

COMMITTEE OF THE WHOLE (WS) – JUNE 18, 2025

COMMUNICATIONS

Distributed June 13, 2025

Item No.

- | | | |
|-----|---|---|
| C1. | Presentation material titled “ <i>Investing in Recreation: User fee and Cost Recovery Policy</i> ”. | 2 |
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Received at the meeting

- | | | |
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| C2. | Presentation material titled “ <i>City of Vaughan Ward Boundary Review Final Recommended Options to Council</i> ” | 1 |
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Please note there may be further Communications.

Investing in Recreation:

User fee and cost recovery policy



C 1

Communication

CW(WS) – June 18, 2025

Item No. 2





Agenda

- ▶ **Objectives & Methodology**
- ▶ **Current User Fee Policy & Performance**
- ▶ **Municipal Benchmarking**
- ▶ **Stakeholder Consultation**
- ▶ **Guiding Principles**
- ▶ **Options**
- ▶ **Recommendations**

Study Purpose and objectives



Vaughan Sports Leagues (2025), ages 7-9

Study methodology

Partnered
with experts

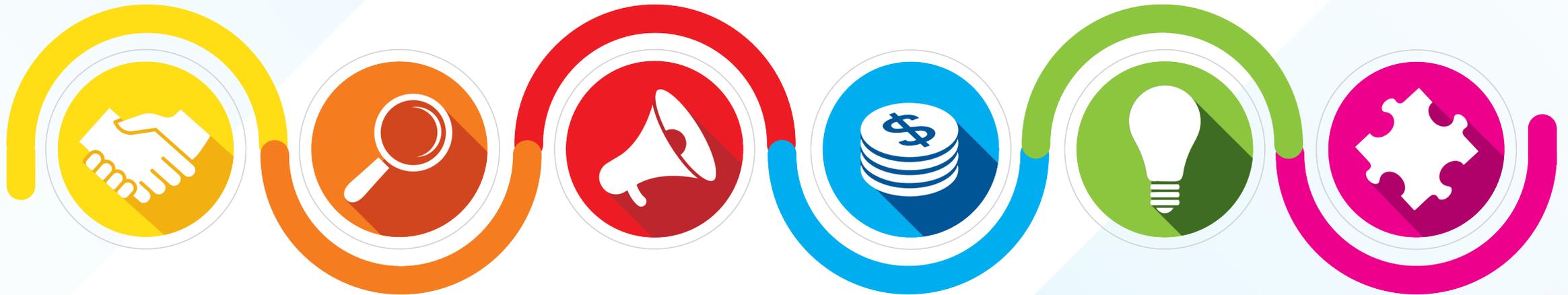
Research

Stakeholder
consultation

Costing
breakdown

Strategic
options

Final
framework



Current user fee policy

Subsidies & Support

Discounted fees and financial aid for priority groups.



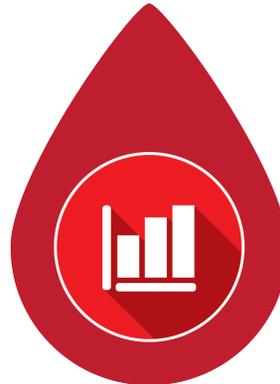
Resident Priority

Non-residents pay a surcharge to protect Vaughan access



Data-Driven Adjustments

Fees adjusted based on inflation, market trends, and participation.



Target: 95% Cost Recovery

Fees aim to recover 95% of direct recreation operating costs.



Stable Fee Adjustments

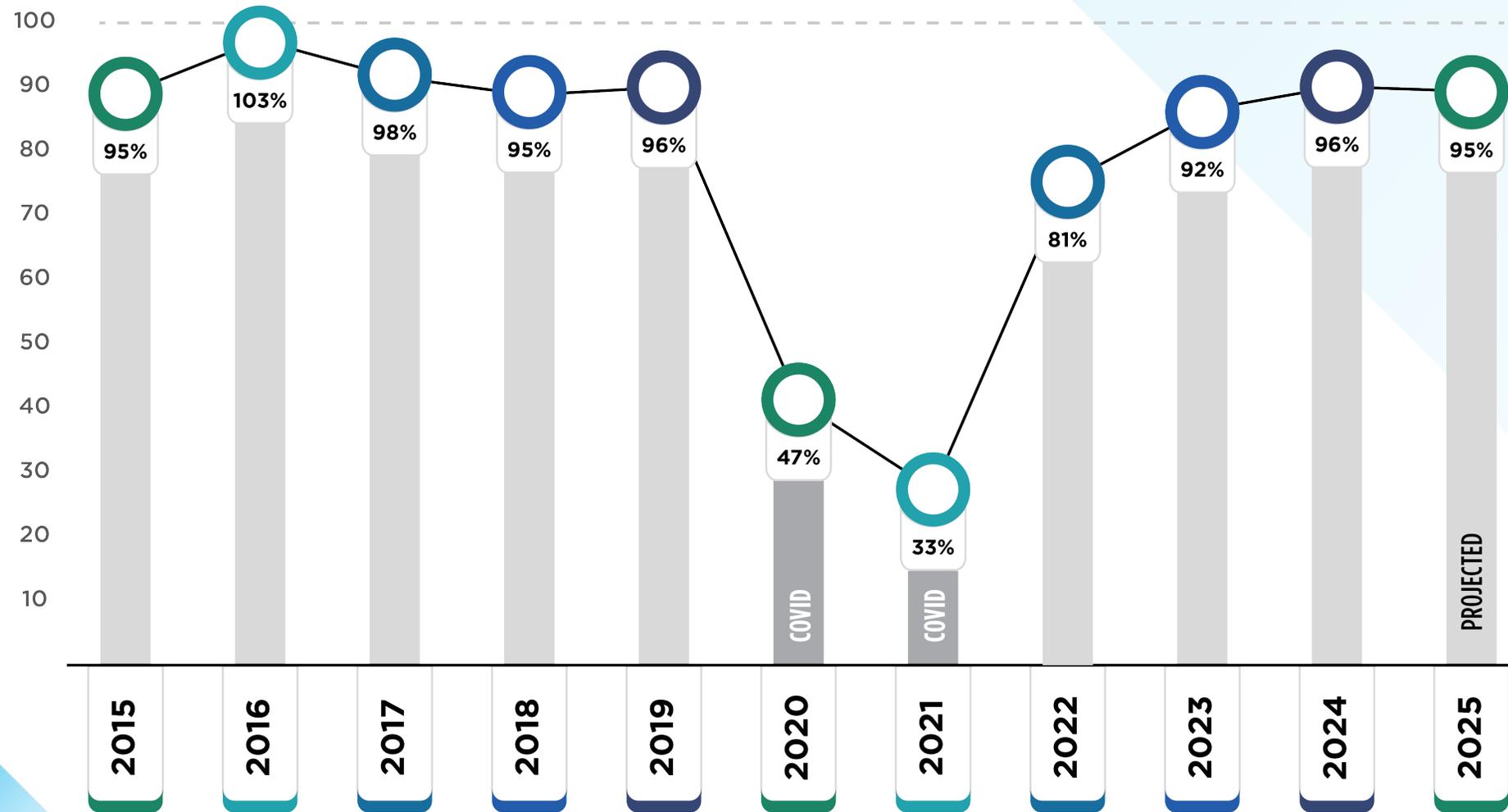
Changes capped at $\pm 5\%$ annually or 10% over three years.



Tiered Fee Categories

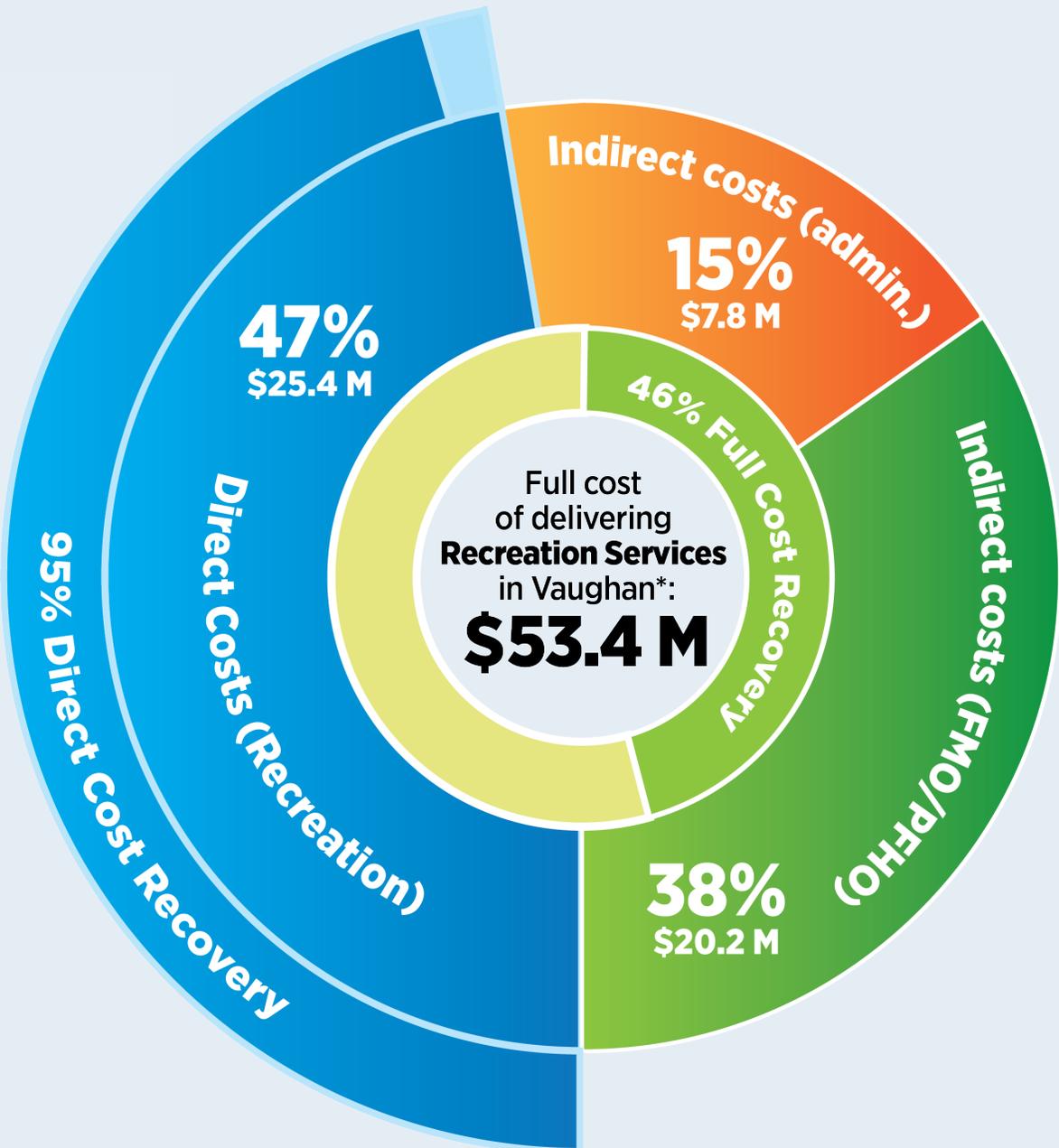
Programs classified as basic, value-added, or premium.

Direct cost recovery performance



Despite the gradual recovery from the COVID-19 pandemic, positive trends are aligning direct cost recovery with the policy's 95% target.

Full cost analysis: Peeling back the layers



*Source: 2024 Operating Actuals



Municipal benchmarking

5

municipalities

Brampton
Mississauga
Markham
Oakville
Richmond Hill

SIMILAR

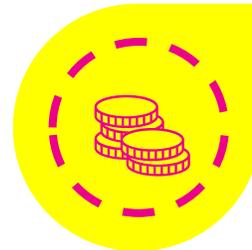
demographic and
socio-economic profiles

3.8%

**Vaughan
income inequality**

versus

6% among
comparator
municipalities



323,000+

Vaughan population
(2021)

\$107,000

Vaughan
median income

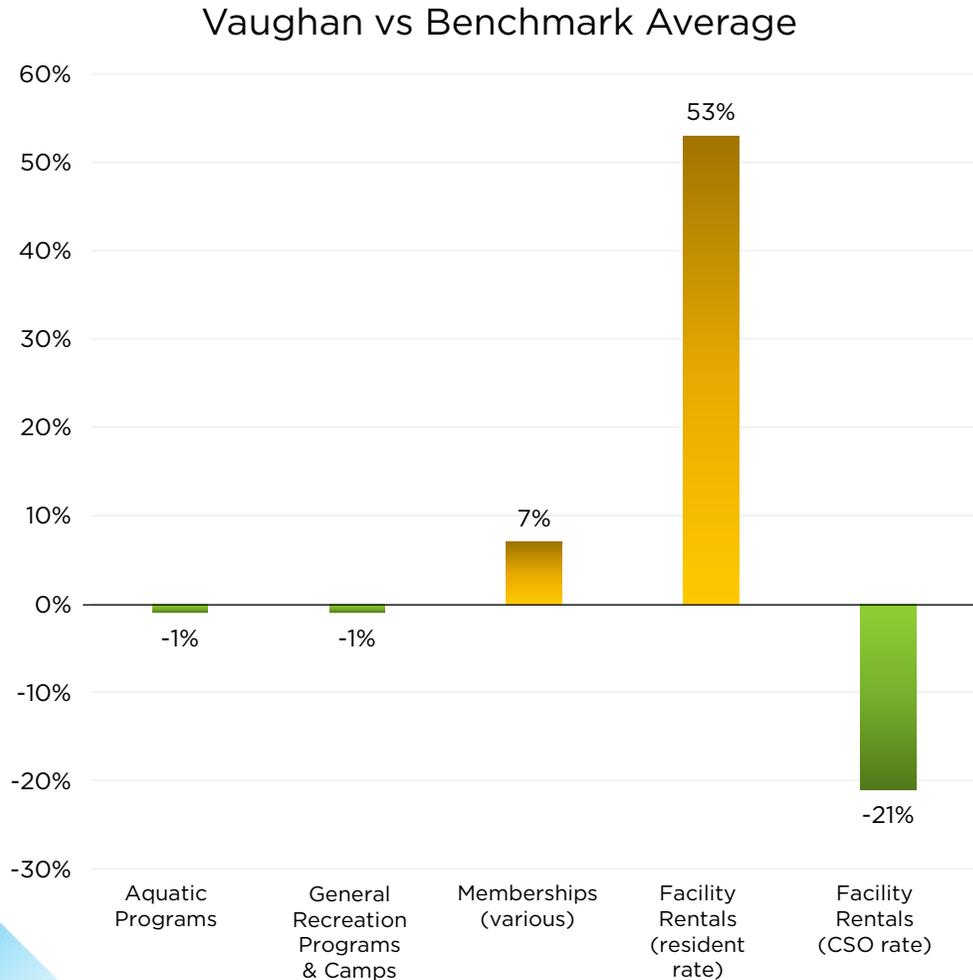
Vaughan has the **highest direct cost recovery rates of comparable municipalities, based on 2023 Municipal Financial Information Returns**

33%

versus

28%

Benchmarking fees



Although fees are generally priced above the benchmark average, **there are notable exceptions** where they are significantly lower.



Vaughan older adults at Garnet A. Williams Community Centre



Young Vaughan Rangers at the Rogers Hometown Hockey event

Public and stakeholder consultation: overview



3

well-attended open houses with older adult clubs, user groups and the general public



50+

staff interviews + Mayor and Members of Council



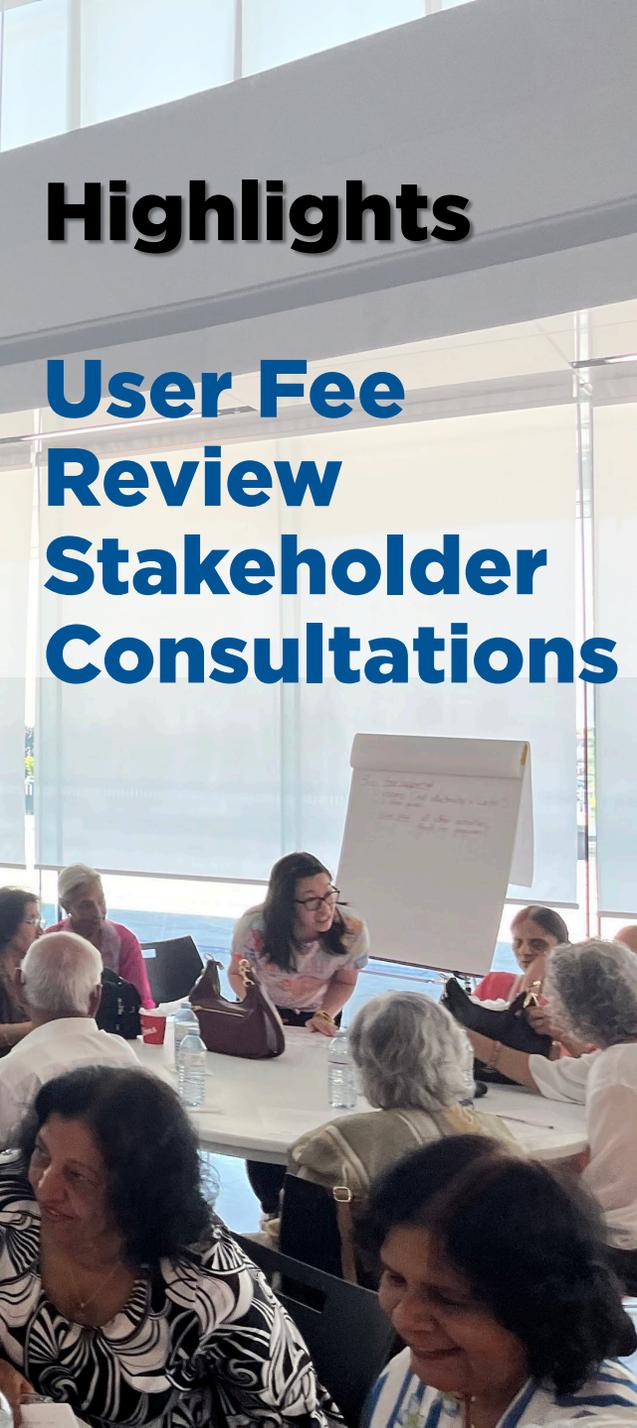
2,746

record # of online survey responses received from public and user groups



Highlights

User Fee Review Stakeholder Consultations



78%
fees offer good value for money



53%
fees are similar or higher than in other municipalities



! **top priorities**
affordability, access and quality



maintain or reduce fees even if it means cuts to services

44%

vs.



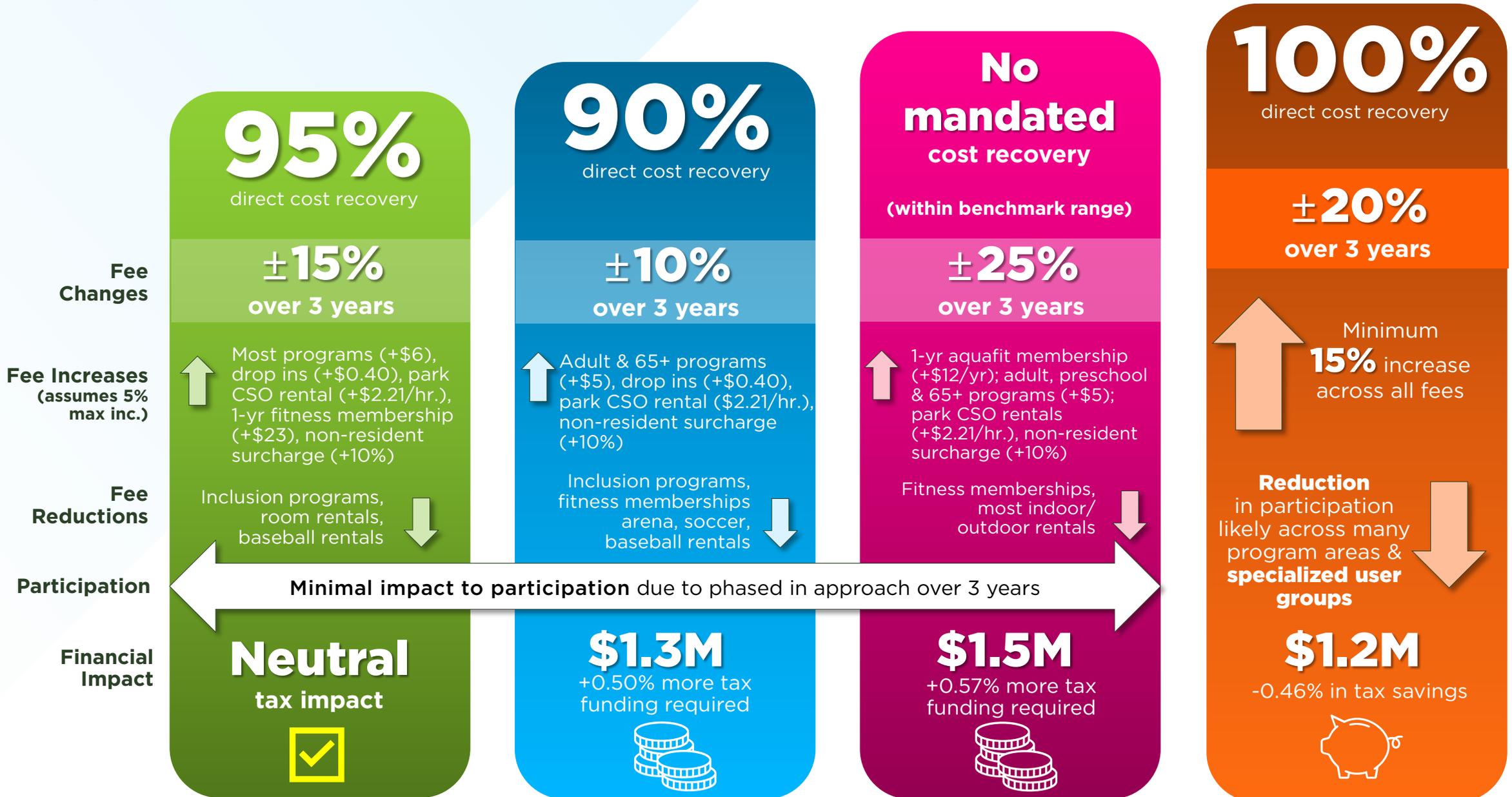
increase fees to expand or maintain service levels

56%

Guiding principles



Options for consideration



Option 1 preferred



- ✓ Fall 2025 Implementation
- ✓ Aligns best with guiding principles
- ✓ No additional impact to taxation
- ✓ Offers flexibility
- ✓ Promotes participation
- ✓ Supports accessibility and affordability
- ✓ Align with municipal benchmarks
- ✓ Respond to change



Policy recommendations

- ▶ Follow guiding principles
- ▶ Increase non-resident surcharge from 10 % to 20%
- ▶ Provide subsidized fees to encourage participation among key user groups, including older adults and community service organizations
- ▶ Monitor the effects of fees and discounts on participation



Summer Adventure camp at Garnet A. Williams Community Centre

Strategic oversight model

- ✓ Departmental authority to administer fees
- ✓ Limit fee adjustments
- ✓ Promote financial assistance
- ✓ Seek alternative funding & implement cost saving
- ✓ Ensure open public communication on fees
- ✓ Review annual fee adjustments with Finance
- ✓ Conduct comprehensive fee reviews every five years



Looking ahead



Inclusion Summer Camp at Maple Community Centre

- ▶ **Comprehensive:** City's review is thorough, in-depth and covers all pertinent aspects of the Policy
- ▶ **Progressive:** Current User Fee Policy is a benchmark for other municipalities
- ▶ **Potential alignment:** Some fee rates warrant adjustment to reflect fees charged elsewhere
- ▶ **Sustainable:** 95% cost recovery policy remains appropriate for Vaughan residents, balancing cost recovery, accessibility and affordability



Thank You

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C 2

Communication

CW(WS) – June 18, 2025

Item No. 1



City of Vaughan

Ward Boundary Review

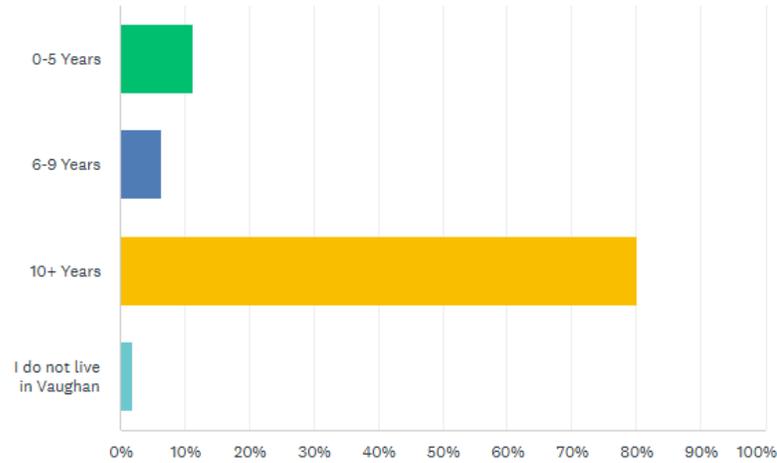
Final Recommended Options to Council

June 18, 2025

What We Heard

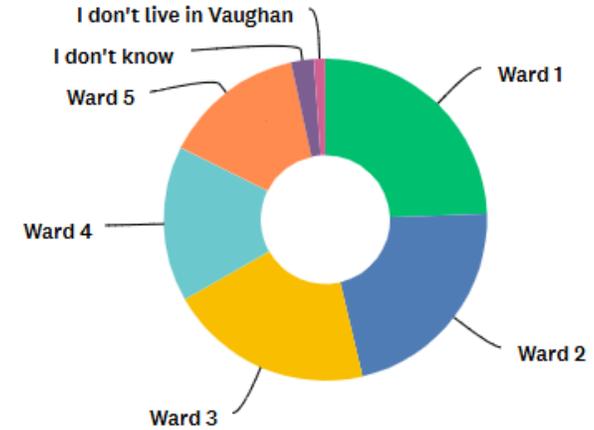
How long have you lived in Vaughan?

Answered: 395 Skipped: 0



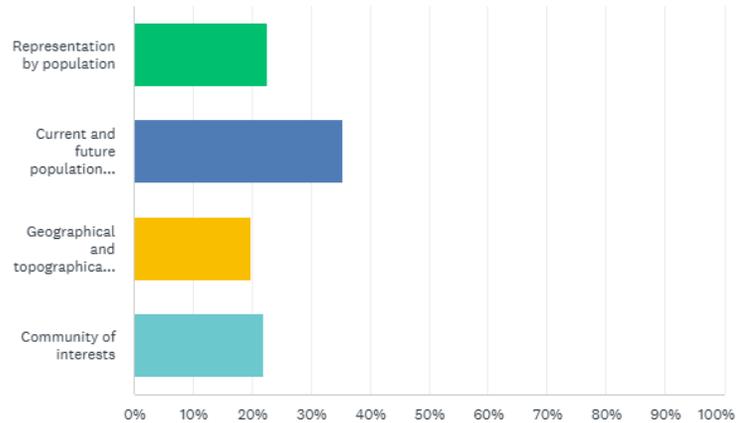
Which ward do you live in?

Answered: 352 Skipped: 43



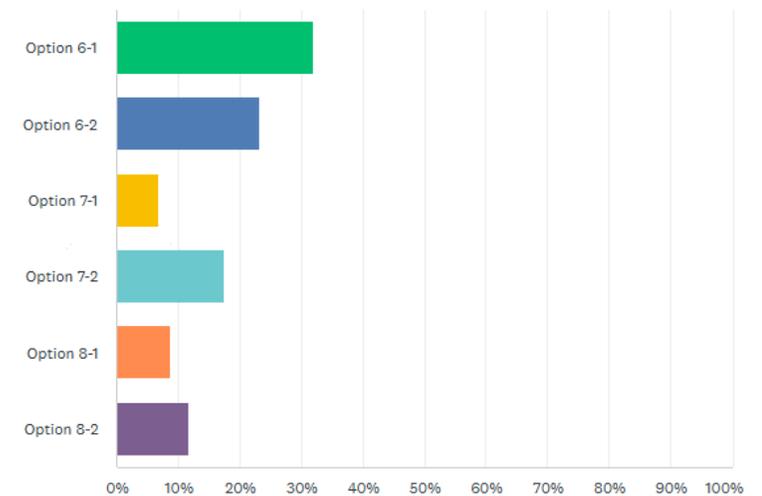
Please indicate the ONE guiding principle that should be given the highest priority to ensure effective voter representation in Vaughan:

Answered: 141 Skipped: 76

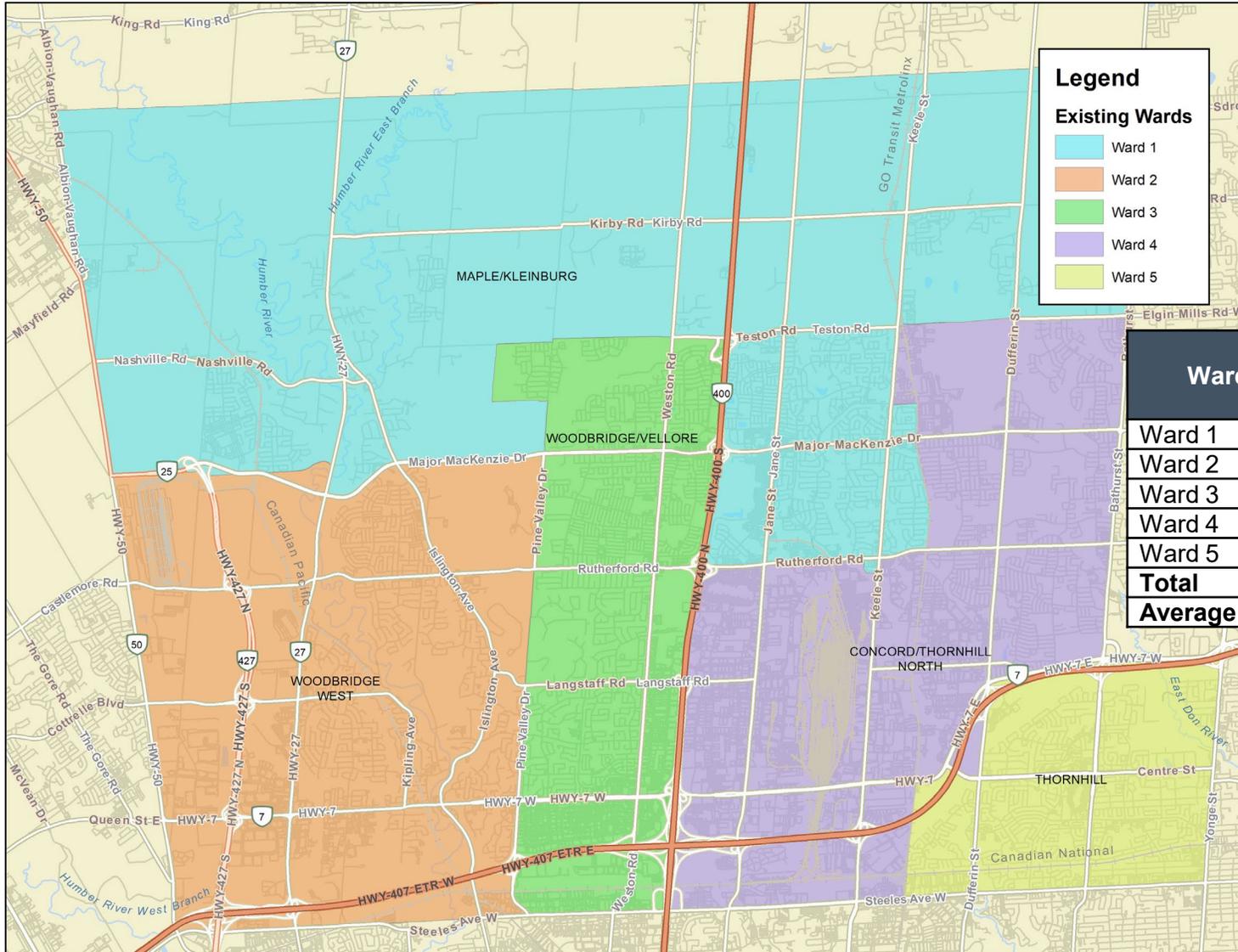


Of all of the presented options, which is most preferred?

Answered: 103 Skipped: 292



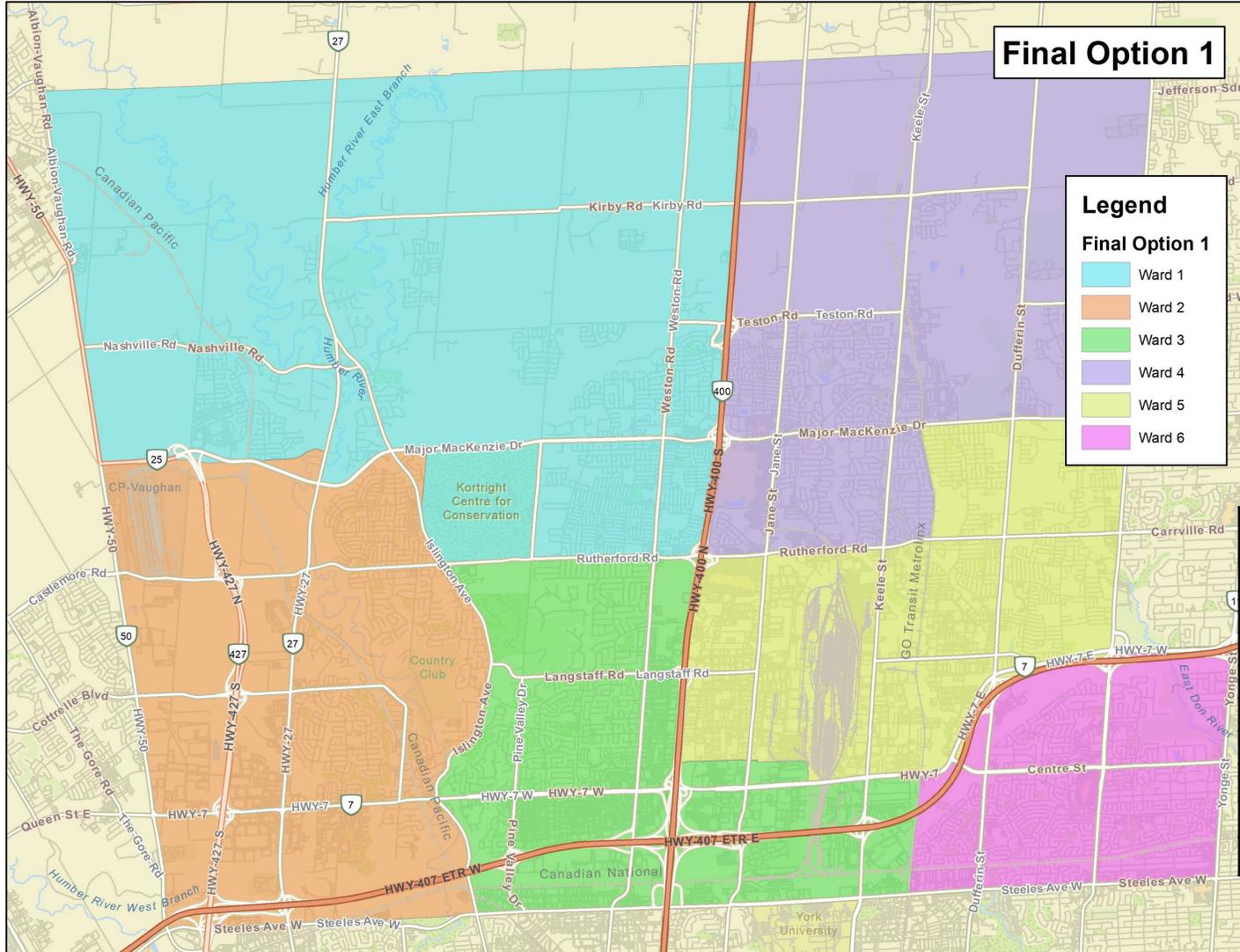
Existing Wards



Ward	2025 Total Population	2025 Population Variance	2025 Optimal Range	2036 Total Population	2036 Population Variance	2036 Optimal Range
Ward 1	79,100	1.07	O+	114,600	1.27	OR+
Ward 2	61,000	0.82	O-	68,250	0.76	O-
Ward 3	73,750	1.00	O	79,050	0.88	O-
Ward 4	81,750	1.10	O+	106,950	1.19	O+
Ward 5	74,700	1.01	O	81,150	0.90	O-
Total	370,300	-	-	450,000	-	-
Average	74,050	-	-	90,000	-	-

Final Option 1

(Adjusted Preliminary Option 6-2)

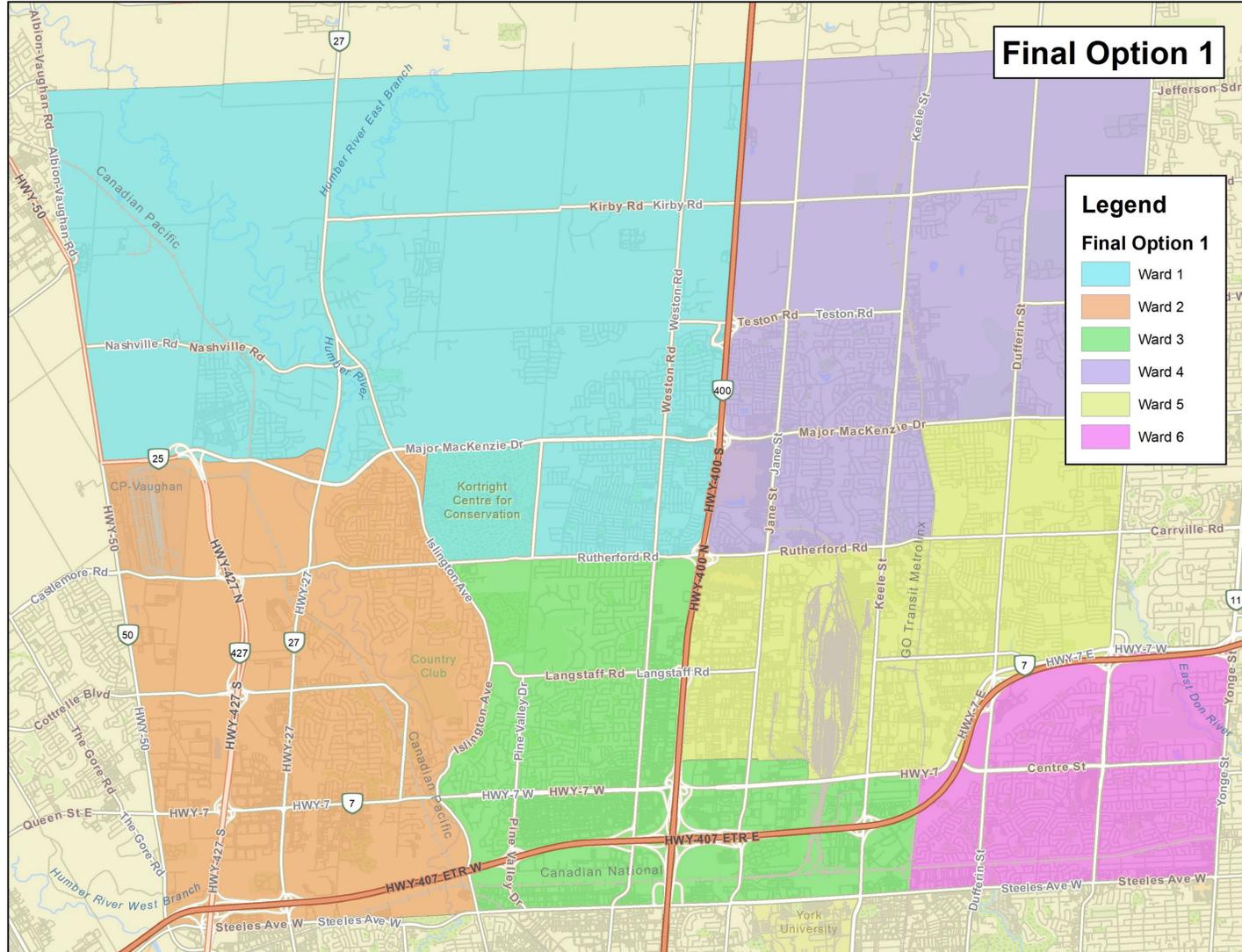


- All six wards within the acceptable population range in 2025 ($\pm 25\%$)
- Ward 3 grows into optimal parity and remaining Wards within of acceptable 25% population range in longer term
- Highway 400 used as a dividing line between East and West aside from Ward 3 that crosses

Ward	2025 Total Population	2025 Population Variance	2025 Optimal Range	2036 Total Population	2036 Population Variance	2036 Optimal Range
Ward 1	69,128	1.12	O+	87,723	1.17	O+
Ward 2	51,374	0.83	O-	57,828	0.77	O-
Ward 3	56,714	0.92	O-	72,065	0.96	O
Ward 4	69,286	1.12	O+	91,756	1.22	O+
Ward 5	49,118	0.80	O-	59,498	0.79	O-
Ward 6	74,694	1.21	O+	81,134	1.08	O+
Total	370,300	-	-	450,000	-	-
Average	61,700	-	-	75,000	-	-

Final Option 1

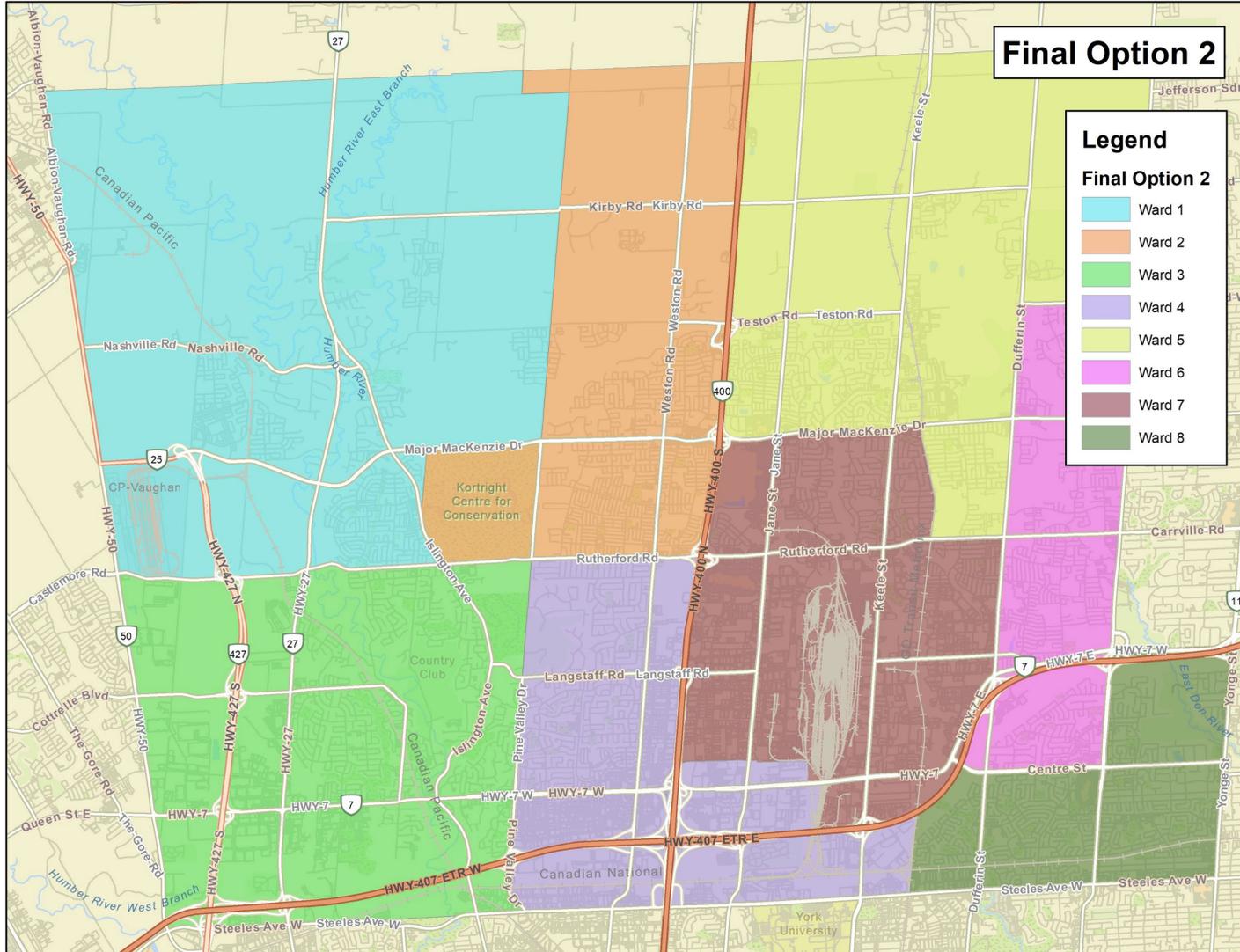
(Adjusted Preliminary Option 6-2)



Principle	Does the Ward Structure Meet the Respective Principle?	Comment
Representation by Population	Largely Successful	All wards are within the acceptable range of variation, but with sizable disparities between certain wards. The population difference between the largest and smallest is approximately 20,000 people.
Future Population Trends	Largely Successful	All wards are within the acceptable range of variation ($\pm 25\%$) but sizable disparities forecast between the largest and smallest wards: close to 34,000 people.
Communities of Interest	Yes	Most communities comfortably contained in single wards.
Geographic Representation	Yes	Most boundary lines follow identifiable markers.
Effective Representation	Largely Successful	This option provides for good population parity and comfortably contains most communities of interest and uses recognizable boundary markers but is held back from fully achieving effective representation by sizable population disparities between wards.

Final Option 2

(Adjusted Preliminary Option 8-2)

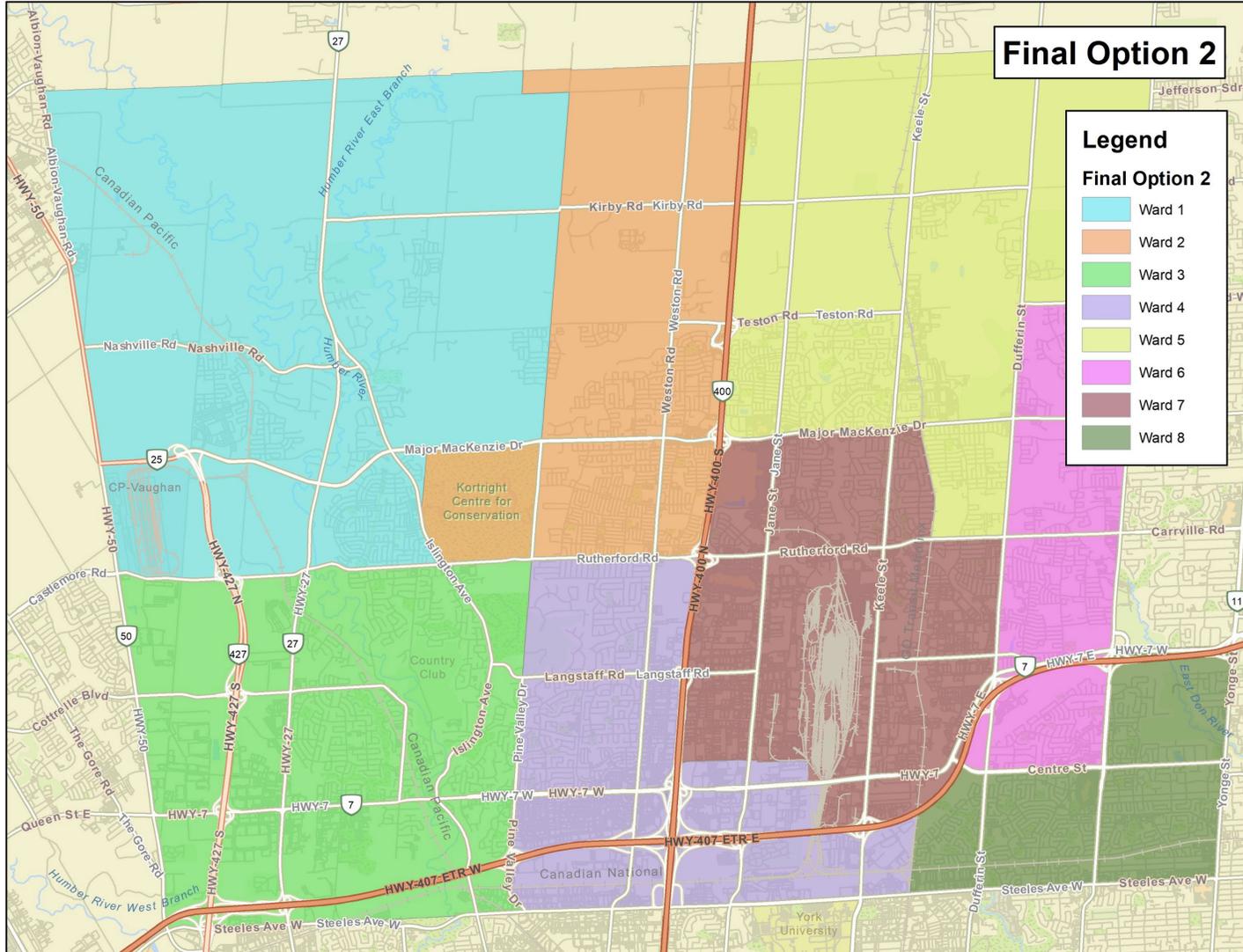


- Four of eight wards within optimal range for 2025, Ward 8 outside of the acceptable range, and remaining three wards within 25% acceptable range of variance
- Ward 6 grows into parity for 2036, Ward 7 grows outside of the acceptable range, and remaining six wards within 25% range of variance

Ward	2025 Total Population	2025 Population Variance	2025 Optimal Range	2036 Total Population	2036 Population Variance	2036 Optimal Range
Ward 1	39,575	0.85	O-	46,254	0.82	O-
Ward 2	45,340	0.98	O	59,376	1.06	O+
Ward 3	45,195	0.98	O	50,341	0.89	O-
Ward 4	46,271	1.00	O	60,363	1.07	O+
Ward 5	46,559	1.01	O	68,745	1.22	O+
Ward 6	51,743	1.12	O+	58,702	1.04	O
Ward 7	35,141	0.76	O-	39,899	0.71	OR-
Ward 8	60,490	1.31	OR+	66,323	1.18	O+
Total	370,300	-	-	450,000	-	-
Average	46,300	-	-	56,250	-	-

Final Option 2

(Adjusted Preliminary Option 8-2)



Principle	Does the Ward Structure Meet the Respective Principle?	Comment
Representation by Population	Largely Successful	Only one ward is outside the acceptable range of variation; four are within the optimal range.
Future Population Trends	Partially Successful	One ward is outside the acceptable range of variation; one is within the optimal range.
Communities of Interest	Yes	All wards are reasonable groupings of communities.
Geographic Representation	Yes	All wards use a recognizable configuration.
Effective Representation	Largely Successful	This option largely provides for effective representation through a combination of clear and recognizable boundary markers, protecting communities of interest and providing for reasonable population parity.

Council's Authority & Next Steps



Ontario's *Municipal Act, 2001* is silent on essential features of the municipal system of representation. The *Act* merely authorizes a lower-tier municipality:

- to determine the “composition of council” (that is, the size of council);
- to determine how Council (other than the Mayor) will be elected (“by general vote or wards* or by any combination of general vote and wards”) [s. 217];
- to divide or re-divide the municipality into wards or to dissolve the existing wards” through a by-law of Council [s. 222]

Council can:

- Choose one of the recommended options;
- Ask for changes or revisions to the recommended options (or choose one of the other options and ask for changes to it);
- Adopt a by-law to dissolve the wards;
- Take no action.

Should Council choose to implement new ward boundaries, it would have to pass a by-law. Notice of the by-law would have to be provided.

Any action respecting ward boundary reconfigurations (including taking no action, albeit with limitations) could be appealed to the Ontario Land Tribunal (OLT). A new by-law can be appealed up to 45 days after passage.

