



STAFF REPORT
Corporate Services

Title: Corporate Services 2020-2022 Fees and Charges
Report Number: CORP2019-040
Author: Paul Hettinga
Meeting Type: Finance & Strategic Planning Committee Meeting
Council/Committee Date: June 17, 2019
File: N/A
Attachments: Appendix A – Listing of Fees and Charges for Corporate Services by Division
Ward No.: All

Recommendation:

1. That Council approve CORP2019-040.
2. That Council approve the Corporate Services Fees and Charges By-law updates, attached as Appendix A to CORP2019-040, effective as of the dates noted, and that the Fees and Charges Bylaw is updated accordingly.

A. Executive Summary

Corporate Services staff have reviewed the department's fees and charges and adjusted them accordingly. Gradual increases for inflation have been incorporated where possible over the three year approval period, to ensure cost recovery is being maintained. Other fees were adjusted to remain consistent and comparable to other municipalities, details of which are outlined in the report.

B. Financial Implications

The 2019 revenue budget for Fees and Charges for Corporate Services is approximately \$495,000. The appropriate revenue operating budget lines will be adjusted for the impact of any changes in fees for 2020-2022, which total \$12,000 for all of Corporate Services by the end of the three year period.

C. Technology Implications

None

D. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

Corporate Excellence – Employ fiscally responsible practices and policies that ensure a balanced social, cultural, economic, and environmental approach. Staff reviewed fees to determine appropriate changes, if any. This will ensure fees can effectively cover some or all the costs of providing services.

E. Previous Reports on this Topic

CORP2018-040 – Corporate Services Fees and Charges 2019

CORP2015-065 – Corporate Services Fees and Charges 2016-2018

CORP2014-062 – Corporate Services Fees and Charges 2015

F. Approvals

Name	Signature	Date
Author: Paul Hettinga		
Director: Paul Hettinga		
Commissioner: Keshwer Patel		
Finance: Filipa Reynolds		

CAO



**Corporate Services 2020-2022 Fees and Charges
CORP2019-040**

ANALYSIS AND COMMENTS

As part of the 2020-2022 Budget Process, staff have reviewed fees and charges to determine if changes are necessary. Generally the objective remains to keep up with cost recovery; however, in certain circumstances, an increase may not be appropriate if decreased demand as a result of the fee increase leads to lower revenue. As such, fees for the various divisions within Corporate Services were adjusted as follows:

Finance – Revenue Services

The Finance Division generates user fees and charges through Revenue Services with a revenue budget of approximately \$298,000. A thorough and comprehensive review of user fees was conducted prior to the last Fees and Charges update and as a result the changes to Fees and Charges with this update will be minimal. Proposed changes are anticipated to generate nominal increases in revenue as gradual increases for inflation have been incorporated for 2021 (1%) and 2022 (2%). The estimated increases to the revenue budget are approximately \$3,000 for 2021 and \$6,000 for 2022.

It is important to note that a web portal to access some account information on-line is currently being considered and planned for development. Once implemented, this initiative will increase accessibility to information for customers however it will also likely impact the fee revenue traditionally generated for this information. The timing of the implementation of this initiative is still to be determined but could potentially occur within the three year approval period.

Legislative Services

The Legislative Services division has a revenue budget of \$90,000, for fees collected related to burial permits, marriage licenses and ceremonies, and other miscellaneous charges. Beginning in 2020, the cost of a marriage ceremony has been increased to better align with market comparators and rising administrative costs. New for 2020, an option has been added to purchase both a marriage license and ceremony together, at a reduced rate to reflect the administrative savings of processing the requests concurrently. The net impact of these changes is anticipated to be immaterial and will not impact the 2020-2022 budget process.

Communications

The Communications division has fees for advertising in the Program & Activities Guide, with a revenue budget of approximately \$107,000. Printing costs since the last Fee and Charges update have not risen significantly, and in order to continue to be competitive with pricing and in line with the other local comparator municipalities, Staff are recommending continuing to hold at the current rates for 2020. Gradual increases for inflation have been incorporated in 2021 (1%) and 2022 (2%), estimated to increase the revenue budget by approximately \$3,000 by the end of 2022.

Appendix A - Corporate Services - Finance Division

Schedule "A" to Fees and Charges By-Law

Finance Fees and Charges List

	Effective Date		Effective Date			Effective Date			Effective Date		
	Fee	of Fee	Fee	of Fee	% Change	Fee	of Fee	% Change	Fee	of Fee	% Change
Corporate Charges											
Non-Sufficient Funds (NSF) Charge	\$ 35.00	1-Oct-2018	\$ 35.00	1-Jan-2020	0.0%	\$ 35.35	1-Jan-2021	1.0%	\$ 36.05	1-Jan-2022	2.0%
Contract Documents (per document, drawings included)	\$ 130.00	1-Oct-2018	\$ 130.00	1-Jan-2020	0.0%	\$ 131.30	1-Jan-2021	1.0%	\$ 133.90	1-Jan-2022	2.0%
Add Arrears to Tax Account	\$ 35.00	1-Oct-2018	\$ 35.00	1-Jan-2020	0.0%	\$ 35.35	1-Jan-2021	1.0%	\$ 36.05	1-Jan-2022	2.0%
Refund of Payment	\$ 25.00	25-Jun-2018	\$ 25.00	1-Jan-2020	0.0%	\$ 25.25	1-Jan-2021	1.0%	\$ 25.75	1-Jan-2022	2.0%
Transfer of Payment (between accounts - first one free)	\$ 15.00	25-Jun-2018	\$ 15.00	1-Jan-2020	0.0%	\$ 15.15	1-Jan-2021	1.0%	\$ 15.45	1-Jan-2022	2.0%
Cost Recovery to damage or loss to public infrastructure of property	actual cost	1-Oct-2018	actual cost	1-Jan-2020		actual cost	1-Jan-2021		actual cost	1-Jan-2022	

Revenue Services

Tax Bill Reprint - 1st reprint FREE per account if for current year, fee thereafter	\$ 5.00	1-Oct-2018	\$ 5.00	1-Jan-2020	0.0%	\$ 5.00	1-Jan-2021	0.0%	\$ 5.10	1-Jan-2022	2.0%
Statement of Account for Owner of Property - summary and two prior years)	\$ 7.50	1-Oct-2018	\$ 7.50	1-Jan-2020	0.0%	\$ 7.50	1-Jan-2021	0.0%	\$ 7.65	1-Jan-2022	2.0%
Tax Certificate (Mailed in 48 hours)	\$ 20.00	1-Oct-2018	\$ 20.00	1-Jan-2020	0.0%	\$ 20.20	1-Jan-2021	1.0%	\$ 20.60	1-Jan-2022	2.0%
Tax Certificate ("Rush" (Faxed in 24 hours)	\$ 64.00	1-Oct-2018	\$ 64.00	1-Jan-2020	0.0%	\$ 64.65	1-Jan-2021	1.0%	\$ 65.95	1-Jan-2022	2.0%
Tax Certificate - "Rush" (Faxed in 24 hours)	\$ 84.25	1-Oct-2018	\$ 84.25	1-Jan-2020	0.0%	\$ 85.10	1-Jan-2021	1.0%	\$ 86.80	1-Jan-2022	2.0%
Tax Payment Confirmation Letter (per year)	\$ 25.00	1-Oct-2018	\$ 25.00	1-Jan-2020	0.0%	\$ 25.25	1-Jan-2021	1.0%	\$ 25.75	1-Jan-2022	2.0%
Tax Payment Confirmation for mortgage company (per year)	\$ 25.00	1-Oct-2018	\$ 25.00	1-Jan-2020	0.0%	\$ 25.25	1-Jan-2021	1.0%	\$ 25.75	1-Jan-2022	2.0%
Title Search Fee + actual cost**	\$ 30.00	1-Oct-2018	\$ 30.00	1-Jan-2020	0.0%	\$ 30.30	1-Jan-2021	1.0%	\$ 30.90	1-Jan-2022	2.0%
Residential Apportionment Fee + actual cost**	\$ 185.00	1-Oct-2018	\$ 185.00	1-Jan-2020	0.0%	\$ 186.85	1-Jan-2021	1.0%	\$ 190.60	1-Jan-2022	2.0%
Commercial Apportionment Fee + actual cost**	\$ 620.00	1-Oct-2018	\$ 620.00	1-Jan-2020	0.0%	\$ 626.20	1-Jan-2021	1.0%	\$ 638.70	1-Jan-2022	2.0%
On-line Ticket Convenience Payment Fee*	\$ 2.00	1-Oct-2018	\$ 2.00	1-Jan-2020	0.0%	\$ 2.00	1-Jan-2021	0.0%	\$ 2.00	1-Jan-2022	0.0%
Execution of Extension Agreement	\$ 615.00	1-Oct-2018	\$ 615.00	1-Jan-2020	0.0%	\$ 621.00	1-Jan-2021	1.0%	\$ 633.40	1-Jan-2022	2.0%
Registered Mail Costs	actual cost**	1-Oct-2018	actual cost**	1-Jan-2020		actual cost**	1-Jan-2021		actual cost**	1-Jan-2022	
Registration File Folders	actual cost**	1-Oct-2018	actual cost**	1-Jan-2020		actual cost**	1-Jan-2021		actual cost**	1-Jan-2022	

Tax Sales

Farm Debt Notification	actual cost***	25-Jun-2018	actual cost***	1-Jan-2020		actual cost***	1-Jan-2021		actual cost***	1-Jan-2022	
Tax Sale File Initiation Fee	actual cost***	25-Jun-2018	actual cost***	1-Jan-2020		actual cost***	1-Jan-2021		actual cost***	1-Jan-2022	
Registration of Tax Arrears Certificate	actual cost***	25-Jun-2018	actual cost***	1-Jan-2020		actual cost***	1-Jan-2021		actual cost***	1-Jan-2022	
Tax Sale First Notice	actual cost***	25-Jun-2018	actual cost***	1-Jan-2020		actual cost***	1-Jan-2021		actual cost***	1-Jan-2022	
Tax Sale Final Notice	actual cost***	25-Jun-2018	actual cost***	1-Jan-2020		actual cost***	1-Jan-2021		actual cost***	1-Jan-2022	
Tax Sale (Public or Tender Process)	actual cost***	25-Jun-2018	actual cost***	1-Jan-2020		actual cost***	1-Jan-2021		actual cost***	1-Jan-2022	
Advertisement	actual cost***	25-Jun-2018	actual cost***	1-Jan-2020		actual cost***	1-Jan-2021		actual cost***	1-Jan-2022	
Tax Deed or Notice of Vesting Prepared and Registered	actual cost***	25-Jun-2018	actual cost***	1-Jan-2020		actual cost***	1-Jan-2021		actual cost***	1-Jan-2022	
Issue Form 5 Notices after Payment into Court	actual cost***	25-Jun-2018	actual cost***	1-Jan-2020		actual cost***	1-Jan-2021		actual cost***	1-Jan-2022	

* this fee includes applicable taxes

**refers to disbursement costs, and is in addition to other applicable fees listed

*** refers to third party agency costs

Revenue Services - Water/Sanitary/Stormwater

Water Bill Reprint - 1st reprint FREE per account if for current year, fee thereafter	\$ 5.00	1-Oct-2018	\$ 5.00	1-Jan-2020	0.0%	\$ 5.00	1-Jan-2021	0.0%	\$ 5.10	1-Jan-2022	2.0%
Consumption Statement	\$ 34.75	1-Oct-2018	\$ 34.75	1-Jan-2020	0.0%	\$ 35.10	1-Jan-2021	1.0%	\$ 35.80	1-Jan-2022	2.0%
Water Certificate (mailed in 48 hours)	\$ 64.00	1-Oct-2018	\$ 64.00	1-Jan-2020	0.0%	\$ 64.65	1-Jan-2021	1.0%	\$ 65.95	1-Jan-2022	2.0%
Water Certificate (faxed in 24 hours)	\$ 84.25	1-Oct-2018	\$ 84.25	1-Jan-2020	0.0%	\$ 85.10	1-Jan-2021	1.0%	\$ 86.80	1-Jan-2022	2.0%
Statement of Account	\$ 10.00	1-Oct-2018	\$ 10.00	1-Jan-2020	0.0%	\$ 10.10	1-Jan-2021	1.0%	\$ 10.30	1-Jan-2022	2.0%
Change in Occupancy	\$ 40.00	1-Oct-2018	\$ 40.00	1-Jan-2020	0.0%	\$ 40.40	1-Jan-2021	1.0%	\$ 41.20	1-Jan-2022	2.0%

**Corporate Services - Legislative Services Division
Schedule "A" to Fees and Charges By-law**

Legislated Services

	Fee	Effective Date of Fee
Affidavits	\$ 30.00	1-Jan-2019
Assessment Rolls (Copies of)-per page, \$20 minimum	\$ 3.70	1-Jan-2019
Photocopying - per page black and white	\$ 0.20	1-Jan-2019
Administration Fee - Disposition of Property	\$ 349.00	1-Jan-2019

Fee	Effective Date of Fee
\$ 30.00	1-Jan-2019
\$ 3.70	1-Jan-2019
\$ 0.20	1-Jan-2019
\$ 349.00	1-Jan-2019

Effective Date	2019/2020	Fee	of Fee	% Inc
1-Jan-2020	\$ 30.00	1-Jan-2020	0.0%	
1-Jan-2020	\$ 3.70	1-Jan-2020	0.0%	
1-Jan-2020	\$ 0.20	1-Jan-2020	0.0%	
1-Jan-2020	\$ 349.00	1-Jan-2020	0.0%	

Effective Date	2020/2021	Fee	of Fee	% Inc
1-Jan-2021	\$ 30.00	1-Jan-2021	0.0%	
1-Jan-2021	\$ 3.70	1-Jan-2021	0.0%	
1-Jan-2021	\$ 0.20	1-Jan-2021	0.0%	
1-Jan-2021	\$ 349.00	1-Jan-2021	0.0%	

Effective Date	2021/2022	Fee	of Fee	% Inc
1-Jan-2022	\$ 30.00	1-Jan-2022	0.0%	
1-Jan-2022	\$ 3.70	1-Jan-2022	0.0%	
1-Jan-2022	\$ 0.20	1-Jan-2022	0.0%	
1-Jan-2022	\$ 349.00	1-Jan-2022	0.0%	

Freedom of Information Request

	Fee	Effective Date of Fee
Flat fee	\$ 5.00	1-Jan-2019
Search and preparation time - per hour (\$7.50/15 min)	\$ 60.00	1-Jan-2019
Computer Programming time - per hour (\$15/15 min)	\$ 0.20	1-Jan-2019
Photocopying - per page black and white		

Fee	Effective Date of Fee
\$ 5.00	1-Jan-2019
\$ 60.00	1-Jan-2019
\$ 0.20	1-Jan-2019

Effective Date	2019/2020	Fee	of Fee	% Inc
1-Jan-2020	\$ 5.00	1-Jan-2020	0.0%	
1-Jan-2020	\$ 60.00	1-Jan-2020	0.0%	
1-Jan-2020	\$ 0.20	1-Jan-2020	0.0%	

Effective Date	2020/2021	Fee	of Fee	% Inc
1-Jan-2021	\$ 5.00	1-Jan-2021	0.0%	
1-Jan-2021	\$ 60.00	1-Jan-2021	0.0%	
1-Jan-2021	\$ 0.20	1-Jan-2021	0.0%	

Effective Date	2021/2022	Fee	of Fee	% Inc
1-Jan-2022	\$ 5.00	1-Jan-2022	0.0%	
1-Jan-2022	\$ 60.00	1-Jan-2022	0.0%	
1-Jan-2022	\$ 0.20	1-Jan-2022	0.0%	

ELECTIONS

Ward Maps

	Fee	Effective Date of Fee
Ward	\$ 16.00	1-Jan-2019
City	\$ 26.00	1-Jan-2019

Fee	Effective Date of Fee
\$ 16.00	1-Jan-2019
\$ 26.00	1-Jan-2019

Effective Date	2019/2020	Fee	of Fee	% Inc
1-Jan-2020	\$ 16.00	1-Jan-2020	0.0%	
1-Jan-2020	\$ 26.00	1-Jan-2020	0.0%	

Effective Date	2020/2021	Fee	of Fee	% Inc
1-Jan-2021	\$ 16.00	1-Jan-2021	0.0%	
1-Jan-2021	\$ 26.00	1-Jan-2021	0.0%	

Effective Date	2021/2022	Fee	of Fee	% Inc
1-Jan-2022	\$ 16.00	1-Jan-2022	0.0%	
1-Jan-2022	\$ 26.00	1-Jan-2022	0.0%	

Burial Permit

	Fee	Effective Date of Fee
Burial Permit	\$ 28.00	1-Jan-2019

Fee	Effective Date of Fee
\$ 28.00	1-Jan-2019

Effective Date	2019/2020	Fee	of Fee	% Inc
1-Jan-2020	\$ 28.00	1-Jan-2020	0.0%	

Effective Date	2020/2021	Fee	of Fee	% Inc
1-Jan-2021	\$ 28.00	1-Jan-2021	0.0%	

Effective Date	2021/2022	Fee	of Fee	% Inc
1-Jan-2022	\$ 28.00	1-Jan-2022	0.0%	

	Fee	Effective Date of Fee
Marriage Licence	\$ 149.00	1-Jan-2019
Marriage Ceremonies	\$ 150.00	1-Jan-2019
Marriage Licence and Ceremony <i>New!</i>	N/A	1-Jan-2019
Marriage Ceremonies - per witness	\$ 25.00	1-Jan-2019

Fee	Effective Date of Fee
\$ 149.00	1-Jan-2019
\$ 150.00	1-Jan-2019
N/A	1-Jan-2019
\$ 25.00	1-Jan-2019

Effective Date	2019/2020	Fee	of Fee	% Inc
1-Jan-2020	\$ 149.00	1-Jan-2020	0.0%	
1-Jan-2020	\$ 170.00	1-Jan-2020	13.3%	
1-Jan-2020	\$ 300.00	1-Jan-2020	New	
1-Jan-2020	\$ 25.00	1-Jan-2020	0.0%	

Effective Date	2020/2021	Fee	of Fee	% Inc
1-Jan-2021	\$ 149.00	1-Jan-2021	0.0%	
1-Jan-2021	\$ 170.00	1-Jan-2021	0.0%	
1-Jan-2021	\$ 300.00	1-Jan-2021	0.0%	
1-Jan-2021	\$ 25.00	1-Jan-2021	0.0%	

Effective Date	2021/2022	Fee	of Fee	% Inc
1-Jan-2022	\$ 149.00	1-Jan-2022	0.0%	
1-Jan-2022	\$ 170.00	1-Jan-2022	0.0%	
1-Jan-2022	\$ 300.00	1-Jan-2022	0.0%	
1-Jan-2022	\$ 25.00	1-Jan-2022	0.0%	

Bylaws

	Fee	Effective Date of Fee
Appeals to Property Standards Order	\$ 170.00	1-Jan-2019
Fence Variance Application Fee	\$ 589.00	1-Jan-2019
Rental Housing Licensing Appeal Fee	\$ 100.00	1-Jan-2019
Business Licensing Appeal Fee	\$ 100.00	1-Jan-2019

Fee	Effective Date of Fee
\$ 170.00	1-Jan-2019
\$ 589.00	1-Jan-2019
\$ 100.00	1-Jan-2019
\$ 100.00	1-Jan-2019

Effective Date	2019/2020	Fee	of Fee	% Inc
1-Jan-2020	\$ 170.00	1-Jan-2020	0.0%	
1-Jan-2020	\$ 589.00	1-Jan-2020	0.0%	
1-Jan-2020	\$ 100.00	1-Jan-2020	0.0%	
1-Jan-2020	\$ 100.00	1-Jan-2020	0.0%	

Effective Date	2020/2021	Fee	of Fee	% Inc
1-Jan-2021	\$ 170.00	1-Jan-2021	0.0%	
1-Jan-2021	\$ 589.00	1-Jan-2021	0.0%	
1-Jan-2021	\$ 100.00	1-Jan-2021	0.0%	
1-Jan-2021	\$ 100.00	1-Jan-2021	0.0%	

Effective Date	2021/2022	Fee	of Fee	% Inc
1-Jan-2022	\$ 170.00	1-Jan-2022	0.0%	
1-Jan-2022	\$ 589.00	1-Jan-2022	0.0%	
1-Jan-2022	\$ 100.00	1-Jan-2022	0.0%	
1-Jan-2022	\$ 100.00	1-Jan-2022	0.0%	

**Corporate Services - Communications and Marketing Division
Schedule "A" to Fees and Charges By-Law**

Communications Fees

	Fee	Effective Date of Fee	Fee	Effective Date of Fee	2019/2020 % Inc	Fee	Effective Date of Fee	2020/2021 % Inc	Fee	Effective Date of Fee	2021/2022 % Inc
NON PROFIT GROUP PROGRAM & ACTIVITY GUIDE AD RATES											
(Width x Length)											
¼ page (3 3/8" x 4 1/2")	\$ 275.72	1-Jan-2019	\$ 275.72	1-Jan-2020	0.0%	\$ 278.47	1-Jan-2021	1.0%	\$ 284.04	1-Jan-2022	2.0%
¼ page (3 3/8" x 4 1/2") - with web link	\$ 300.06	1-Jan-2019	\$ 300.06	1-Jan-2020	0.0%	\$ 303.06	1-Jan-2021	1.0%	\$ 309.13	1-Jan-2022	2.0%
½ page vertical (3 3/8" x 9 1/8")	\$ 448.52	1-Jan-2019	\$ 448.52	1-Jan-2020	0.0%	\$ 453.00	1-Jan-2021	1.0%	\$ 462.06	1-Jan-2022	2.0%
½ page vertical (3 3/8" x 9 1/8") - with web link	\$ 472.86	1-Jan-2019	\$ 472.86	1-Jan-2020	0.0%	\$ 477.59	1-Jan-2021	1.0%	\$ 487.14	1-Jan-2022	2.0%
½ page horizontal (6 7/8" x 4 1/2")	\$ 448.52	1-Jan-2019	\$ 448.52	1-Jan-2020	0.0%	\$ 453.00	1-Jan-2021	1.0%	\$ 462.06	1-Jan-2022	2.0%
½ page horizontal (6 7/8" x 4 1/2") - with web link	\$ 472.86	1-Jan-2019	\$ 472.86	1-Jan-2020	0.0%	\$ 477.59	1-Jan-2021	1.0%	\$ 487.14	1-Jan-2022	2.0%
full page (6 7/8" x 9 1/8") (with header)	\$ 737.43	1-Jan-2019	\$ 737.43	1-Jan-2020	0.0%	\$ 744.80	1-Jan-2021	1.0%	\$ 759.70	1-Jan-2022	2.0%
full page (6 7/8" x 9 1/8") (with header) - with web link	\$ 761.78	1-Jan-2019	\$ 761.78	1-Jan-2020	0.0%	\$ 769.39	1-Jan-2021	1.0%	\$ 784.78	1-Jan-2022	2.0%
COMMERCIAL PROGRAM & ACTIVITY GUIDE AD RATES											
(Width x Length)											
¼ page (3 3/8" x 4 1/2")	\$ 367.62	1-Jan-2019	\$ 367.62	1-Jan-2020	0.0%	\$ 371.30	1-Jan-2021	1.0%	\$ 378.73	1-Jan-2022	2.0%
¼ page (3 3/8" x 4 1/2") - with web link	\$ 391.98	1-Jan-2019	\$ 391.98	1-Jan-2020	0.0%	\$ 395.90	1-Jan-2021	1.0%	\$ 403.81	1-Jan-2022	2.0%
½ page vertical (3 3/8" x 9 1/8")	\$ 598.02	1-Jan-2019	\$ 598.02	1-Jan-2020	0.0%	\$ 604.00	1-Jan-2021	1.0%	\$ 616.08	1-Jan-2022	2.0%
½ page vertical (3 3/8" x 9 1/8") - with web link	\$ 622.37	1-Jan-2019	\$ 622.37	1-Jan-2020	0.0%	\$ 628.60	1-Jan-2021	1.0%	\$ 641.17	1-Jan-2022	2.0%
½ page horizontal (6 7/8" x 4 1/2")	\$ 598.02	1-Jan-2019	\$ 598.02	1-Jan-2020	0.0%	\$ 604.00	1-Jan-2021	1.0%	\$ 616.08	1-Jan-2022	2.0%
½ page horizontal (6 7/8" x 4 1/2") - with web link	\$ 622.37	1-Jan-2019	\$ 622.37	1-Jan-2020	0.0%	\$ 628.60	1-Jan-2021	1.0%	\$ 641.17	1-Jan-2022	2.0%
full page (6 7/8" x 9 1/8") (with header)	\$ 983.24	1-Jan-2019	\$ 983.24	1-Jan-2020	0.0%	\$ 993.07	1-Jan-2021	1.0%	\$ 1,012.93	1-Jan-2022	2.0%
full page (6 7/8" x 9 1/8") (with header)	\$ 1,007.59	1-Jan-2019	\$ 1,007.59	1-Jan-2020	0.0%	\$ 1,017.66	1-Jan-2021	1.0%	\$ 1,038.02	1-Jan-2022	2.0%
	\$ 1,082.43	1-Jan-2019	\$ 1,082.43	1-Jan-2020	0.0%	\$ 1,093.26	1-Jan-2021	1.0%	\$ 1,115.12	1-Jan-2022	2.0%
Inside cover (front or back)	\$ 1,353.04	1-Jan-2019	\$ 1,353.04	1-Jan-2020	0.0%	\$ 1,366.57	1-Jan-2021	1.0%	\$ 1,393.90	1-Jan-2022	2.0%
Outside back cover (back)											
Any web link	\$ 24.35	1-Jan-2019	\$ 24.35	1-Jan-2020	0.0%	\$ 24.59	1-Jan-2021	1.0%	\$ 25.08	1-Jan-2022	2.0%