



# Active Living & Culture

Benefits Based Approach to Setting Fees & Charges



# Agenda



- ▶ Background to Fees & Charges
- ▶ Benefits-Based Approach
- ▶ Investment Framework
- ▶ Non-Resident Fee

# Background to Fees & Charges

- ▶ Council Policy #222
- ▶ Fees & Charges Bylaw #9609

# Current approach to setting fees



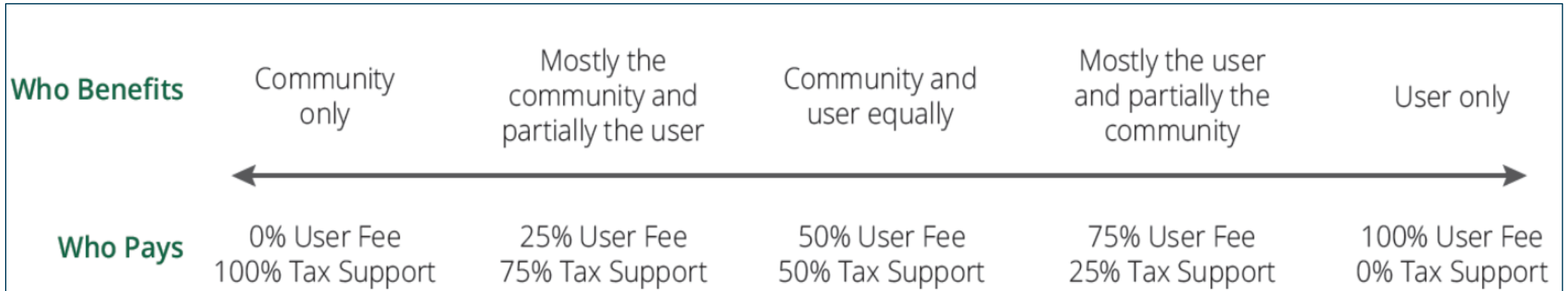
# Benefits-Based Approach



# Public Good

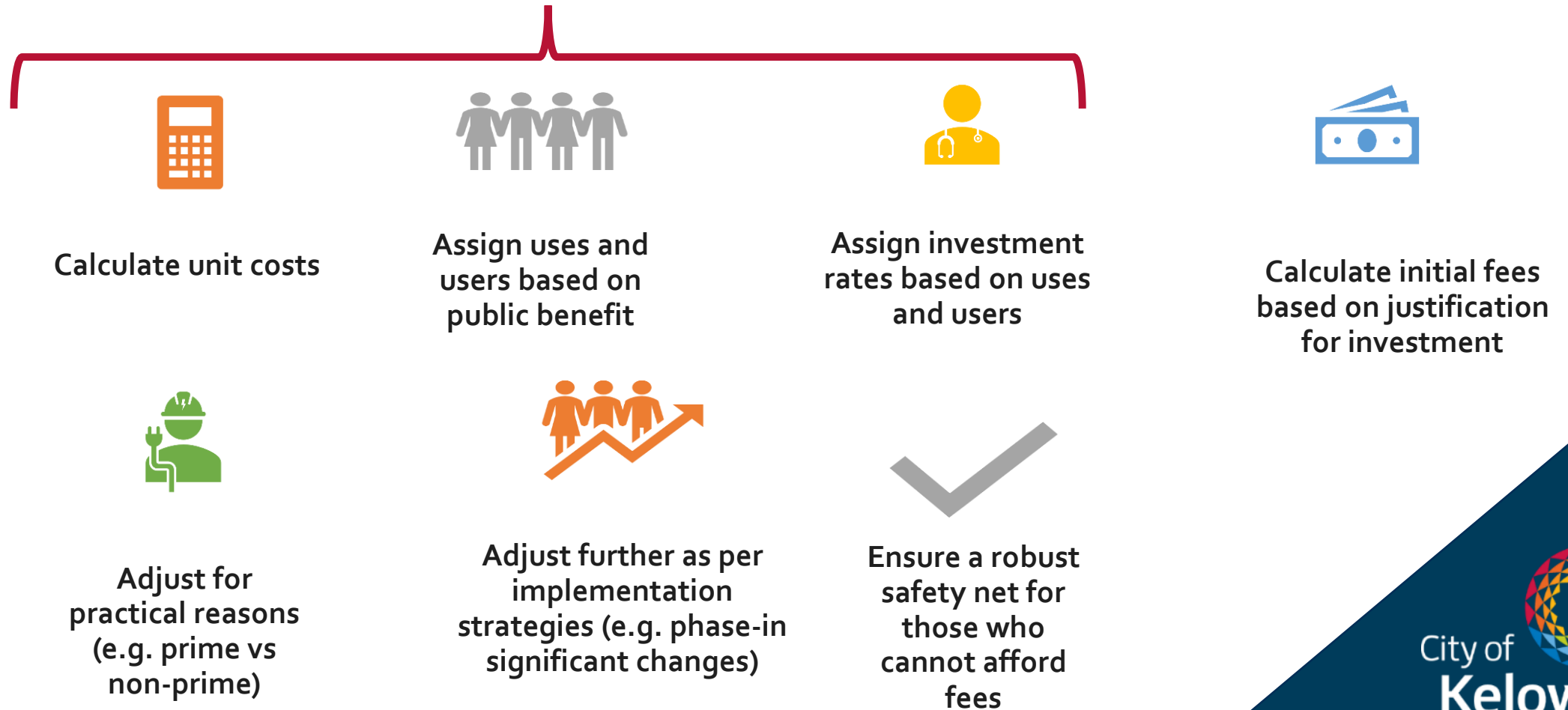


# Benefits Continuum



# Approach Steps

## Current Steps





# Users and Uses

Individual Users	Groups of Users	Categories of Uses
Pre-Schooler (<6 years)	Minor Non-Profit	Regular User (booking a season at a time)
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

# City Investment



Level  
of  
City  
Investment

Preschool Aged – Highest level

Youth, Youth Non-Profit, Schools & Seniors – Reduced level

Adult & Adult Not for Profit – Further reduced

Commercial & Private Use – No Investment

# Investment Framework

	INDIVIDUALS	Drop In Admission	Programs
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



# Investment Framework Groups

Facility Rental Investment for Groups							
Groups		Regular Recurring Activity	Community Non-Ticketed Special Events	Tournament	Community Ticketed Special Events	Private Event	Commercial Use
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%	0%
	Commercial other						-25% <sup>2</sup>
	School Groups	50%	50%	50%	50%	50%	
2. This indicates that non-sport/recreation or cultural commercial groups will be charged 125% of the cost of providing the service.							

# Approach Steps



Calculate unit costs



Assign uses and users based on public benefit



Assign investment rates based on uses and users



Calculate initial fees based on justification for investment



Adjust for practical reasons (e.g. prime vs non-prime)



Adjust further as per implementation strategies (e.g. phase-in significant changes)



Ensure a robust safety net for those who cannot afford fees

# Non-Resident Fee



# Non-Resident Fee

## ► Benefits

- Revenue generation
- Decrease to crowding
- Increase in resident cost satisfaction

## ► Challenges

- Operational challenges with collection
- Lack of consistency with city facilities
- Vacant space
- Reputation and relationships



# Key Dates





City of  
**Kelowna**



**Questions?**

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