



## The Elements of the Policy

There are seven steps in determining and/or updating a specific fee or charge. They must be considered in order as follows:

1. Calculate Unit Costs: If we don't know what a unit costs to provide, it will be impossible to apportion the costs to those who benefit. Determining what is included in these unit costs can be difficult.
2. Agree on Categories of Uses and Users of Public Spaces: The proportion of benefits (i.e. direct vs indirect) will vary with different types of uses and users.
3. Place Each Category of Use and User on the Benefits Continuum: This will determine how much public (i.e. tax) investment can be justified, if needed.
4. Adjust based on Need for Subsidy: It may be in some cases, for example, that although one can justify a 50% City tax investment, the investment level could be reduced to 25% and still achieve the same level of public good. This might be the case where the cost of providing a service is very low and the resultant calculated recovery rate is a fee that is not a barrier to participation.
5. Adjust further for practical reasons: For example, fees may need to be adjusted as an incentive to alter behaviour from prime time to off peak time of day.
6. Development and Implementation Plan: It may be necessary to phase in some changes to reach policy goals. Significant and immediate adjustments to user fees can impact participation.
7. Ensure a robust Safety Net Basket of Services: This allows those who cannot afford mainstream fees to be able to access services.

## Categories of Uses and Users

Consultants and staff developed a set of categories to better align with the proportionate benefits associated with use of City spaces. The draft list is summarized below, and more details are appended.

Individual Users	Groups of Users	Categories of Uses
Pre-Schooler (0-5 years)	Minor Non-Profit	Regular Recurring User (booking a season at a time) & Tournaments
Youth (7-18 Years) / Student – with valid Post Secondary ID	Adult Non-Profit	Community Special Event – Non ticketed
Adult (19-65 Years)	Private group	Community Special Event - Ticketed
Senior (65+ Years)	Commercial Entity	Private Event
Family (1 or 2 adults and dependents living in same household)	School Groups – SD23, private School, Post Secondary Institutions	Commercial Event

This simplified list of categories would be more consistently applied across the Division.

### Definitions of Categories of Space Rental Uses

**Regular Recurring Activity:** When a group or organization signs a rental agreement that reserves a space or spaces for a whole season that includes multiple recurring blocks of time. An example: a minor hockey group that rents hours of ice time over a season for practices and league games.

**Community Non-Ticketed Special Event:** When a group or organization signs a rental agreement for one set of spaces to host an event where the public is welcome. Examples could include any category of user hosting a special event such as the Canada Day Celebration or music in the park.

**Community Ticketed Special Event:** When a group or organization signs a rental agreement for one set of spaces to host an event where the public is welcome but must pay a fee levied by the renter. Examples might include a gated concert in the park where there is a charge to attend or a sporting event in a stadium.

**Tournaments:** When a group or organization that has signed a rental agreement for one set of spaces for multiple blocks of time within a very few days to host a competition. Examples might include a hockey tournament or a soccer tournament.

**Private Event:** When an individual or group or organization signs a rental agreement for one set of spaces for one specific block of time to host an invitation only event where the public is

not welcome or able to attend. Examples might include a family reunion, wedding pictures in a park or a wedding reception in a multipurpose space.

***Commercial Use:*** When a renter signs a rental agreement for a set of spaces to host some form of commercial event designed for profit. The organization is a for profit organization.

## Investment Framework

Consultants and staff applied the categories of users and uses on the Benefits Continuum which translates to **investment levels**<sup>1</sup> summarized in the table below. More details on the rationale behind the entries on the table are appended.

		USES						
		Drop In Admission	Programs	RENTALS				
				Regular Recurring Activity	Community Non-Ticketed Special Events	Tournament	Community Ticketed Special Events	Private Event
INDIVIDUALS								
Users	Preschool (0-5yrs)	100%	75%					
	Youth (6-18yrs)	50%	50%					
	Adult (19-64yrs)	25%	25%					
	Senior (65+yrs)	50%	50%					
	Family	Twice adult rate	Twice adult rate					
GROUPS								
Users	Non-Profit Minor			50%	50%	50%	50%	
	Non-Profit Adult			25%	25%	25%	25%	
	Private Group							0%
	Commercial entity: Sport/Rec/Culture			0%	0%	0%	0%	0%
	Commercial other							-25% <sup>2</sup>
	School Groups			50%	50%	50%	50%	50%

<sup>1</sup> Investment levels are the inverse of expected “cost recovery” from users which is a term commonly referred to when assessing and setting user fees.

<sup>2</sup> This indicates that non-sport/recreation or cultural commercial groups will be charged 125% of the cost of providing the service.

## Explanation of the User and Uses Placement on Investment Conceptual Framework

The highest level of City investment is suggested for pre-schoolers as research suggests that early years are the optimum time to instill lifelong behavioural traits of active living and cultural creativity.

The second highest levels of City investment are suggested for children/youth as this is the second-best time to optimize behavioural norms and to foster and advance the habits from early years. Equally high levels of investment are shown for schools as they are the “great equalizer”. When a school uses a Divisional service, all students in each class receive the service regardless of ability to pay or skill level.

City investment in Seniors is placed at the same level as for children/youth as keeping seniors active and reducing isolation in seniors will have high levels of return in terms of public benefit.

Families are the building blocks of community so investments in family units is also quite high.

Lower levels of investment are suggested for adults who may have established active lifestyles and habits, and also possess greater independence and ability to select programs at their discretion.

For all ticketed special events, the facility operator will strive to achieve the recovery rates from users specified in the matrix. However, they share risk through a percentage of the “gate” which will mean that use might generate less than or more than the recovery rate depending on the number of tickets sold.

Private events are not open events to the public and therefore do not have city investment.

Commercial events are primarily aimed at generating income and the profits are not typically allocated for the further benefit of the community.