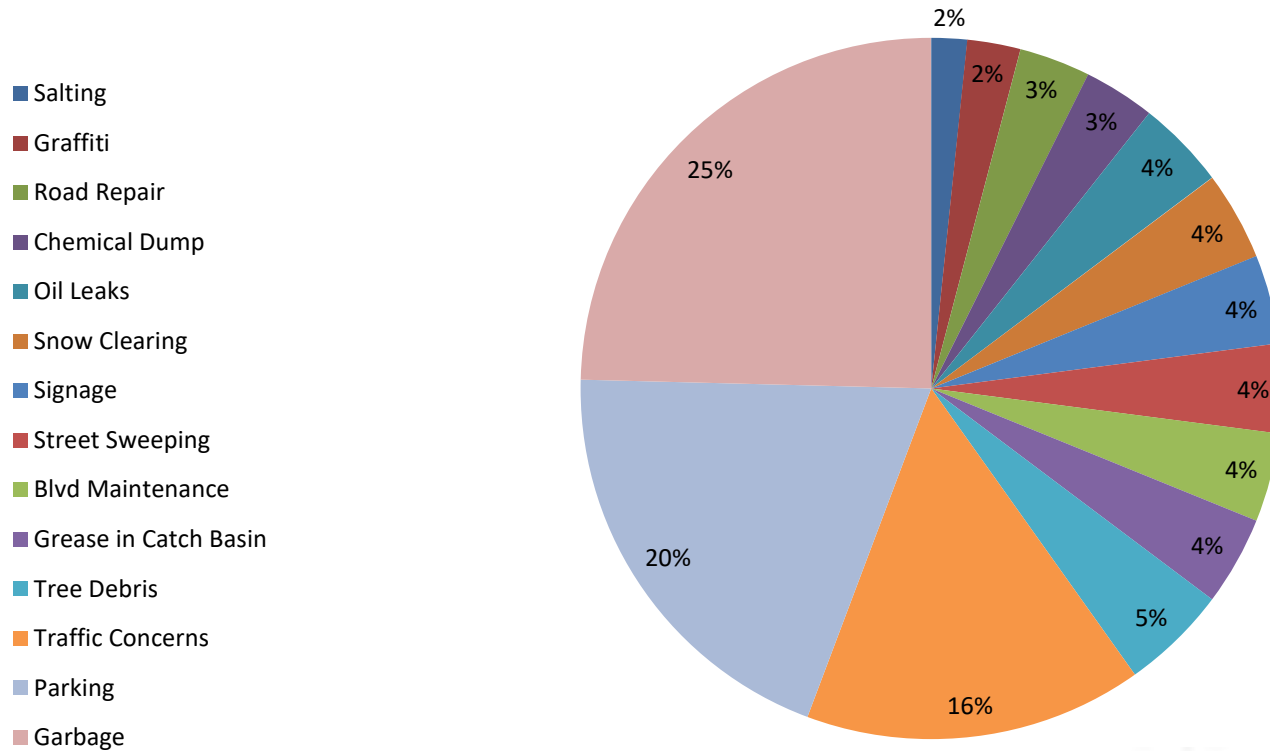
■ HOTEL/MOTEL

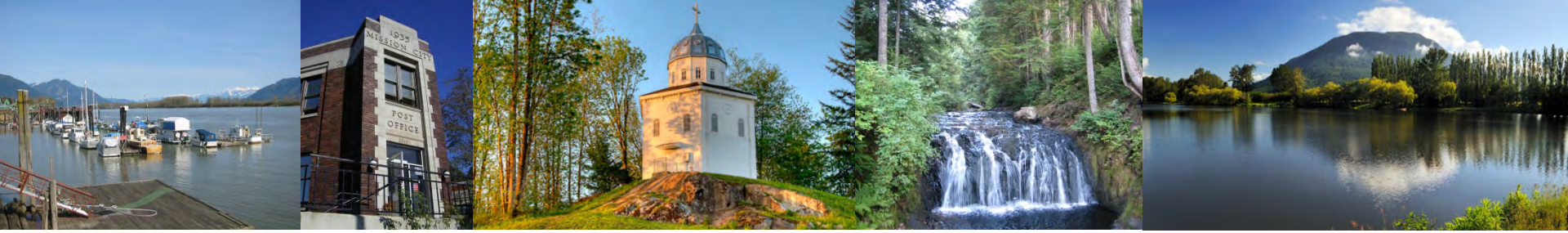
■ COMMERCIAL





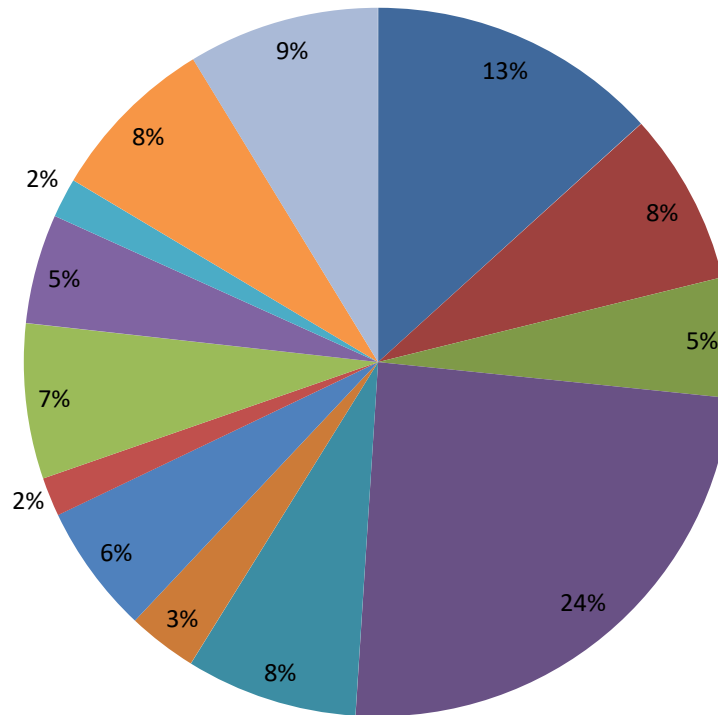
Cost Drivers - Engineering Response





Direct, Indirect, Overhead

- Economic Development
- Crime Prevention Officer
- Inspection Services
- Development Services
- General Govt
- Parks
- Rec Services
- Rec Admin
- Transit
- Finance
- Council & Grants
- Corporate Admin
- Capital Overhead





Proposed Escalation and Review

- Annual Escalation Rate 1.5% on each licence level
- Review costs in 2021 to verify assumptions
- Potential rate revisions in 2022