

# RECREATION & CULTURE FEES AND CHARGES FRAMEWORK AND ALLOCATION FRAMEWORK REPORT

November, 2025







# EXECUTIVE SUMMARY





As Spruce Grove continues to grow and evolve, so to do the expectations and demands for recreation and culture services. Recognizing the need for a more equitable, transparent, and sustainable approach to managing these services, the City undertook a comprehensive review of its current fee structures for facility rentals and facility allocation practices. This report presents the findings of that review and outlines a forward-looking framework to guide future decisions.

## PURPOSE AND CONTEXT

The review was initiated to address policies and procedures that have been in place for over a decade, with the lens to consider new facilities, increasing operational pressures and costs, population growth, and emerging community activity interests. The goal was to develop a modern, benefits-based framework that ensures fair and equitable access, supports community well-being, and aligns with best practices in municipal service delivery.

## KEY FINDINGS

- **Inconsistencies in Current Practices:** Existing fee and allocation policies are outdated and inconsistently applied, leading to confusion and inefficiencies.
- **Comparative Gaps:** Spruce Grove's practices differ from those of comparator municipalities, many of which have recently updated their policies to reflect equity, transparency, and cost recovery.
- **Community Demand:** There is growing demand for inclusive, accessible, and affordable recreation and culture opportunities, particularly among youth.



## FEES AND CHARGES FRAMEWORK SUMMARY



**Benefits-Based Philosophy:** Fees are aligned with the level of public versus individual benefit. Services with broad community benefit receive greater tax support, while those with individual benefit are more user-funded.



**Unit Costing:** A standardized method to calculate the true cost of services, enabling more accurate and fair fee setting.



**User Categories:** Simplified and updated user categories (e.g., youth non-profits, for-profit groups) to streamline administration and improve clarity.



**Fee Assistance:** Strategies to ensure affordability, including partnerships with community groups, grant support, and free programming.

## FACILITY ALLOCATION FRAMEWORK SUMMARY



**Equity and Accessibility:** Allocation decisions prioritize inclusivity, transparency, and alignment with community values.



**Prioritization Hierarchy:** Clear guidelines for space allocation, with top priority given to City programs and local youth groups.



**Data-Driven Planning:** Emphasis on evidence-based decision-making, including tracking usage and community needs.



**Flexibility and Collaboration:** Encourages cooperation among user groups and allows for adjustments based on evolving demands.

## IMPLEMENTATION AND NEXT STEPS

The report recommends a phased implementation of the new frameworks, including:

- Adoption of a formal Council approved Policy.
- Ongoing engagement with community stakeholders.
- Regular review and adjustment of fees and allocation practices.
- Development of tools and resources to support transparency and accountability.

# TABLE OF CONTENTS

<b>1</b>	<b>INTRODUCTION AND PURPOSE</b>	<b>1</b>
1.1	PURPOSE AND PROCESS	3
1.2	REPORT OVERVIEW	4
<b>2</b>	<b>APPROACHES TO SETTING FEES AND CHARGES FOR RECREATION AND CULTURE SERVICES</b>	<b>5</b>
2.1	METHODS TO SET FEES AND CHARGES FOR RECREATION AND CULTURE	7
<b>3</b>	<b>APPROACHES TO ALLOCATING RECREATION AND CULTURE SPACES</b>	<b>10</b>
3.1	METHODS TO ALLOCATE MUNICIPAL SPACES	12
<b>4</b>	<b>CURRENT FEE AND ALLOCATION PROCESSES AND PRACTICES OF THE CITY OF SPRUCE GROVE</b>	<b>14</b>
4.1	CITY OF SPRUCE GROVE POLICIES AND PROCEDURES	16
4.2	MUNICIPAL COMPARATORS POLICIES AND PROCEDURES	18
4.3	ANALYSIS OF FINDINGS	21
<b>5</b>	<b>FUTURE DIRECTION: FRAMEWORK RECOMMENDATIONS</b>	<b>24</b>
5.1	FEES AND CHARGES FRAMEWORK	25
5.2	ALLOCATION PRINCIPLES AND FRAMEWORK	34
5.3	IMPLEMENTATION PLAN	40
<b>A</b>	<b>APPENDICES</b>	<b>42</b>
	APPENDIX A: MUNICIPAL FEE COMPARATOR	43
	APPENDIX B: FEE POLICY REVIEW	53
	APPENDIX C: ALLOCATION POLICY AND PROCEDURE REVIEW	56
	APPENDIX D: RECREATION & CULTURE ALLOCATION FRAMEWORK OVERVIEW	67
	APPENDIX E: RECREATION & CULTURE ALLOCATION FRAMEWORK OVERVIEW	73

# 1

# INTRODUCTION AND PURPOSE



The City of Spruce Grove recognizes that participation in recreation and culture activities strengthens individuals and families while supporting community health and social cohesion. As the city continues to grow and residents' expectations for recreation and culture evolve, there will be increasing pressure to not only maintain but enhance the current level of service. Costs will rise as new facilities are added, most recently demonstrated by the opening of Heavy Metal Place.

To ensure that investments in recreation and culture facilities and services benefit both residents and visitors, the City requires transparent, equitable facility allocation and user fee policies. A core objective of these policies must be to maximize the benefits realized from municipal investment in recreation and culture services.

The current allocation and user fee policies and structures have not been updated in over 15 years. As a result, inconsistencies have emerged due to evolving operational realities. In the context of population growth, rising operating costs, and the emergence of new sports and community interests, the status quo is no longer sustainable. Therefore the City has actively pursued a progressive policy-led approach related to fees and allocation to guide the City's investment in recreation and culture facilities and services.

The benefits of participating in recreation and culture are evidence-based and well documented including higher rates of completion of secondary and post-secondary education, lower rates of youth criminality, and health related outcomes such as lower instances of chronic disease and illness.



# 1.1 PURPOSE AND PROCESS

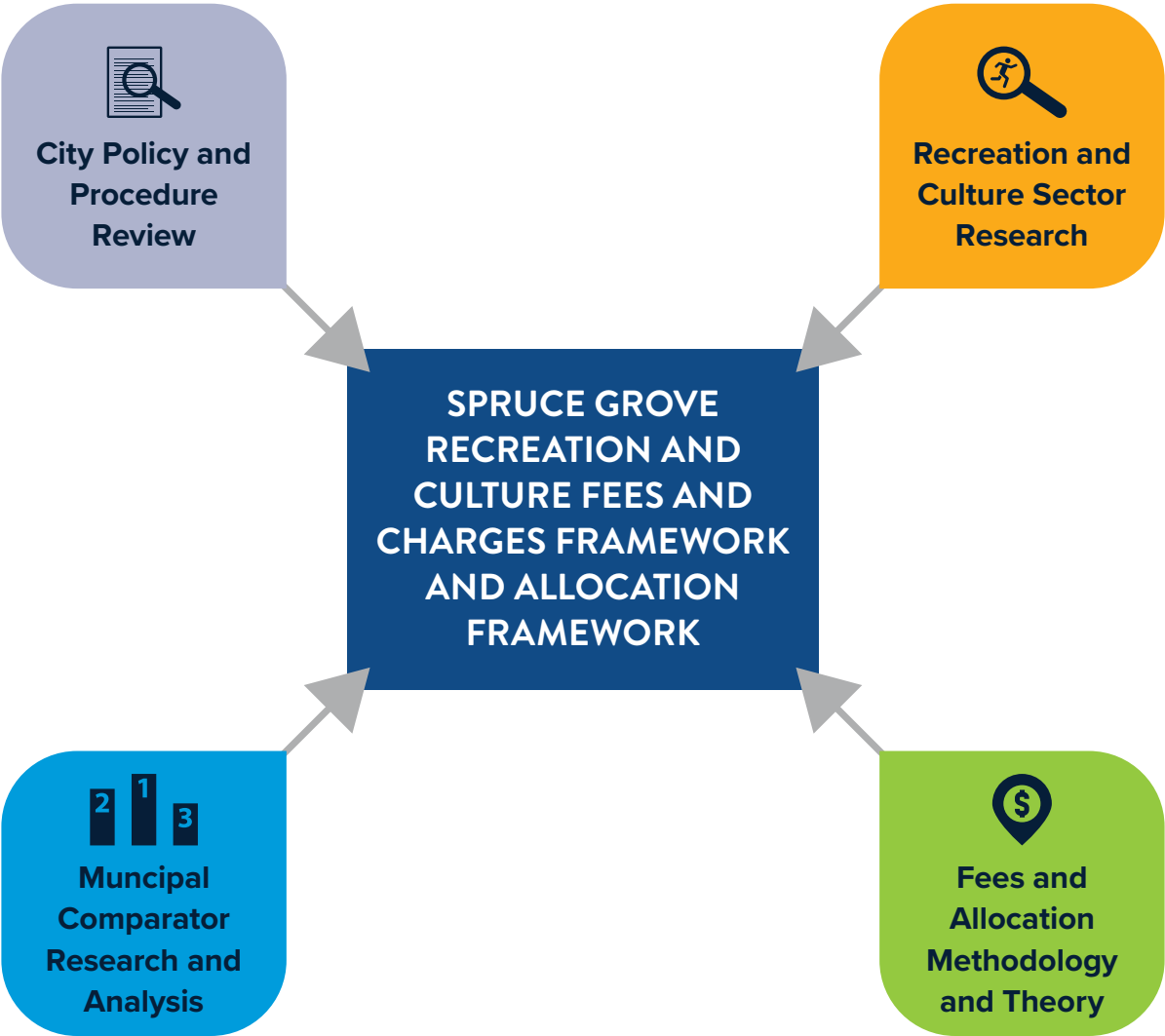
The purpose of this review is to critically examine the current practices for setting fees and making allocation decisions within the recreation and culture sector. It aims to recommend changes to the overall approach to fee setting, propose priorities for space allocation, and provide a clear rationale for these recommendations.

This document presents the findings of the review along with corresponding recommendations.

These are informed by an analysis of the City’s existing strategic plans, sector research, and a comprehensive review of how similarly sized or comparable municipalities approach fee setting and allocation practices.

The following graphic outlines the steps that took place to conduct the review of current practices and development of the Fees and Changes and Allocation Frameworks.

Figure 1: Project Inputs



## 1.2 REPORT OVERVIEW

**1.**

**INTRODUCTION**

**2.**

**APPROACHES TO SETTING FEES  
AND CHARGES FOR RECREATION  
AND CULTURE SERVICES**

**3.**

**APPROACHES TO  
ALLOCATING RECREATION  
AND CULTURE SPACES**

**4.**

**CURRENT CITY PROCESSES  
AND PRACTICES**

**5.**

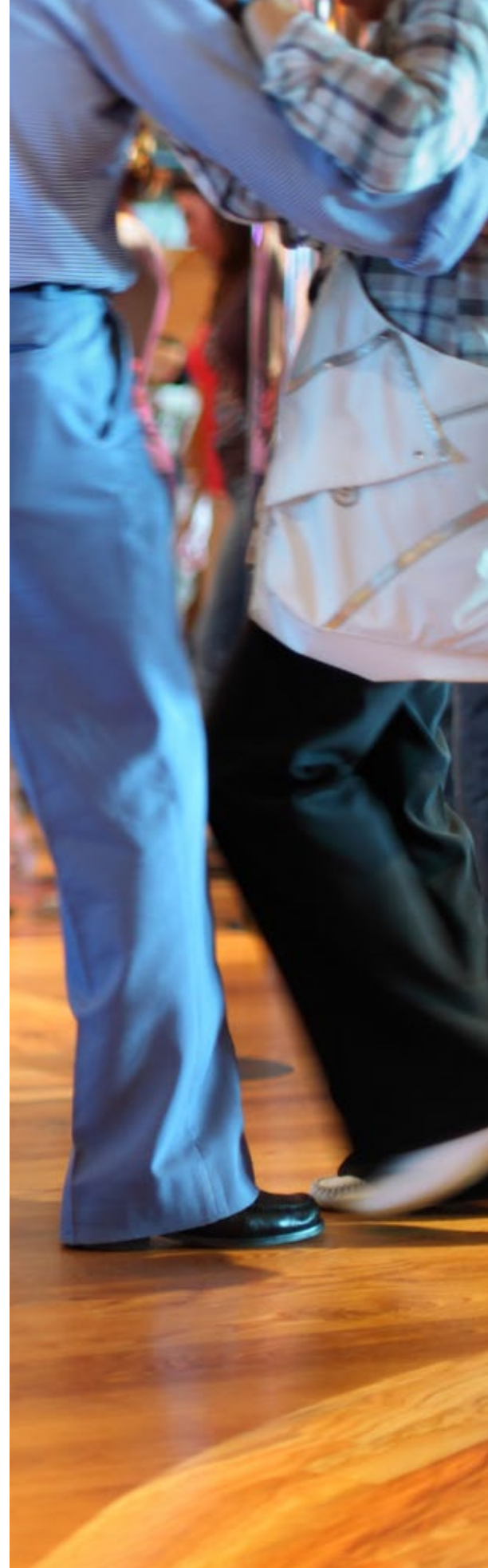
**ANALYSIS OF FINDINGS**

**6.**

**FUTURE DIRECTIONS:  
FRAMEWORK  
RECOMMENDATIONS**

**7.**

**APPENDICES**



# 2

## APPROACHES TO SETTING FEES AND CHARGES FOR RECREATION AND CULTURE SERVICES





User fees play a key role in funding many municipal services across Canada, including water supply, sewer systems, waste management, public recreation and culture, transit, parking, and some social services. Fee structures vary—from flat rates to usage-based charges, or a combination of both. The extent to which these fees cover service costs also differs by municipality.

Decisions about fee structures and cost recovery depend on factors such as local traditions, service type, resident preferences, and the municipality's willingness to subsidize services. Growing public awareness of income and access disparities has prompted many municipalities to reconsider how equity is reflected in their fee policies and to explore alternative revenue sources.

User fees are most appropriate for services where usage can be measured and non-users excluded, such as public transit. They are less suitable for services with public good characteristics—like trails, playgrounds, or open-access parks—where fees can create barriers and reduce equitable access.

While user fees can promote efficient resource use, their implementation is often complex. Political and administrative resistance, especially to introducing new fees for previously free services, is common. Concerns about equity—particularly the regressive impact on lower-income households—are a major barrier. In some cases, municipalities also lack the detailed cost data needed to set fair and transparent fees.

As a result, many recreation and culture departments in Alberta base their fees on comparisons with similar facilities or municipalities. These benchmarks may be local (e.g., within the Capital Region) or based on population size (e.g., 35,000–50,000). While this supports partial cost recovery and provides a pricing reference, it often fails to reflect actual service costs, local priorities, or the evolving needs of a diverse and growing community.



# 2.1 METHODS TO SET FEES AND CHARGES FOR RECREATION AND CULTURE

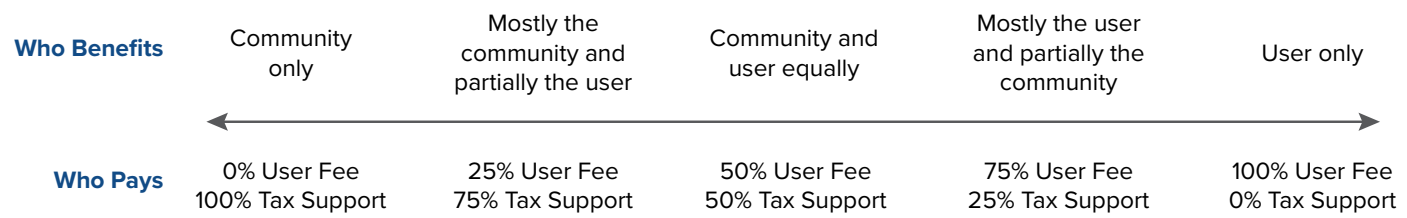
There are many different methodologies for setting fees in recreation and culture. The four most common approaches in the municipal recreation and culture sector include benefits-based, cost-recovery, market based, and traditional or historical pricing. Municipalities often use a combination of these methodologies when setting user fees depending on the type of use, user group and overall benefit to the larger community. The following section provides a high-level overview of the four methods – an analysis of Spruce Grove’s current approach is contained in Section 4 of this report.

## BENEFITS BASED APPROACH

The Benefits Based Approach is based on the underlying philosophy that those who benefit from a good or service should pay in proportion to the benefit they receive. Therefore, if the goods or service in question only benefits the user, then the user should pay the full cost of the goods or service. Alternatively, if the goods or service in question also benefits the community, then justification exists to subsidize the service to some extent with tax support (the cost is shared with others who presumably are also receiving a benefit).

The benefits continuum below provides structure for categorizing recreation and culture services by the amount of community benefit they provide. Those who benefit from a good or service should pay in proportion to the benefit they receive. If a user only benefits, then the user should pay 100% of the costs. If the community receives most of the benefits, then the service can be subsidized to the extent justified.

Figure 2: Benefits Continuum



Before fees are determined, each service should be discussed and appropriately placed somewhere along the benefits continuum. To ensure a consistent approach among the different types of activities and services, subsidy levels can be assigned to types of users and uses.

## COST RECOVERY

A Cost or Cost-Recovery Based Approach focuses on establishing the cost of a program or service, determining fiscally responsible rate of cost recovery, and implementing strategies to recover the full cost from the users. Often in this approach to setting fees, there is minimal attention paid to the benefits of the program or service, and how those benefits impact different parts of the community. Within cost-recovery methodologies for setting fees, there are more specific methods including marginal cost pricing, average cost pricing and differential cost pricing.

- *Marginal cost pricing*

One method to cost-recovery fee setting is marginal cost pricing. This process starts by calculating the minimal cost to providing a single unit of parks, recreation and culture services including operation, administration and maintenance, and then determines the cost for the reasonable recovery or a portion of the cost, which is recovered through fees, directly and indirectly. As a result, the fee of the program or service provides some cost recovery but does not inhibit participation of the intended user. This fee model does not provide full cost recover and therefore would need to be assisted by a tax support strategy.

When contemplating cost pricing, it is important to determine assumptions such as:

- inclusions/exclusions
- % of overhead
- different facility types may consider different types of costs

While comparisons across municipalities may be based on differing assumptions, potentially leading to inaccuracies, they can still offer valuable market context and benchmarking insights.



- *Average cost pricing*

This model of cost recovery pricing is determined by averaging the total associated costs of the program or service over the expected life span of the program, then dividing the cost by the number of estimated participants over the expected life span of the program. This results in the individual paying the full cost associated with the program or service that is being provided, resulting in full cost recovery over time. This model to establishing fees means that only participants of the specific program or service pay for the provision. A challenge to this approach is that the fixed and variable costs of programs can change over time, meaning that the original fee established could have a lower percentage of cost recovery for the program or service.

- *Differential cost pricing*

Differential cost pricing is setting the fees at different levels for different types of users or use. This model for setting fees allows for some cost recovery but is also cognisant to the financial capability of users or popularity of a program. The pricing model generally set different prices based on 6 different categories:

- Participant group
- Product provided
- Resident vs non resident
- Prime time pricing
- Quantity of use (punch pass vs season pass)
- Pricing in incentive

This pricing model can also be closely related to allocation goals and priorities.

## MARKET BASED/COMPARATIVE RATE PRICING

This model for setting fees is when the municipality looks to other similar entities around them and sets fees to match similar and comparable services. The charge is consistent with other municipalities which can avoid conflict over pricing and indicates that the price is reasonable for user groups and patrons. However, setting fees this way can be challenging as providers may not be operationally comparable and not have similar cost factors. For some providers that fee is providing cost recovery but is underpriced for others.

## HISTORICAL/TRADITIONAL PRICING

This approach to setting user fees is based on historical precedent. The rationale being that the fee has always been set a certain way, is accepted by users, and is reasonable for governing authorities. Fees are set based on a historical way of doing business rather than attempting to adjust the price based on benefits or cost recovery. This model to fee setting may not be bias free or cost effective, and changes to this pricing model are usually initiated by outside pressure.

# 3

# APPROACHES TO ALLOCATING RECREATION AND CULTURE SPACES



Recreation and culture facilities such as community centres, sport fields, theatres and performance spaces often operate under formal allocation policies that guide how resources—such as space, equipment, and staff—are distributed among various programs and user groups. These policies are established by municipalities and facility operators to promote fair access, optimize facility usage, and align programming with community goals. They typically outline priorities, guiding principles, and administrative procedures for booking spaces. In some communities, priority is given to programs that serve a wide range of ages and abilities or that align with the municipality’s overall mission and strategic objectives.

Allocation decisions are rooted in foundational values. In recent years, there has been a growing emphasis on equity and accessibility, while still recognizing the role and contributions of long-standing user groups. Clear and transparent allocation processes are essential, especially when demand exceeds supply and competing requests arise. Engaging with user groups throughout the allocation process can help prevent conflict and foster cooperation.

To support fair and effective allocation, Sport for Life (CS4L) has developed a set of best practices and guiding principles for facility scheduling:

- **Use of standards of play:** Allocation is based on recognized standards regarding the time and space needs of each activity or sport.
- **Transparency and evidence-based decisions:** Allocation is not based solely on tradition, but on the actual, demonstrated needs of all user groups—including emerging sports.
- **Collaborative seasonal planning:** Meetings are held with common user groups each season to review requests and work toward consensus on how available space and time are shared.
- **Flexibility and ongoing communication:** Groups are encouraged to reallocate unused or underutilized space, either temporarily or permanently, to other groups as needed.

It’s important to note that while some municipalities continue to prioritize historical usage as a key factor in allocation, there is a growing recommendation to treat it as just one of several considerations in a more balanced and equitable prioritization framework.



# 3.1 METHODS TO ALLOCATE MUNICIPAL SPACES

There are many different approaches and considerations to consider when setting allocation priorities. The following section provides a high-level overview of the five methods – an analysis of Spruce Grove’s current allocation approach is contained in Section 4 of this report.

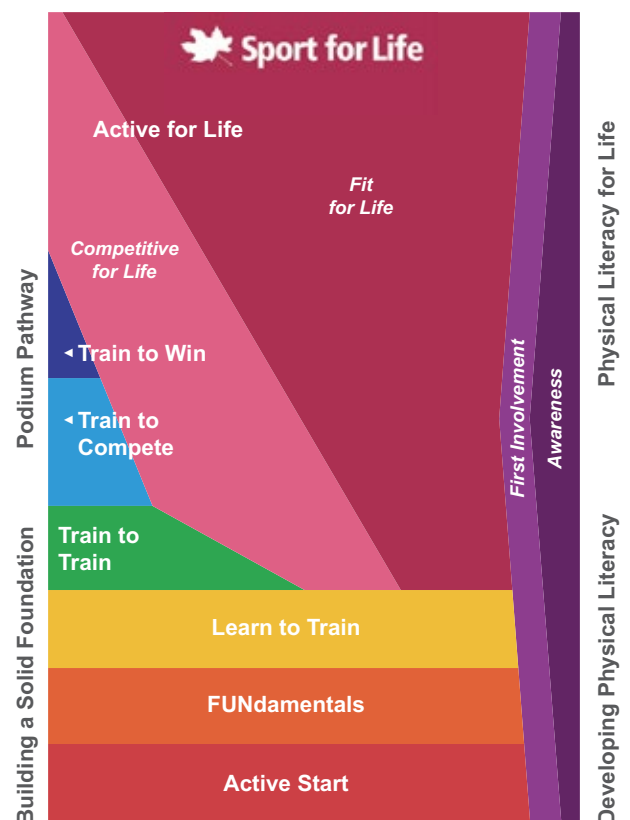
## ACTIVITY STANDARDS

Allocations are guided by recognized sport or activity standards that define the space and time required for safe and effective participation. This method supports fair comparisons across different types of users (e.g., hockey vs. figure skating vs. public skating).

The Long-Term Development Framework (LTD) is a nationally accepted eight stage framework that identifies an appropriate pathway for developing physical literacy across all ages and athletic goals:

1. Awareness and First Involvement
2. Active Start
3. FUNdamentals
4. Learn to Train
5. Train to Train
6. Train to Compete
7. Train to Win
8. Active for Life

**Figure 3: Long Term Development Framework**



National Sport Organizations (NSO’s) are required to demonstrate alignment with LTD by developing a Sport Framework. Fifty-five (55) NSO’s currently have a Sport Development Framework (or multiple sport frameworks depending on the nature of the sport) which vary in specificity and format, but generally outline an appropriate duration, frequency, and intensity of participation for each stage of LTD. These frameworks can provide municipalities and other public sector providers of facility space with a reference point from which to identify standards of play and allocation guidelines.

## HISTORICAL USE

Many municipalities consider past use when assigning facility space. Longstanding user groups that have demonstrated consistent participation and responsible use may receive preferred time slots. However, this approach is increasingly being balanced with more equitable and needs-based strategies to support new and emerging groups.

## PRIORITIZED ACCESS

Space is allocated based on a hierarchy of user group types, often reflecting the municipality's values, strategic goals, and commitment to inclusivity. Some municipalities give higher priority to programs that serve underrepresented groups or align with broader community wellness goals.

## DATA DRIVEN

Allocation of recreation and culture facilities can be dedicated based on organizations' registration and participation trends. Offering growing organizations or programs additional allocated facility time to accommodate for the growing participation. This can be reviewed through a review of registration data for a defined period.

## COMMUNITY FOCUSED

An increasingly common approach is to incorporate community focused considerations and equity principles into space allocation. This may involve reserving time or space for underserved populations (e.g., girls in sport, newcomers, persons with disabilities) to reduce barriers and increase access to recreation, prioritizing low and no cost programming, and protecting space for unstructured activities.



# 4

## CURRENT FEE AND ALLOCATION PROCESSES AND PRACTICES OF THE CITY OF SPRUCE GROVE





Spruce Grove is a vibrant and growing city located just west of Edmonton in the heart of Alberta. With a population of over 40,000 residents, Spruce Grove combines the appeal of a small community with the amenities and opportunities of a larger urban centre. It serves as a key hub in the Tri-Municipal Region and continues to attract new residents, businesses, and visitors thanks to its welcoming atmosphere, strategic location, and high quality of life.

Rooted in a strong sense of community and western heritage, Spruce Grove offers a diverse range of recreation and culture opportunities. Residents enjoy access to extensive parks and trails, modern recreation facilities, and a thriving arts and culture scene. The city is also known for hosting year-round events that bring people together and celebrate community spirit.

With steady population growth and a young, active demographic, Spruce Grove is committed to thoughtful, sustainable development. The city prioritizes livability, inclusiveness, and innovation in how it plans for the future, as highlighted through this planning process.



# 4.1 CITY OF SPRUCE GROVE POLICIES AND PROCEDURES

Currently the City of Spruce Grove has several official policies and procedures that guide the management of their recreation and culture spaces. These policies and procedures set out a variety of parameters including guiding principles, defining of prime time for facilities, seasons of play, priority user categories, fee categories and schedules, maintenance standards, and rules and regulations to define user good standing.

## ICE ALLOCATION (#8,007; 2000)

The Policy provides direction for how indoor ice will be scheduled by defining prime time, season schedules, and priorities of use. The first priority is unstructured use, and special consideration for events; followed by regular ice users and then community programs. The Policy includes an ice distribution formula for allocation of ice to regular users.

*“Ice is distributed on a percentage allocation for each Ice User group as determined by the number of participants in the previous year’s operation. Allocation of ice will be based in order of Priority 1—Youth Programs; Priority 2 – Youth/Adult Programs with league restrictions, i.e. Regals, Blazers; Priority 3 – Adult Non-Competitive League. Teams will be required to supply the City of Spruce Grove with rosters showing age and residents.”*



## **COMMUNITY USE OF MUNICIPAL SPACES AND PROGRAMS (#8,025; 2007)**

The Policy sets out the commitment of the City to provide quality recreation and culture opportunities for residents; detailing how fees will be set and allocation of spaces. The Policy defines user fees will be set along the following parameters:

- Recovery targets that are approved by Council every three years.
- Type of user along the lines of age, residency and organizational status.
- Type of facility and service standard.
- Season of use, and time – prime / non-prime.

Additionally the Policy defines priority use for community space as:

- City delivered programs
- Tri-municipal region resident users
- Out of region users

For Horizon Stage the priority use is:

- Horizon Stage Professional Series
- Spruce Grove Composite High School
- Horizon Players
- Others

The Policy also grants authority to administration to waive rental fees based on a defined criteria including initiating a new activity; public education; the group has not received a waived fee in the past calendar year.

## **OUTDOOR ICE POLICY (#8,027; 2007)**

The purpose of the Policy is to maximize the use of outdoor City to benefit the community. The Policy indicate non-structured recreational use is the primary use of outdoor ice surfaces.

## **OUTDOOR NATURAL SPORT FIELDS POLICY (#8,030; 2009)**

The Policy outlines the conditions of use and maintenance standards for City-owned outdoor natural fields. The Policy states the primary use scheduled structured sport, with non-structured recreational play as a secondary use. There will no fees charged for spontaneous use. The Policy also indicated that booking guidelines and scheduling procedures would be developed.



## 4.2 MUNICIPAL COMPARATORS POLICIES AND PROCEDURES

The following comparative research (please see Appendix A – fee comparator; B – fee policy review; C – allocation policy review for complete findings) was conducted to support the development of this Fees and Charges and Allocation Review and to help the City understand how it compares in its approach to allocations and fee settings, as well as how it compares to other in the fees it charges for different recreation and culture opportunities.

### 4.2.1 MUNICIPAL APPROACHES TO FEE SETTING

A review of policies, procedures and practices of municipal comparators was completed to facilitate this analysis, please see Appendix B for a detailed summary of comparator fee policy and procedures. These policy frameworks were reviewed to assess philosophy; guiding principles; and the processes used to set fees and charges. The results are summarized below.

Roughly half of municipalities included in this review have a policy, procedure, bylaw that address user fees. Most often they were not specific to recreation and culture but rather applied to all goods and services offered by the municipality to residents and businesses.

The most common themes found in statements regarding the underlying philosophy and guiding principles for establishing user fees include:

- Local government is responsible for providing good and services that benefit everyone at no or low cost.
- City facilities and spaces are paid for by a combination of tax support and users fees.
- There should be fairness in the sharing of cost of operating/providing city programs, services, spaces.
- There should be equitable access to programs, services, and spaces by all community residents.
- Municipalities should strive to remove financial barriers to access or participation.
- Municipalities should be transparent in how fees and charges are determined.

Key factors municipalities consider when setting fees and changes include:

- General guidance from any corporate policies, procedures, or directives.
- Unit cost of providing the goods and services (e.g., staffing, equipment, corporate overhead, capital expenditures).
- Cost recovery ratio/subsidy.
- Estimation of the value of the good or service to consumer.
- Estimation of the value of the societal benefit.
- Market conditions (e.g., competitors, market trends, cost of living, etc.).
- Sustainability (e.g., financial, environmental, social).
- Results of engagement with the public and other interested groups.



## 4.2.2 MUNICIPAL APPROACHES TO ALLOCATIONS

A review of policies, procedures and practices of municipal comparators was completed to facilitate this analysis, please see Appendix C for a detailed summary of comparator allocation policy and procedures. Allocation policies are established by municipalities and other facility owners to clearly communicate priorities, principles and administrative procedures for booking and permitting all types of recreational facilities. The policies reviewed in this study range from simple statements of intent to comprehensive policies that align with other strategic documents.

The most common themes contained within the policy statements of formal policies reviewed were:

- Fair and equitable allocation (inclusion, diversity, equity)
- Transparency
- Optimizing facility usage
- Meeting needs of whole community, priority to residents, acknowledging changing demographics, preferences
- Promoting participation

Purpose statements focused on the process outcomes for the policy, with some cross over with the policy statement themes. Common themes were:

- Clearly defining and communicating allocation and distribution
- Guiding decision making
- Fair, equitable, transparent
- Fiscally responsible

Key factors municipalities consider when setting allocation priorities include:

- General guidance from any corporate policies, procedures, or directives.
- Consideration of special events and tournament hosting.
- Standards of play / activity standards for appropriate participant development.
- Unstructured recreational opportunities and community programming.
- Market conditions (e.g., other service providers, market trends, etc.).
- Sustainability (e.g., financial, environmental, social).
- Results of engagement with the public and other interested groups.



# 4.3 ANALYSIS OF FINDINGS

Based on the broader analysis contained in the previous section and in the Appendices of municipal fee and charges and allocation approaches and structures, the following key findings have been identified with initial considerations that complement and support the forthcoming recommendations and strategic actions.

The analysis contained below is a comparative analysis of Spruce Grove’s current processes with the policy direction of 15 municipalities across Canada. The geographic balance of the municipalities compared is:

- 7 Alberta municipalities
- 3 British Columbia
- 3 Ontario
- 1 New Brunswick
- 1 Nova Scotia

When assessing the methodological approaches the municipalities have noted in their fee policies the following chart summarizes the approaches employed by each municipality. As evident in the numbers most municipalities incorporate various elements of the different approaches to create a policy that works for their specific context. It is important to noted that several of the municipalities have recently undergone a review of the fee setting approach and adoption of a new policy.

Table 1: Fee Setting Approaches

Approach	Spruce Grove	Comparators
Cost or Cost-Recovery Based	✓	7
Benefits Based Approach		10
Market Based	✓	4
Traditional / Historical	✓	3

To complement the policy, the analysis also looked at pricing strategies employed by the municipalities to set fees for their services. These strategies are how municipalities operationalize their policies to set, adjust and manage fees.

**Table 2: Pricing Strategies**

Pricing Strategies	Spruce Grove	Comparators
Traditional Pricing	✓	1
Benefits-based Approach		11
Cost Recovery Pricing		9
Comparative/Market-driven Pricing	✓	8
Differential Pricing (e.g., users and uses)	✓	14
Demand-based pricing (e.g., prime time vs non-prime time, location)	✓	13

The chart below summarizes the allocation approaches outlined in the policies of the municipalities reviewed. As the data shows, most municipalities use a combination of different methods to develop an approach tailored to their unique context. It is also worth noting that several municipalities have recently reviewed and updated their allocation processes, resulting in the adoption of new policies.

**Table 3: Allocation Approaches**

Allocation Approaches	Spruce Grove	Comparators
Activity Standards		8
Historical usage	✓	7
Prioritized access	✓	13
Data driven		2
Community focused		3



To inform future planning and decision-making, a SCOT analysis was conducted to assess the current state of recreation and culture services, specifically related to the setting of fees and allocation of space. This analysis identifies the internal **Strengths and Challenges** of the City's services and operations, as well as external **Opportunities and Threats** that may influence the setting of fees, allocation decisions and required supports over time.

By examining these four dimensions, the SCOT analysis provides a high-level overview of key factors shaping the recreation and culture landscape. It also highlights areas where the City is well-positioned, where improvements are needed, and where emerging trends or challenges may present risks, or new possibilities, for the future. This analysis is grounded in sector research, engagement feedback, and a review of existing municipal plans and operational data.

**Figure 4: City of Spruce Grove Fees and Allocation Process SCOT Analysis**



#### **STRENGTHS (INTERNAL)**

- Flexibility to address community need and shifts in demand.
- Positive relationships between City Staff and Community Organizations.
- Consistency in in-take process for space requests.
- Hosting of user group meetings to facilitate scheduling.
- Competitive fees within market area.



#### **CHALLENGES (INTERNAL)**

- Out of date policies, which do not reflect current operational realities.
- Limited formal written procedures.
- Lack of process consistency due to ongoing requests for exceptions.
- Staff resourcing to manage scheduling and implementation of potential changes.



#### **OPPORTUNITIES (EXTERNAL)**

- Establish the City as the leader in fee setting and allocation processes in the Region.
- Changing market conditions conducive to adopting new approaches.
- Growing recognition of the importance of recreation and culture.
- New infrastructure.



#### **THREATS (EXTERNAL)**

- Lack of perceived transparency in processes by community groups.
- Potential misalignment with regional partners.
- Changing community demands for activities.
- Group perception of 'local' as the Tri-Municipal Region.



# 5

## FUTURE DIRECTION: FRAMEWORK RECOMMENDATIONS



# 5.1 FEES AND CHARGES FRAMEWORK

This Fees and Charges Framework provides a roadmap for rethinking how fees are set for recreation and culture services in the City. It places equity and public benefit at the core of decision-making while supporting the long-term sustainability of services. The Framework encourages a shift away from traditional fee-setting methods toward an approach that aligns the level of public investment with the balance between tax support and user fees—ensuring that those who benefit from services contribute appropriately to their cost.

To work towards this strategic approach for setting fees and charges for City services, the following considerations are proposed to guide each step of the process from initial review to implementation:

## PREPARATION

- Which services are we updating fees for?
- Do they deserve investment?
- How is each service charged?

## COSTING

- How much does it cost to provide each service?
- How often does each service get used?
- How much does one service unit cost?

## TAX-TO-FEE RATIOS

- For each service, are multiple price points necessary?
- Which user categories deserves higher investment rates?
- Assign preliminary tax-to-fee percentages.

## FEES

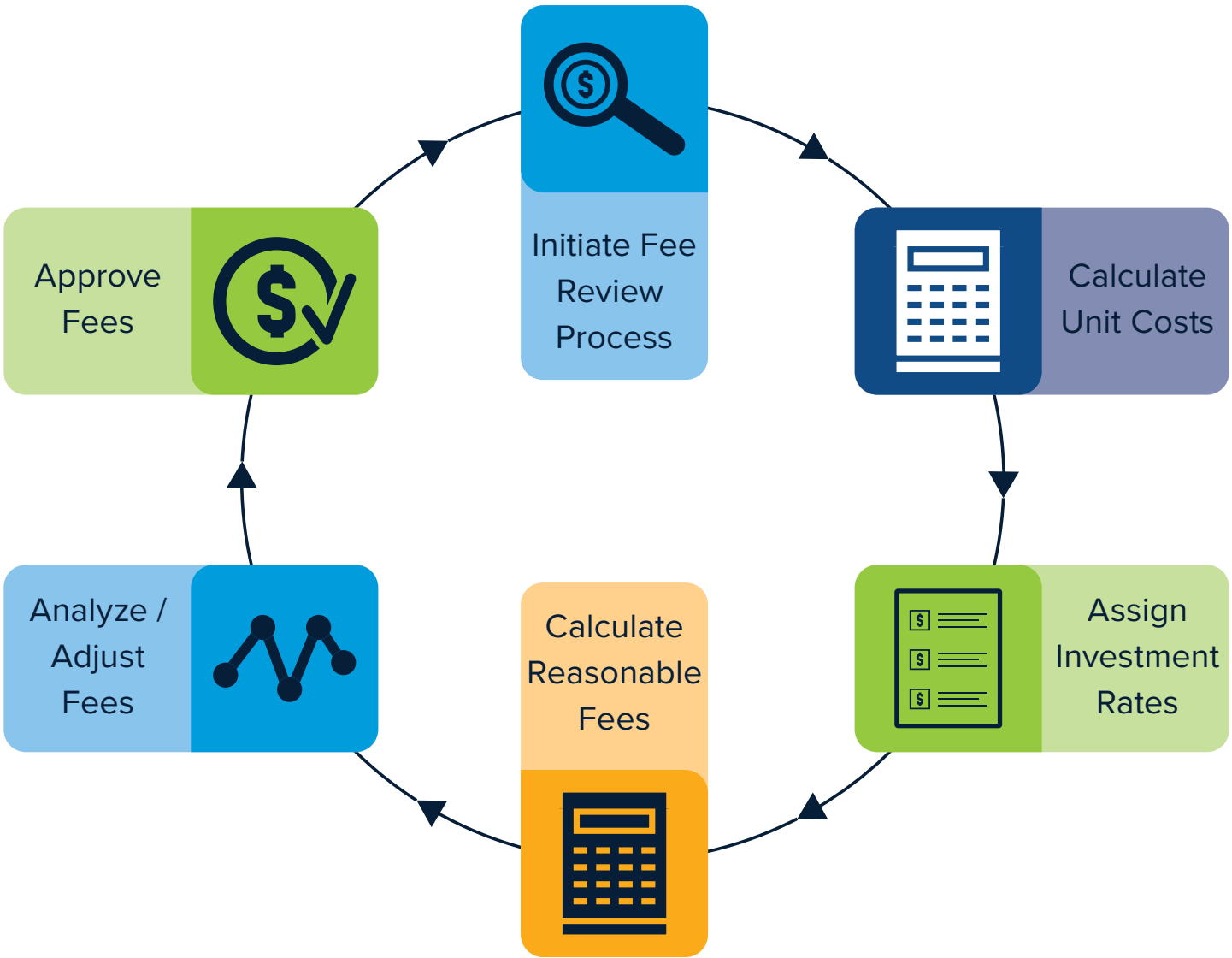
- Calculate preliminary fees.
- Will these fees generate enough revenue?
- If necessary, adjust all fees up or down proportionally.

## IMPLEMENTATION

- Compare new fees to existing fees.
- Determine implementation strategies.
- Engage community contributors.
- Implement, monitor, and adjust as warranted.
- Ensure fee assistance programs are in place.

To begin the process of operationalizing the process as illustrated in Figure 5, the actions and high-level phased implementation direction have been developed and presented within.

**Figure 5: City of Spruce Grove Fees and Charges Framework**





# STEP 1: ADOPT BENEFITS BASED PHILOSOPHY TO GUIDE SETTING FEES AND CHARGES

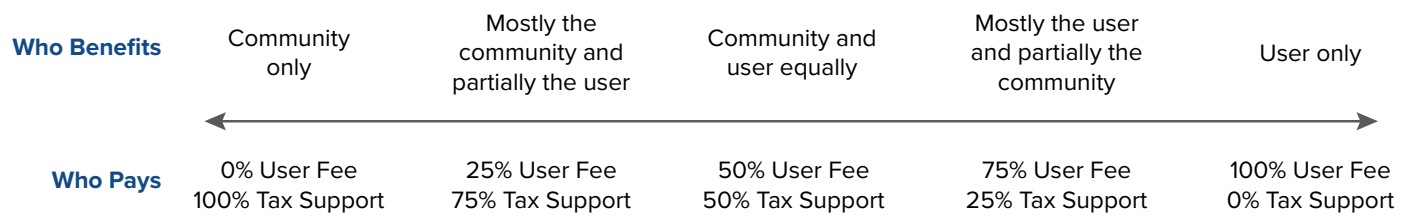
To achieve the desired outcomes identified through this review process, it is recommended that the City adopt a benefits based philosophy to guide the setting of fees and charges.

This approach is grounded in the principle that those who benefit from a service should contribute in proportion to the benefits they receive.

- The benefits continuum, shown in Figure 6 below, provides a framework for categorizing recreation and culture services based on the degree of public versus individual benefit.
- When a service provides benefits primarily to the community, it should be funded through general taxation.
- When the benefits are primarily individual or group-based, with limited public benefit, the user should bear the full cost.
- For services that offer both public and individual benefits, costs should be shared proportionally: users pay for the benefits they receive directly, while the community covers the portion that serves the public interest.

Using this rationale, user fee targets can be set along the continuum, aligning cost recovery with the balance of community and individual benefit, as illustrated in the graphic below.

**Figure 6: Benefits Continuum with Sample Investment Rates**



This approach should be confirmed with the creation of a new Council approved Policy, which will define the objective of the connecting public benefit with the setting the fees and changes for services and provide direction on how to achieve that objective in a transparent manner with clear expectations for the City and related partners.

## STEP 2: REVIEW AND REVISE CURRENT CATEGORIES OF USES AND USERS TO ALIGN WITH BENEFITS BASED APPROACH

Determining the appropriate mix of user and use categories is a foundational step in implementing a benefits-based approach to setting fees and charges. Designing a category structure that reflects the community's unique context supports administrative efficiency and enables fair, transparent decision-making around fee-setting.

A well-designed category system also improves the user experience by making it easier for residents to understand how the recreation system works and to access the services and programs they wish to participate in.

To ensure consistency across different types of activities and services, investment levels can be assigned to specific user and use categories, as outlined below.

The focus of this Review and Framework development is rental use. However, the benefits based philosophy can be applied to other types of facility uses.

### TYPES OF USES

Fees often vary for a given service depending on the type of user (e.g., youth, adult) or use (e.g., public, commercial); the variations should be justified and consistent across different types of services.

There are three modes of facility/space use that will be considered when assigning thresholds of cost recovery and subsidy. Within the rental mode, there are a series of subcategories, and each may have its own subsidy level.

- **Drop-in:** A use characterized by a person or group of persons deciding on a use-by-use basis to attend a public session where the public or a subset of the public is welcome to attend.
- **Program:** Uses where an individual or group of individuals pre-commits to a series of uses through a registration process. The program is typically characterized by having a leader, or instructor who teaches or leads. Sometimes they are called courses. These programs are offered to the public and seek to meet the needs of the community.
- **Rental:** A group rents a space through a rental contract and then controls the uses and the users of that space during the period of rental. There are several subcategories of rental uses, and each may have its own recovery rate.

## TYPES OF ACTIVITIES

- **Regular Activity:** Usual or normal regular use occurring at fixed intervals and confirmed in a seasonal contract (e.g., sport group renting space for league games and practices).
- **Tournament and Performance:** Community level events such as performance, tournaments and competitions.
- **Fundraising Event:** A fundraising and charity event for the benefit of a local non- profit community organization / charity.

## TYPES OF PARTICIPANTS

There are two categories of users of recreation and culture services that we must consider: individuals and groups. Within these two categories, each subcategory of individuals and groups may justify a different level of investment because servicing each category might result in a different ratio of public benefit to private benefit.

Based on a review of the ratios of public benefit to private benefit for the categories, it is recommended that the user categories be revised to better align with sector leading practice and align with agreement on levels of public benefit and desired investment levels.

In considering the revision of categories, where possible categories should be combined. A fee system that has fewer categories to consider will simplify the administrative process and will be easier for residents to navigate the system. This should be a consideration in reviewing the group categories, which could be revised to the following.

## PROPOSED GROUP USER CATEGORIES:

- Youth Local Non-Profit Organization
- Adult Local Non-Profit Organization
- Youth / Junior League / For Profit Organization
- For-Profit / Non-Local Organization

The focus of this Review and Framework development is group user categories. However, the methodology could be applied to individual user categories for future consideration.

## PROPOSED INDIVIDUAL USER CATEGORIES:

- **Children & Youth:** 0 to 18 years
- **Adult:** 19 to 64 years
- **Senior:** 65 years older
- **Household:** One or two adults and all minors residing in the household.

## STEP 3: ADOPT UNIT COSTING APPROACH TO INFORM INVESTMENT LEVELS AND SETTING OF FEE STRUCTURES

Before fee structures can be determined, level of investment must first be assigned based on where a specific type of use or user falls on the benefits continuum. The investment level percentage indicates the proportion of a user fee that will cover the determined unit cost of each service or rental.

### CALCULATING UNIT COSTS

Unit costs are the expenses required to provide a given service. For example, the cost to provide an hour of arena ice or the cost to provide a drop-in swim. The unit cost for an hourly ice arena rental would be calculated by dividing the total annual expenses required to operate ice arenas by the total number of hours they are used in a year. It is important to note that each municipality and/or facility may have different assumptions associated with their unit costing, however, the general formula to calculate unit costs remains the same.

The following steps are required to calculate unit costs.

1. Determine which recreation and culture space(s) unit costs need to be calculated for.
2. Gather all annual operating expenses relating to each of the space(s).
3. If a space is part of a larger facility, gather costs for the whole facility and then assign and apportion annual expense figures to the specific space (assumptions may have to be made).
4. Collect utilization data for the space(s) (how many visits or hours was the space used for?).
5. Where gaps in utilization data exist, consider the number of operation hours to develop informed utilization assumptions (e.g., for aquatics, fitness centres, etc.).
6. Divide annual expense figures for each amenity by the utilization figures such as hours used to determine unit costs.





## DETERMINING INVESTMENT LEVELS

The following guidelines should be considered when categorizing recreation and sport programs, services and rentals based on type of opportunity provided, target population and level of community benefit:

- Programs with the highest level of community benefit will have the highest level of investment.
- Programs that have the greatest level of individual or group benefit will have a lower rate of investment.
- Pricing of programs and services will consider market rates and the impact on demand which may override investment level considerations.

The tables below can be used as a template and an initial starting point to inform the setting of investment levels. Categories of individuals and groups are listed along the left-side column and the types of uses are shown across the top row for rentals (Table 4).

**Table 4: Proposed Rental Investment Levels**

	Regular Activity	Tournament / Performance
Youth Local Organization (NFP)	75%	50%
Junior League / Junior For Profit	65%	35%
Adult Local Organization (NFP)	50%	25%
For Profit / Non-Local Organization	25%	0%



## SETTING OF FEES

The reasonable fees are then compared to existing fees. Based on the comparison, one of the following implementation strategies (Table 3) could be assigned if deemed appropriate. If a given fee is to be raised, it could be gradually phased in over a few years to help users get acclimated with the increase.

Alternatively, if a reasonable fee is only slightly lower than the existing fee, it could be maintained as is since expenses tend to increase annually with inflation.

**Table 5: Implementation Strategies**

Situation	Potential Implementation Approach
If reasonable fee is slightly higher than or equal to existing fee (increase of 0 – 3%).	Apply reasonable fee.
If reasonable fee is moderately higher than existing fee (increase of 4 – 6%).	Phase in the reasonable fee over a planned timeframe (e.g., 3 – 5 years). Work with community groups to ensure affordability.
If reasonable fee is significantly higher than existing fee (increase of 7% or more).	Phase in the reasonable fee over a planned timeframe (e.g., 5 + years). Work with community groups to ensure affordability.  Strive to increase utilization. Keep existing fees until higher utilization rates are achieved and then re-evaluate.
If reasonable fee is slightly lower than existing fee (decrease of 0 – 3%).	Keep existing fee fixed until the unit cost increases.
If reasonable fee is moderately lower than existing fee (decrease of 4 – 6%).	Either keep existing fee fixed until the unit cost increases or lower the fee.
If reasonable fee is significantly lower than existing fee (decrease of 7% or more).	Lower the fee. If lowering does occur for rental fees, work with community groups to explore options for decreasing participant fees.

## ALLOW FOR PRACTICAL ADJUSTMENTS

Further adjustments to fee structures can be made if necessary for practical reasons. While this allows flexibility in the process, it is not meant to circumvent the integrity of it; there must be justification for any adjustment at this point. This is where non-prime rates could be reduced to encourage use during under-utilized times of the day. Or adjustments based on considerations of market rates and the impact on demand which may override investment level considerations.

## STEP 4: REVIEW FEE ASSISTANCE STRATEGIES

Fee assistance strategies are required to ensure that all residents can access public recreation and culture services, especially those who face financial barriers. The safety net strategies may include any or all the following elements which represent industry leading practices:

- Collaborate with local **community sport organizations that rent space from the City to ensure they each have policies for including potential participants that have an interest and/or ability to participate but no financial means to do so.** For example, for a sports group to have subsidized access to a public space to run its league, it may be required to show how it waves a membership fee for families experiencing financial hardship. The overall provision of recreation services is a collaborative effort with all stakeholders such as community groups and non-profit organizations contributing to the end goal of universal access. Encouraging all stakeholders to provide their own subsidy initiatives can help ensure that a variety of people access the activities they enjoy even if cost is a barrier to them.
- Another way of **reducing participation fees through community groups is by supporting groups through grants.** This line of thinking allows the City to invest in local organizations and initiatives that support participation in recreation and culture opportunities. This funding could potentially have an overall greater benefit because of the organization's ability to match through sponsorships, donations, and other grants.
- Adding **more free opportunities for spontaneous or unstructured activities** such as skating and field activities then measuring the impact of those sessions to ensure they result in increased access by those who cannot afford full fees rather than displacement by those who are already paying for them. If utilization increases, it is important to understand whether the increase is mostly due to current users coming more often or completely new users gaining some access. More emphasis should be placed on attracting new users than increasing use by existing users.
- Support **schools to increase student access** which is often a significant "equalizer" when it comes to ability to pay. If school transportation costs are charged to parents, then this might not be practical, but some initiatives might still warrant consideration such as learn to skate and other critical physical literacy skills development. The City might consider working with the school authorities to ensure it has ways of encouraging students who can't afford the transportation costs for school use.
- Increase the number of **free community events** and free drop-in opportunities which are also often seen as barrier-free services, bringing together all segments of a community.
- Explore partnerships with the **business community to pursue sponsorships of services and spaces** that directly correlate to free or reduced cost services and opportunities.

## 5.2 ALLOCATION PRINCIPLES AND FRAMEWORK

To guide the allocation of public recreation and culture spaces in Spruce Grove the following set of principles is proposed, based on community engagement and analysis of the community values and context.



### ACTIVITY ALIGNMENT

Where applicable, the Allocation Policy will use standards based on best practices to ensure groups receive the right amount of time in spaces suited to their activity needs.



### EQUITY

Public recreation and cultural services are intended to be accessible to everyone—regardless of income, gender, ability, or age.



### ACCESSIBILITY

City programs are inclusive and aim to welcome and support participation from all individuals.



### CLARITY

The Allocation Policy will clearly and transparently outline how space is assigned.



### COLLABORATION

Because recreation and cultural facilities offer public value, the City and community groups share responsibility for making the best use of these spaces.



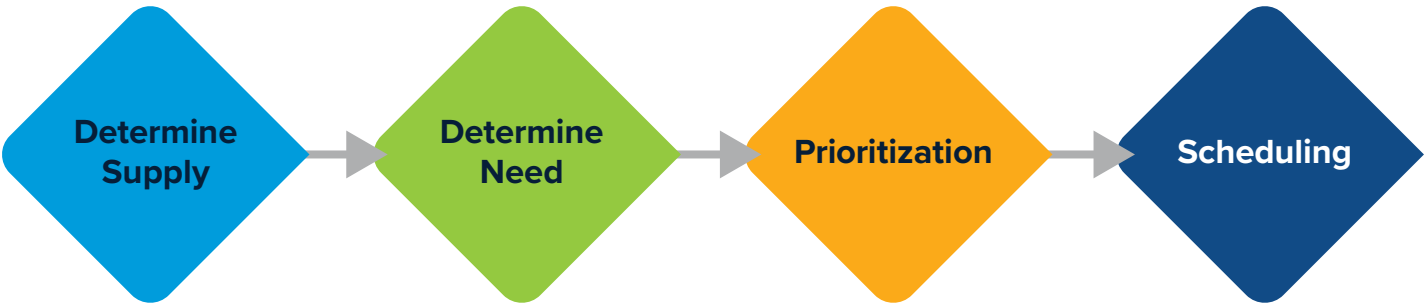
### ADAPTABILITY

As recreation and culture needs evolve, the Allocation Policy must remain flexible to respond to changing trends and space demands.



The Allocation Framework is based around the four steps illustrated in Figure 7. At a fundamental level, these steps will ensure that allocation of space to community groups is based on clear principles (as articulated within this document above) and prioritized based on making the most beneficial use of City facilities and spaces for all.

Figure 7: Allocation Framework



## STEP 1: DETERMINE SUPPLY

It is important for the City to assess its supply of facilities and spaces available for programming on an ongoing basis to determine an accurate supply of bookable facilities and spaces. A database of bookable facilities and spaces available should be maintained with the following information:

- Types of suitable activities within the space.
- Any seasonality considerations.
- Defined prime time for the space.
- Support amenities that may be needed to accommodate different activities and services.
- Time available.

In determining the overall supply of time available in each facility, it is important to recognize the need of the City to directly deliver programming and services. As well as, recognizing the need to provide public access for spontaneous users. Therefore, the estimated time needed to efficiently deliver City (or City sponsored) programming and services, including events, should be deducted from the total supply of available time in facilities and spaces to determine the available time for allocation or rental usage.

*Photo Credit: Ken Lavigne*



## STEP 2: DETERMINE NEED

The City will intake requests for space needs of community groups. It is expected that groups making requests will be in good standing with the City and are willing and able to provide requested information (i.e., insurance; coaching training; society registration); can demonstrate alignment with City values and principles and are good stewards of the facilities and spaces in which they are seeking to access space.

The space requests of community groups will be cross-referenced with the database of bookable facilities and spaces created in Step 1 to determine where alignment between available supply and requested need (where an equilibrium between supply and demand exists). When there is excess demand, or an undersupply of appropriate spaces then prioritization (Step 3) must occur.

## STEP 3: PRIORITIZATION

Where alignment or an equilibrium of supply and need, the prioritization of groups to assess requests will be required. To provide a starting point for prioritization, the following general allocation priorities are guided by the strategic direction set by the City and reflect the benefits-based approach incorporated in the Fees and Charges Framework to ensure alignment of philosophical considerations. The hierarchy of categories also reflect the input of community groups provided through the engagement program of this project.

### PRIORITIZATION HIERARCHY

1. City delivered or supported programs and events.
2. Local not-for-profit child / youth (0 – 18 years) groups.
3. Local, not-for-profit adult (19 years +) groups.
4. School programs, or events.
5. Non-local, not for profit groups.
6. For profit groups, or commercial organizations.

Local will be defined as any user group that either:

- Is a City of Spruce Grove user group that serves a combined minimum of (75%) of Spruce Grove and/or Parkland County users; or
- Is mandated to serve the Municipal area (Parkland County, Spruce Grove, Stony Plain) – Example – Parkland Minor Ball Association; or
- A User group that provides programming in the Tri-Municipal area that does not have a city of Spruce Grove equivalent. (Stony Plain Potters Guild).

## STEP 4: SCHEDULING AND COMMUNICATION

The three steps outlined above will assist in identifying the approximate quantity of time that is needed by both the City and community groups, and the space that should be assigned to each group (therefore providing a basis for aligning the right groups with the right spaces at the right times). This process has also been aligned with City strategic foundations and the benefits-based approach, which will ensure consistency between the related functions of space allocation and the setting of fees and charges.

The final scheduling and allocation of space may require some practical considerations to be integrated into the decision-making process, including:

- **Hosting of special events:** The City may have the opportunity to host events that provide public benefits to the community; these may need to be considered outside of the normal allocation process and considered first in the order of scheduling.
- **Hosting of tournaments and special events by local not for profit:** Local not for profit groups may request to use City spaces to host tournaments and special events, which due to the required planning lead time may happen outside of the typical allocation process schedule. Given the community public benefit from hosting such events, these requests should be considered outside of the normal prioritization process and should be considered first in the order of scheduling. However, the City could request the group to provide rationale for the exception in the booking process and outline the benefits to the community from hosting the tournament or event.
- **Not for Profit Excess Demand:** For categories 1 – 4 in the prioritization hierarchy in Step 3, when excess demand exists each group requesting space will receive a similar ratio of prime and non-prime space time.
- **Not for Profit Excess Demand:** When required staff may be required to gather additional information to make informed decisions about allocation of space. Consideration may be given to:
  - Requests that demonstrate alignment with long term development standards, social development best practices.
  - Requests that open to sharing space and being cooperative.
  - Requests that demonstrate alignment with governing bodies.
  - Requests that require specific physical, cognitive or sensory accessibility accommodations.



## ADDITIONAL CONSIDERATIONS FOR SCHEDULING

- Allocation of facilities and spaces should be reviewed annually. Allocation of spaces will change each year, and should not be considered consistent. If participant numbers for a user group decreases, or if it is determined that a user group is not using the facility space to its' maximum efficiency, the allocation of space will be reviewed by the facility manager and adjustments will be made as needed to ensure community benefit.
- The City, in collaboration with community groups, will strive to minimize the impact of unused, booked facilities and spaces. Understanding that circumstances may occur which result in unused, booked space, community groups should make every attempt to notify staff as soon as possible when a space will not be used as per their rental agreement to provide opportunity for re-allocation (e.g., policy and processes for dark ice, and turn backs).
- This framework does recognize that other issues, circumstances, and scenarios that may arise throughout the process of scheduling space, such as community emergencies, unplanned facility maintenance, and major event opportunities. In these circumstances, the City will collaborate with the involved community groups to find a mutually agreeable solution.



## 5.3 IMPLEMENTATION PLAN

To support the implementation of the Allocation and Fees and Charges Framework, the following chart outlines supporting actions over a phased five-year timeline (2026 – 2030) to operationalize the Frameworks. The implementation actions will ensure that facility access and user fees are aligned with community values, public benefit, and financial sustainability.

Grounded in a benefits-based philosophy and informed by best practices, this implementation plan emphasizes transparency, equity, and adaptability to ensure the long-term success of the Frameworks.

Year	Objective	Actions
<b>Year 1 (2026)</b>	Foundations & Policy Adoption	<p>Adopt Formal Policies:</p> <ul style="list-style-type: none"> <li>• Council approves the Recreation and Culture Fees and Charges Policy and Facility Allocation Policy based on the benefits-based philosophy.</li> </ul> <p>Engagement:</p> <ul style="list-style-type: none"> <li>• Conduct workshops with community groups and facility users.</li> <li>• Communicate the rationale and benefits of the new framework.</li> </ul> <p>Inventory &amp; Data Collection:</p> <ul style="list-style-type: none"> <li>• Create a comprehensive database of all bookable facilities and spaces.</li> <li>• Begin collecting utilization data and operating costs for unit costing.</li> </ul>
<b>Year 2 (2027)</b>	Development & Expansion	<p>Pilot Unit Costing:</p> <ul style="list-style-type: none"> <li>• Select 2–3 facilities (e.g., arena, meeting rooms) for pilot unit cost analysis.</li> <li>• Confirm the categories of costs to be included in the analysis.</li> </ul> <p>Develop Fee Assistance Programs:</p> <ul style="list-style-type: none"> <li>• Partner with community organizations to implement subsidy and grant programs.</li> <li>• Launch pilot free programming (e.g., public skating, field activities).</li> </ul> <p>Allocation Framework Pilot:</p> <ul style="list-style-type: none"> <li>• Test prioritization hierarchy and scheduling process with select facilities.</li> </ul> <p>Full Fee Structure Rollout:</p> <ul style="list-style-type: none"> <li>• Implement revised fees across all recreation and culture services.</li> <li>• Use phased approach for moderate and significant fee changes (4–6%, 7%+).</li> </ul>

Year	Objective	Actions
<b>Year 3 (2028)</b>	Evaluation	<p>Monitor &amp; Evaluate:</p> <ul style="list-style-type: none"> <li>• Conduct evaluations of fees and allocation.</li> <li>• Host workshops with community groups and facility users to understand impact of the Frameworks.</li> <li>• Adjust fees and allocation frameworks based on utilization, feedback, and cost changes.</li> </ul> <p>Update Unit Costing:</p> <ul style="list-style-type: none"> <li>• Complete unit cost calculations for all major facilities and services.</li> </ul> <p>Enhance Communication Tools:</p> <ul style="list-style-type: none"> <li>• Launch online portal for fee transparency and space booking.</li> <li>• Provide public access to allocation criteria and schedules.</li> </ul>
<b>Year 4 (2029)</b>	Optimization & Integration	<p>Refine Fee Assistance Programs:</p> <ul style="list-style-type: none"> <li>• Expand grant support and sponsorships.</li> <li>• Evaluate impact of free programming and adjust offerings.</li> </ul> <p>Optimize Scheduling:</p> <ul style="list-style-type: none"> <li>• Implement “dark ice” and turn-back policies to reduce unused bookings.</li> <li>• Introduce incentives for off-peak usage.</li> </ul> <p>Annual Review &amp; Adjustments:</p> <ul style="list-style-type: none"> <li>• Update unit costs and adjust fees accordingly.</li> <li>• Review allocation effectiveness and make necessary changes.</li> </ul>
<b>Year 5 (2030)</b>	Continuous Improvement	<p>Policy Review &amp; Update:</p> <ul style="list-style-type: none"> <li>• Conduct comprehensive review of both frameworks.</li> <li>• Update policies to reflect evolving community needs and market conditions.</li> </ul> <p>Sustainability Planning:</p> <ul style="list-style-type: none"> <li>• Integrate financial sustainability metrics into fee and allocation decisions.</li> </ul> <p>Celebrate Success:</p> <ul style="list-style-type: none"> <li>• Host community events to showcase improvements.</li> <li>• Share impact stories and data on increased access and equity.</li> </ul>

# A

# APPENDICES





# APPENDIX A: MUNICIPAL FEE COMPARATOR

## SPORTS

**Table 6: Arena - Ice - Hourly**

Municipality	Prime - Youth	Prime - Adult	Prime - Commercial	Non-Prime Youth	Non-Prime Adult	Non-Prime Commercial
Leduc	\$133.50	\$256.25	\$295.75	\$81.50	\$156.50	\$295.50
Lloydminster	\$152.00	\$234.00		\$119.00	\$182.00	
St. Albert	\$141.00	\$245.00		\$99.00	\$145.00	
Grande Prairie	\$141.70	\$227.16		\$86.00	\$141.70	
Medicine Hat		\$263.31			\$197.16	
Cochrane		\$232.00			\$140.00	
Okotoks	\$176.00	\$259.50	\$259.50	\$115.00	\$162.75	\$127.00
Lethbridge	\$126.00	\$180.00		\$112.00	\$174.00	
<b>AVERAGE</b>	<b>\$145.03</b>	<b>\$237.15</b>	<b>\$277.63</b>	<b>\$102.08</b>	<b>\$162.39</b>	<b>\$211.25</b>
<b>Spruce Grove</b>	<b>\$153.85</b>	<b>\$249.30</b>	<b>\$297.05</b>	<b>\$76.95</b>	<b>\$124.70</b>	<b>\$297.05</b>

**Table 7: Dry Floor - Hourly**

Municipality	Youth	Adult	Commercial
Leduc	\$64.00	\$114.00	\$132.74
Lloydminster	\$76.00	\$117.00	
St. Albert	\$73.00	\$95.00	
Grande Prairie	\$86.00	\$90.41	\$94.82
Medicine Hat		\$103.88	
Cochrane		\$110**	
Okotoks	\$66.75	\$93.75	
Lethbridge			
<b>AVERAGE</b>	<b>\$73.15</b>	<b>\$102.34</b>	<b>\$113.78</b>
<b>Spruce Grove</b>	<b>\$76.40</b>	<b>\$127.30</b>	<b>\$152.70</b>

*\*\*Prime rate*

**Table 8: Outdoor Rinks**

Municipality	Ice - Daily
Leduc	
Lloydminster	\$55.00
St. Albert	
Grande Prairie	Free
Medicine Hat	Free
Cochrane	
Okotoks	
Lethbridge	
<b>AVERAGE</b>	<b>\$55.00</b>
<b>Spruce Grove</b>	<b>\$20.00</b>

**Table 9: Artificial Turf - Hourly**

Municipality	Prime - Youth	Prime - Adult	Prime - Commercial	Non-Prime Youth	Non-Prime Adult	Non-Prime Commercial
Leduc	\$114.75	\$126.25		\$69.75	\$77.25	
Lloydminster	\$86.00	\$132.00		\$64.00	\$99.00	
St. Albert	\$73.00	\$108.00				
Grande Prairie	\$57.75	\$68.25	\$78.75			
Medicine Hat		\$128.94				
Cochrane						
Okotoks						
Lethbridge						
<b>AVERAGE</b>	<b>\$82.88</b>	<b>\$112.69</b>	<b>\$78.75</b>	<b>\$66.88</b>	<b>\$88.13</b>	<b>#DIV/0!</b>
<b>Spruce Grove</b>	<b>\$75.00</b>	<b>\$75.00</b>	<b>\$135.00</b>	<b>\$38.00</b>	<b>\$38.00</b>	<b>\$68.00</b>

**Table 10: Sport Fields - Daily**

Municipality	Class A - Youth	Class A - Adult	Class A - Commercial	Class B - Youth	Class B Adult	Class B Commercial
Leduc						
Lloydminster	\$159.00	\$248.00		\$111.00	\$171.00	
St. Albert						
Grande Prairie						
Medicine Hat						
Cochrane						
Okotoks						
Lethbridge						
<b>AVERAGE</b>	<b>\$159.00</b>	<b>\$248.00</b>	<b>#DIV/0!</b>	<b>\$111.00</b>	<b>\$171.00</b>	<b>#DIV/0!</b>
<b>Spruce Grove</b>	<b>\$128.00</b>	<b>\$128.00</b>	<b>\$128.00</b>	<b>\$100.00</b>	<b>\$100.00</b>	<b>\$100.00</b>

**Table 11: Ball Diamonds - Hourly**

Municipality	Class A - Youth	Class A - Adult	Class A - Commercial	Class B - Youth	Class B Adult	Class B Commercial
Leduc						
Lloydminster	\$25.50	\$38.50		\$18.00	\$26.50	
St. Albert				\$16.00	\$20.00	
Grande Prairie		\$43.99*	\$52.37*		\$37.01*	\$44.01*
Medicine Hat		\$28.00			\$26.00	
Cochrane						
Okotoks	\$77.25	\$105.00	\$140.00	\$37.00	\$49.50	\$66.00
Lethbridge				\$19.00	\$37.00	
<b>AVERAGE</b>	<b>\$51.38</b>	<b>\$57.17</b>	<b>\$140.00</b>	<b>\$22.50</b>	<b>\$31.80</b>	<b>\$66.00</b>
<b>Spruce Grove</b>	<b>\$32.00</b>	<b>\$32.00</b>	<b>\$32.00</b>	<b>\$25.00</b>	<b>\$25.00</b>	<b>\$25.00</b>

*\*G.P minimum 2hr rental diamonds. Price adjusted to reflect 1hr.*

**Table 12: Ball Diamonds - Daily**

Municipality	Class A - Youth	Class A - Adult	Class A - Commercial	Class B - Youth	Class B Adult	Class B Commercial
Leduc						
Lloydminster	\$159.00	\$247.00		\$111.00	\$171.00	
St. Albert						
Grande Prairie						
Medicine Hat						
Cochrane						
Okotoks						
Lethbridge						
<b>AVERAGE</b>	<b>\$159.00</b>	<b>\$247.00</b>	<b>#DIV/0!</b>	<b>\$111.00</b>	<b>\$171.00</b>	<b>#DIV/0!</b>
<b>Spruce Grove</b>	<b>\$128.00</b>	<b>\$128.00</b>	<b>\$128.00</b>	<b>\$100.00</b>	<b>\$100.00</b>	<b>\$100.00</b>

**Table 13: Courts**

Municipality	Hourly		Daily	
	Pickleball	Tennis	Pickleball	Tennis
Leduc				
Lloydminster		\$8.25		
St. Albert				
Grande Prairie				
Medicine Hat	\$14.00	\$14.00		
Cochrane	\$60.00	\$60.00	***	***
Okotoks	\$16.50*	\$16.50*		
Lethbridge				
<b>AVERAGE</b>	<b>\$37.00</b>	<b>\$27.42</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>
<b>Spruce Grove</b>				

\*\$12.25 for Youth/Senior



**Table 14: Reference**

Municipality	Reference
Leduc	<a href="https://www.leduc.ca/lrc/facility-rentals">https://www.leduc.ca/lrc/facility-rentals</a>
Lloydminster	<a href="https://www.lloydminster.ca/en/recreation-and-culture/bookings-and-rentals.aspx">https://www.lloydminster.ca/en/recreation-and-culture/bookings-and-rentals.aspx</a>
St. Albert	<a href="https://stalbert.ca/site/assets/files/2284/2024_approved_recreation_fees-1.pdf">https://stalbert.ca/site/assets/files/2284/2024_approved_recreation_fees-1.pdf</a>
Grande Prairie	<a href="https://cityofgp.com/sites/default/files/2024-05/bc1395%20Office%20Consolidation-%20Effective%202024.05.06.pdf">https://cityofgp.com/sites/default/files/2024-05/bc1395%20Office%20Consolidation-%20Effective%202024.05.06.pdf</a>
Medicine Hat	<a href="https://www.medicinehat.ca/en/parks-recreation-and-culture/bookings-and-rentals.aspx">https://www.medicinehat.ca/en/parks-recreation-and-culture/bookings-and-rentals.aspx</a>
Cochrane	<a href="https://www.slscentre.com/facility-rentals">https://www.slscentre.com/facility-rentals</a>
Okotoks	<a href="https://www.okotoks.ca/sites/default/files/2024-02/Bylaw%2009-24%20Fees%20Rates%20and%20Charges%20Revised.pdf">https://www.okotoks.ca/sites/default/files/2024-02/Bylaw%2009-24%20Fees%20Rates%20and%20Charges%20Revised.pdf</a>
Lethbridge	<a href="https://leisure.lethbridge.ca/COL/public/booking/items/ARENA RENTAL">https://leisure.lethbridge.ca/COL/public/booking/items/ARENA RENTAL</a>
Spruce Grove	<a href="https://www.sprucegrove.org/media/7607/recreation-and-culture-2024-fees-and-charges.pdf">https://www.sprucegrove.org/media/7607/recreation-and-culture-2024-fees-and-charges.pdf</a>

## MEETINGS

**Table 15: Meeting Rooms - Youth**

Municipality	Capacity 1-20 - Hourly	Capacity 1-20 - Daily	Capacity 20 - 80 - Hourly	Capacity 20 - 80 - Daily	Capacity 80+ - Hourly	Capacity 80 + - Daily
Leduc	\$43.75		\$43.75			
Lloydminster						
St. Albert						
Grande Prairie			\$35.12	\$280.82		
Medicine Hat						
Cochrane						
Okotoks	\$18.00		\$24.00		\$36.00	
Lethbridge						
<b>AVERAGE</b>						
<b>Spruce Grove</b>	<b>\$32.96</b>	<b>\$197.96</b>	<b>\$49.44</b>	<b>\$296.64</b>	<b>\$92.70</b>	<b>\$556.20</b>

**Table 16: Meeting Rooms - Adult**

Municipality	Capacity 1-20 - Hourly	Capacity 1-20 - Daily	Capacity 20 - 80 - Hourly	Capacity 20 - 80 - Daily	Capacity 80+ - Hourly	Capacity 80 + - Daily
Leduc	\$43.75		\$43.75			
Lloydminster	\$40.00	\$227.14	\$40.00	\$227.00	\$99.00	\$495.00
St. Albert	\$32.00	\$180.00	\$50.00	\$300.00		
Grande Prairie	\$40.00	\$240.00	\$46.99	\$375.90		
Medicine Hat	\$36.69	\$77.52	\$60.21	\$137.73		\$149.36
Cochrane	\$55.00		\$85.00		\$125.00	
Okotoks	\$29.75		\$37.25		\$56.25	
Lethbridge			\$65.75		\$65.75	
<b>AVERAGE</b>						
<b>Spruce Grove</b>	<b>\$53.56</b>	<b>\$321.36</b>	<b>\$81.37</b>	<b>\$488.22</b>	<b>\$92.70</b>	<b>\$556.20</b>

**Table 17: Meeting Rooms - Commercial**

Municipality	Capacity 1-20 - Hourly	Capacity 1-20 - Daily	Capacity 20 - 80 - Hourly	Capacity 20 - 80 - Daily	Capacity 80+ - Hourly	Capacity 80 + - Daily
Leduc	\$72.75		\$72.75			
Lloydminster						
St. Albert						
Grande Prairie						
Medicine Hat						\$286.65
Cochrane						
Okotoks	\$45.25		\$52.50		\$79.25	
Lethbridge						
<b>AVERAGE</b>						
<b>Spruce Grove</b>	<b>\$63.86</b>	<b>\$383.16</b>	<b>\$98.88</b>	<b>\$593.28</b>	<b>\$160.00</b>	<b>\$960.00</b>

**Table 18: Event Space**

Municipality	Large Event Space - Hourly	Large Event Space - Daily	Large Event Space - Weekend
Leduc			
Lloydminster	\$103.00	\$515.00	
St. Albert			\$1287.20*
Grande Prairie		\$262.50/outdoor event	
Medicine Hat		\$500.00	
Cochrane			
Okotoks			
Lethbridge	\$99.00 + \$84.25 for kitchen access		
<b>AVERAGE</b>			
<b>Spruce Grove</b>	<b>\$92.70</b>	<b>\$556.20</b>	<b>\$1,545.00</b>

*\*regular rental rate for whole lodge per night for 26-41people.*

**Table 19: Reference**

Municipality	Reference
Leduc	
Lloydminster	<a href="https://www.lloydminster.ca/en/recreation-and-culture/banquet-and-meeting-rooms.aspx#Servus-Sports-Centre-Small-Meeting-Room">https://www.lloydminster.ca/en/recreation-and-culture/banquet-and-meeting-rooms.aspx#Servus-Sports-Centre-Small-Meeting-Room</a>
St. Albert	<a href="https://storagecdn.strathcona.ca/files/files/rpc-swc-rental-fee-brochure.pdf">https://storagecdn.strathcona.ca/files/files/rpc-swc-rental-fee-brochure.pdf</a>
Grande Prairie	<a href="https://cityofgp.com/sites/default/files/2024-05/bc1395%20Office%20Consolidation-%20Effective%202024.05.06.pdf">https://cityofgp.com/sites/default/files/2024-05/bc1395%20Office%20Consolidation-%20Effective%202024.05.06.pdf</a>
Medicine Hat	<a href="https://www.medicinehat.ca/en/parks-recreation-and-culture/meeting-and-social-rooms.aspx#Boardrooms-2-3">https://www.medicinehat.ca/en/parks-recreation-and-culture/meeting-and-social-rooms.aspx#Boardrooms-2-3</a>
Cochrane	<a href="https://www.slscentre.com/facility-rentals">https://www.slscentre.com/facility-rentals</a>
Okotoks	<a href="https://www.okotoks.ca/sites/default/files/2024-02/Bylaw%2009-24%20Fees%20Rates%20and%20Charges%20Revised.pdf">https://www.okotoks.ca/sites/default/files/2024-02/Bylaw%2009-24%20Fees%20Rates%20and%20Charges%20Revised.pdf</a>
Lethbridge	<a href="https://leisure.lethbridge.ca/COL/public/category/browse/RCCITYHALLWEB">https://leisure.lethbridge.ca/COL/public/category/browse/RCCITYHALLWEB</a>
Spruce Grove	

# CULTURE

**Table 20: Theatre Rental - Youth / Non - Profit**

Municipality	Rehearsal	Live Performance	Additional Hours	Grand Piano (per day)
Arden Theater (St Albert)				
Festival Place (Strathcona County)				
Red Deer Polytechnic - Performing Arts Center				
<b>Spruce Grove</b>	<b>\$200.00</b>	<b>\$360.00</b>	<b>\$75.00</b>	<b>\$35.00</b>

**Table 21: Theatre Rental - Local Adult / Commercial**

Municipality	Rehearsal	Live Performance	Additional Hours	Grand Piano (per day)
Arden Theater (St Albert)	\$1,150	\$1,900	Up to 12hours= \$225 & +12hours= \$335	\$75
Festival Place (Strathcona County)		\$630.00/5hr	\$139.00	
Red Deer Polytechnic - Performing Arts Center	\$147/hour	\$1,264.80/5hrs (\$272/hr)	\$200/day	
<b>Spruce Grove</b>	<b>\$350.00</b>	<b>\$480.00</b>	<b>\$110.00</b>	<b>\$45.00</b>

**Table 22: Theatre Rental - Non - Local Commercial**

Municipality	Rehearsal	Live Performance	Additional Hours	Grand Piano (per day)
Arden Theater (St Albert)	\$1,350	\$2,250 or 10% of ticket sales (highest \$)	Up to 12hours= \$225 & +12hours= \$380	\$75
Festival Place (Strathcona County)		\$1,092.44/5hr	\$231.50	
Red Deer Polytechnic - Performing Arts Center	\$147/hour	\$1,550/full day	\$350 facility enhancement fee	
<b>Spruce Grove</b>	<b>\$550.00</b>	<b>\$660.00</b>	<b>\$130.00</b>	<b>\$65.00</b>



**Table 23: Equipment Rental**

Municipality	Choir Risers (per day)	Fog Machine (per day)	Keyboard (per day)	Mirror Ball (per day)	Portable Stage - 4 units (per day)	Additional Stage Units (per day)	Projector (per day)	Wireless Mics (per unit, per day)	Wireless Mics (per unit, per week)
Arden Theater (St Albert)		\$75 + consumables					\$75		
Festival Place (Strathcona County)							\$105	\$68.25	
Red Deer Polytechnic - Performing Arts Center	*grand piano, stage lighting, projector, acoustics, sound etc included in main stage theatre arts centre rental fees. Not listed separate.								
<b>Spruce Grove</b>	<b>\$100.00</b>	<b>\$40.00</b>	<b>\$25.00</b>	<b>\$35.00</b>	<b>\$100.00</b>	<b>\$30.00</b>	<b>\$40.00</b>	<b>\$45.00</b>	<b>\$90.00</b>

**Table 24: Staff**

Municipality	Front of House (per hour)	Additional Technician (per hour)	Technician Overtime (Rentals over 8 hours)	Custodial Charge (per hour)	Clean-up Charge
Arden Theater (St Albert)	\$28	\$41	1.5 hourly rate		
Festival Place (Strathcona County)	*Additional FOH \$29.40/hr	\$45.16			
Red Deer Polytechnic - Performing Arts Center					
<b>Spruce Grove</b>	<b>\$5.00</b>	<b>\$5.00</b>	<b>\$30.00</b>	<b>\$44.00</b>	<b>\$44.00</b>

**Table 25: Other**

Municipality	Reciprocal* Live & Rehearsal Performance (per hour, Mon-Fri)	Stat Holidays	Local Non- Profit Mon- Thurs Live/ Rehearsal & Fri-Sun Live/ Rehearsal	Outside Non- Profit Mon- Thurs Live/ Rehearsal & Fri-Sun Live/ Rehearsal	Non-Profit (5hrs + additional hrs)
Arden Theater (St Albert)	\$114	\$100 surcharge + staff overtime pay	\$1200/\$750 & \$1900/\$1150	\$1900/\$1150 & \$2250/\$1350	
Festival Place (Strathcona County)		overtime pay (no specific rates listed)			\$630.00 + \$139.00
Red Deer Polytechnic - Performing Arts Center					

# APPENDIX B: FEE POLICY REVIEW

Table 26:

	City of St. Albert	City of Fort Saskatchewan	City of Edmonton	Strathcona County	City of Leduc	City of Airdrie	City of Grande Prairie	City of Maple Ridge	City of Abbotsford	City of Richmond	Town of Oakville	City of Windsor	City of Hamilton	City of Saint John	City of Halifax	Findings
Fees and Charges Policy	✓	✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	13
Fees and Charges Bylaw							✓	✓	✓				✓		✓	5
Other (Bylaw, Policy, Strategy/ Framework)	✓	✓	✓	✓	✓				✓	✓	✓	✓		✓	✓	11
Approach/Strategy																
Cost or Cost-Recovery Based	✓		✓				✓	✓					✓	✓	✓	7
Benefits Based Approach		✓		✓	✓	✓			✓	✓	✓	✓		✓	✓	10
Market Based	✓									✓			✓		✓	3
Traditional / Historical																0
Principles																
Understand Unit Costs (direct & indirect costs)	✓	✓	✓		✓	✓	✓		✓		✓	✓		✓	✓	11
Maximize Cost Recovery	✓	✓				✓	✓		✓		✓	✓				7
Assess Benefits (individual and community)	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	14
Provide Subsidies/ Tax Support		✓			✓		✓	✓		✓	✓	✓	✓	✓	✓	10

	City of St. Albert	City of Fort Saskatchewan	City of Edmonton	Strathcona County	City of Leduc	City of Airdrie	City of Grande Prairie	City of Maple Ridge	City of Abbotsford	City of Richmond	Town of Oakville	City of Windsor	City of Hamilton	City of Saint John	City of Halifax	Findings
Provide Equity and Inclusion (including affordability)	✓			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		11
Offer at Reasonable Cost/Provide Fair Market Value	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	13
Ensure Consistency, Transparency & Efficiency	✓		✓	✓	✓	✓						✓	✓	✓	✓	9
<b>Pricing Strategies</b>																
Traditional Pricing										✓						1
Benefits-based Approach		✓		✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	11
Cost Recovery Pricing	✓		✓		✓		✓	✓					✓	✓	✓	9
Comparative/Market-driven Pricing	✓	✓				✓		✓		✓	✓	✓			✓	8
Differential Pricing (e.g., users and uses)	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14
Demand-based pricing (e.g., prime time vs non-prime time, location)	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	13



	City of St. Albert	City of Fort Saskatchewan	City of Edmonton	Strathcona County	City of Leduc	City of Airdrie	City of Grande Prairie	City of Maple Ridge	City of Abbotsford	City of Richmond	Town of Oakville	City of Windsor	City of Hamilton	City of Saint John	City of Halifax	Findings
Criteria and Factors Considered																
Cost (direct/indirect)	✓	✓	✓		✓	✓	✓		✓		✓	✓	✓	✓	✓	12
Community vs individual benefits		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	12
Cost recovery	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	13
Needs of priority groups (level of tax support)		✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	12
Inflation/Cost of Living (including adjustments)											✓	✓	✓			3
Revenue generation/ other funding opportunities	✓											✓	✓	✓		4
Type of user/user groups	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15
Resident/local group or sports partner)	✓	✓	✓		✓	✓	✓	✓		✓	✓				✓	10
Type of use	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15
Affordability	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	12
Market analysis Results	✓	✓	✓		✓	✓	✓	✓			✓	✓	✓		✓	11
Community feedback		✓	✓	✓	✓	✓			✓	✓				✓		8

# APPENDIX C: ALLOCATION POLICY AND PROCEDURE REVIEW

A review of various Canadian communities was completed to identify current allocations practices and draw upon relevant learnings to inform the development of a decision-making allocations framework. The communities selected were based on their policies being viewed as leaders in the recreation sector and the ability to learn from the various approaches to inform policy direction for Kenora.

## ALLOCATION PRACTICES IN SELECT CANADIAN CITIES

Table 27: Overview of Allocation Practices in Select Canadian Cities

Municipality	Allocation Policies	Overview of Allocation Practices
Edmonton, Alberta	Gymnasium and Sports Field Allocations	The City of Edmonton has developed a model for allocating gymnasiums and sports fields based on standards of play that are developed collaboratively with user groups. A committee structure is established consisting of representatives from the City, school board (due to the joint use nature of most sites), and “core” user groups. The committee collaboratively reviews and establishes standards of play based on user group needs and available supply. The standards of play are then inputted into a model that provides an allocation of time.
Winnipeg, Manitoba	N/A	The City of Winnipeg does not have formal allocations policies for their facilities. They do have procedural direction that state a maximum allocation of 55% of all prime-time ice available in all City operated arenas will apply as the upper limit for minor hockey, ringette and sanctioned school division high school hockey combined. This would preserve a significant amount of prime-time ice for other ice sports and recreational skating.

Municipality	Allocation Policies	Overview of Allocation Practices
Hamilton, Ontario	Allocation Policy for Sport Fields, Diamonds and Arenas	<p>The City of Hamilton has an allocation policy which governs the space assign for municipal fields, diamonds and arenas. A working group within the Recreation Division determined an allocations formula for each sport, and for both house league and competitive 'Affiliated Minor Sport Organizations'. The policy focuses on LTAD standards as an objective rationale for allocation that should equitably provide opportunity for all user groups to deliver core programming. The formulas are based on:</p> <ol style="list-style-type: none"> <li>1. LTAD stage/age categories</li> <li>2. Base number of players per team within each stage</li> <li>3. Number and length of practices and games per week</li> </ol> <p>It is expected that these formulas are refined each year and adjusted to reflect operational realities. The City staff will collect user group registration data annually.</p>

Municipality	Allocation Policies	Overview of Allocation Practices
Toronto, Ontario	Ice Allocation Policy	<p>The City of Toronto's Ice Allocations Policy was originally developed in 2001 and is unique case study for several reasons:</p> <ol style="list-style-type: none"> <li>1. The policy was an attempt to harmonize indoor ice allocation across city operated facilities that had historically been operated by independent municipalities (prior to municipal amalgamation).</li> <li>2. The policy specifically references that special policy allowance was needed to support the growth and unique dynamics of girl's hockey and adult pick-up hockey.</li> </ol> <p>The policy outlined that a user group residency requirement of 80% must be demonstrated to receive ice allocation priority. However, this residency requirement was dropped to 70% for girl's hockey groups for a period of 5 seasons to support growth (a few girl's hockey programs required participants from outside jurisdictions to ensure sufficient critical mass that can help build a participant base).</p> <p>Toronto's 2010 policy, which is still in place for the 2024-2025 season allocated the ice as follows:</p> <ul style="list-style-type: none"> <li>Community Youth: 60%</li> <li>Competitive Youth: 25%</li> <li>Competitive Junior Hockey: 0.5%</li> <li>Community Adult: 14%</li> <li>Commercial: 0.5%</li> </ul> <p>The City of Toronto has complex formula for ice. As ice time is at a premium, the City starts with the total number of hours available in its calculation.</p> <p>Here is the example from their 2024-2025 published ice allocation:</p> <p><b>Weekly Time Allocation (hours) = Prime time ice available per week x percentage of ice allocated to classification type x [League residents ÷ Total residents in category]</b></p>



Municipality	Allocation Policies	Overview of Allocation Practices
Halifax, Nova Scotia	<p>HRM Community Access Plan</p> <p>Aquatic Allocation Guidelines</p>	<p>The HRM Community Access Plan outlines the allocation of ice times for municipal facilities to promote participation in recreation and an equitable distribution of ice time. The Plan manages both City and Partner operated facilities. The allocation standards are based on standards of best play that align with Hockey Canada guidelines.</p> <p>The Aquatic Allocation Guidelines are identified within the HRM Long Term Aquatic Strategy in response to the gap in official policy guiding allocation of municipal pools. It was determined within the public engagement conducted for the Strategy that there is a need to address the allocation of facility space, especially during prime times. The Aquatic Allocation Guidelines define prime and non-prime time, allocation priorities, and guidelines for allocation processes. The process is guided by the Access Plan (see case study), it also related to the LTAD standards of Swimming Canada and advocates for enhanced education of user groups and better collection of data to make more informed decisions.</p>
Denver, Colorado	The Denver Resource Allocation and Priority Plan	<p>This Resources Allocations and Priorities Plan (RAPP) identifies core services, points out duplication in services, recommends service provision strategies, and recommends resource allocation and pricing strategies. It enhances partnerships and helps meet the future needs of Denver residents, and those who work in and visit the community.</p> <p>The Plan focuses on short and long term implementation strategies that will enhance service delivery, will efficiently and effectively utilize the community's investment for critical parks and recreation needs, and will identify collaborative efforts. This plan aligns available and future resources with core services and commitments to include desired level of service, sustainable fiscal and environmental stewardship, and industry best practices in operating and maintaining the Department's infrastructure.</p>

## CASE STUDIES

The following provides an overview of select municipal practices to provide greater insight in the processes that guide the allocation of various public recreation spaces.

### CASE STUDY: CITY OF EDMONTON – GYMNASIUM AND SPORTS FIELD ALLOCATIONS

The City of Edmonton has developed a model for allocating gymnasiums and sports fields based on standards of play that are developed collaboratively with user groups. A committee structure is established consisting of representatives from the City, school board (due to the joint use nature of most sites), and “core” user groups. The committee collaboratively reviews and establishes standards of play based on user group needs and available supply. The standards of play are then inputted into a model that provides an allocation of time.

#### EXAMPLE GYMNASIUM STANDARDS OF PLAY

EXAMPLE OF STANDARDS	Gym Games	Gym Practice	# of Games	# of Practices	Practice Length	Game Length
Basketball - Adult Competitive	AA, A	B, C	27	27	1.5 hrs.	1.5 hrs.
Volleyball - Youth Recreation	A,B	C,D	1 /wk per Team	1 /wk per Team	1.5 hrs.	1.5 hrs.

#### EXAMPLE OF APPLYING THE STANDARDS OF PLAY TO SPORTS FIELDS

<p><b>Demand</b></p> <p>The demand for fields is the sum of the number of teams (at each level) times the standard of play for that sport. For non-team activities, the number of participants is used. The sum of the demand for all sports and activities when added to the school use equals the demand for sports fields.</p> <p>“Standard of Play” X “Number of Teams” = “Groups Demand”  “Sum of All Groups Demand” + “School Use” = “Total Demand”</p> <p><b>Supply</b></p> <p>Two major factors determine the supply of fields:</p> <ol style="list-style-type: none"> <li>1. current inventory</li> <li>2. field requirements of users</li> </ol> <p><b>Entitlement</b></p> <p>The entitlement of field time for a group is equal to that group’s demand compared to the total demand, i.e. if a group is 5 percent of the total demand, their entitlement would be 5 percent of the total availability of fields. The entitlement only identifies the number of hours of field time. The day, time, and field location is determined by the allocation committees. A group’s entitlement may fluctuate from year to year, as its entitlement is directly proportional to its increase or decrease in participants when compared to the overall demand for all groups.</p>
---

# CASE STUDY: HALIFAX REGIONAL MUNICIPALITY - AQUATIC ACCESS AND INCLUSION MODEL

## ACCESS AND INCLUSION MODEL

The City of Halifax adopted in a Long-Term Aquatic Strategy in 2017 to guide facility planning over a 15-year timeframe. The Strategy sets the directive that the City has a primary mandate of ensuring that the public has aquatic access, to be safe in and around the water, to learn to swim, and to benefit from lifelong participation in healthy active lifestyles. A strategic recommendation to support this mandate was the adoption of the 'Aquatics Access Plan' which is a framework for access and inclusion policies, strategies and processes to ensure all residents of the Halifax Regional Municipality (HRM) can participate in aquatic opportunities and experiences.

The Parks and Recreation Aquatic Access and Inclusion Model provides a framework to guide and inform access and inclusion decision making and support related aquatic policy, planning and service delivery toward lifelong participation for everyone. The Model's components include Informed Partnerships, Reducing Financial Barriers, Welcoming Spaces, Program Support and Adaptations, Community Engagement, and Training and Development.



## CASE STUDY: TOWN OF OAKVILLE ALLOCATIONS POLICIES

Individual but aligned policies exist for indoor ice, sports fields, and pool time. The procedure for allocation generally occurs using the following steps (some slight variations exist between the three policies):

1. **Standards of play** – Based on a combination of national/provincial guidelines and local history. The standards of play identify the amount of time needed for quality programming based on the number of participants per time block, time requirements per participant, and the relative age and skill level of the participant.
2. **Calculation of supply** – Based on facility operating hours; broken down into prime, non-prime, and shoulder season time.
3. **Calculation of demand** – Calculated by considering actual demand (based on previous season registrations), plus substantiated future demand (demonstrated by registration numbers and waiting lists), and the application of the standards of play.
4. **Annual registration process** – Request from the user group for facility time.
5. **Priority status identification** – Municipal programs receive first priority followed by youth and adult program providers that are members of CORE. \*See description of the CORE membership program.
6. **New user group assessment** – New user groups can apply to be part of the allocations process and will be considered if they have sufficient participant numbers. However, allocation to new user groups will only be considered in cases where a program provides a service to previously un-serviced segments of the population or where a new program is being introduced that is not available through existing organizations.
7. **Calculation of supply-demand ratio** – The total number of prime time and shoulder time periods of ice within the Town's inventory represents total supply. The supply-demand ratio is calculated by dividing total ice supply by the total demand.
8. **Calculation of ice allocation** – Allotment is calculated by multiplying the percentage of total demand that a group represents by the supply-demand ratio; proportionally split between prime and shoulder seasons. Organizations are responsible for allocations within their sub-groups (ages, teams, levels, etc.).

The CORE (Community Organizations in Recreation and Education) membership program is a unique aspect of the Town's allocations process. CORE member organizations receive priority within the allocations process along with preferred user fees. To be a CORE member, an organization must be not for profit, volunteer based and comprised of over 85% Oakville residents.



## CASE STUDY: CITY OF WATERLOO – PUBLIC FACILITY ALLOCATION

The City of Waterloo is dedicated to fostering an active, engaged, and healthy community. The City has identified sport, recreation, leisure, culture, social, and community activities as fundamental to achieving this goal, and recognizes that access to City of Waterloo owned, operated, leased, and managed public facilities supports these activities.

The City requires a Public Facility Space Allocation (FSA) Policy to direct the allocation of public facility space. As the population of the City of Waterloo continues to grow and change, demand for facility space and use for a greater variety of activities is anticipated to increase. This policy helps ensure public facilities are used to the greatest benefit for the entire community, to provide access to a broad range of activities, and to address budget limitations while optimizing the use of the existing inventory of public facility space.

### User Group Priority Ranking

1. Existing contractual obligations for tenants, leases, and special events
2. City of Waterloo Admission Programs (all age groups) and Registered Youth Programs
3. Affiliated Youth Community Organizations
4. Affiliated Adult Community Organizations
5. City of Waterloo Registered Adult Programs
6. Non-Affiliated Youth Seasonal User Groups
7. Non-Affiliated Adult Seasonal User Groups
8. Commercial Groups

# CASE STUDY: CITY OF ABBOTSFORD ALLOCATION POLICY

In 2022 the City of Abbotsford adopted the Parks and Facilities Allocation Policy. The policy ensures that the City will allocate bookings to maximize user experience, ensure most effective use of facilities, equitable access and fair and transparent allocation processes.

The purpose of this policy is to establish:

- a) How the City allocates bookings
- b) The terms and conditions that the user group must meet to use requested facility
- c) The priority of the bookings
- d) Guidance on how much time a facility is made available to certain user groups
- e) A process that ensures that the allocation of bookings is transparent, fair and inclusive

To inform this policy, an Allocation Policy Framework was developed. The Framework was developed to provide a foundation for the development of the Policy and highlights the guiding principles:

- Activity Alignment
- Equity
- Accessibility
- Space Efficiency
- Clarity
- Collaboration
- Adaptability

The process for the space allocation process is outlined in the Allocation Policy Framework:

## THE SPACE ALLOCATION PROCESS

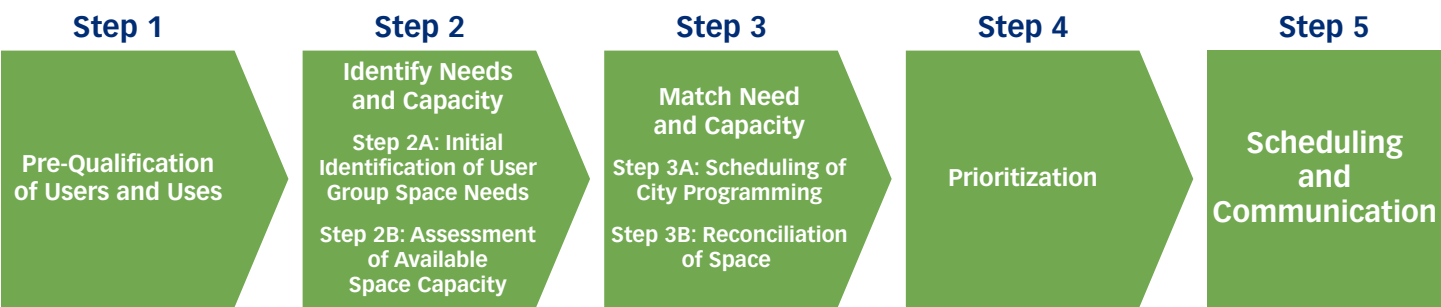


Image Source, Allocation Policy Framework, 2023

While the City follows the guiding principles from the Framework, there is also a set of allocation principles in the Policy:

- The allocation of booking is to remain flexible to allow for the City to take advantage of opportunities and unforeseen circumstances.
- The City may deviate from the policy to further align with the Allocation Policy Framework.
- User groups must be in good standing with the City, it is expected that all groups appropriately use the facilities.

Exclusions and other considerations to the allocation policy include:

- Short notice special event opportunities
- Local and regional emergencies
- Quality and integrity of infrastructure

This Allocation Policy and associated Framework outlines a transparent process for how facilities and services are allocated to user groups. The City outlines the purpose of the policy, the guiding principles and the overall process for allocations.

## CASE STUDY: CITY OF BURLINGTON SIMPLIFIED APPROACH

The City of Burlington has a simple outline for allocation with only 4 categories. The prioritization is linked to their departmental Framework. Their categories are:

- A. All Community Programs (including City of Burlington and Qualified Program Providers) that are open to all ages and abilities.
- B. Concurrently
  - i. Qualified Program Providers & City of Burlington Community Programs – Mixed Services (e.g. age restricted programs, specialized instructional)
  - ii. Tournaments and Special Events application requests
- C. Seasonal Closed/Private Users serving Burlington residents and Non-Recreation Users serving Burlington residents
- D. In Season Opens: Ad Hoc one-time use and Out of Town users

The qualified providers:

- Offer programs for all or activities that meet resident needs
- Have seasonal space allocation
- Align with departmental Framework
- Have insurance and are in good standing

# APPENDIX D: RECREATION & CULTURE ALLOCATION FRAMEWORK OVERVIEW

## SPRUCE GROVE RECREATION & CULTURE ALLOCATION FRAMEWORK – OVERVIEW

September, 2025



 The City of  
SPRUCE GROVE

 rcs<sup>+</sup>



Allocation Principles and Framework are proposed based on community engagement and analysis of community values and contexts:

- **Activity Alignment** - Where applicable, the Allocation process will use standards based on best practices to ensure groups receive the right amount of time in spaces suited to their activity needs.
- **Equity** - Public recreation and cultural services are intended to be accessible to everyone—regardless of income, gender, ability, or age.
- **Accessibility** - City programs are inclusive and aim to welcome and support participation from all individuals.
- **Clarity and Transparency** - The Allocation process will clearly and transparently outline how space is assigned
- **Collaboration** - Because recreation and cultural facilities offer public value, the City and community groups share responsibility for making the best use of these spaces.
- **Adaptability** - As recreation and culture needs evolve, the Allocation process must remain flexible to respond to changing trends and space demands

(Re)Confirming User Definitions and User Types was required to ensure alignment with consultation and to integrate into the Allocation Framework.

#### DEFINITIONS:

- **Adult Non Profit** - (19 year+) with a current not-for-profit status.
- **Allocation Priority Ranking** – Each facility/amenity has a list of Allocation Priorities identified. In addition, Allocation Priority may also be based on the specific Operational Considerations for any facility or amenity.
- **City Program** - Structured services or activities provided directly by The City of Spruce Grove that benefits community needs, improves quality of life and supports local participation.
- **Commercial / For Profit:** Users that are not affiliated with a specific non profit user group; and / or exists as part of a business or corporation.
- **Existing Agreements** - formalized agreements between the City and user groups that outline priority access and booking rights for specific facilities
- **Fundraiser** – Bookings that are directly related to Fundraising activities for a specific cause or group. Proof of charity (must be registered under the Charitable Fundraising Act) or a Non-Profit status that is specific to fundraising activities may be required.
- **Good Standing** – An individual or organization who has no outstanding financial commitments and/or other reporting requirements with the City of Spruce Grove.
- **Junior League** – Amateur Junior hockey aged (16-21), which includes both youth and adult players.

- **Junior Profit** – Youth/Junior Hockey that does not have a not-for-profit status
- **Local** – Refers to any user group that are:
  - a City of Spruce Grove user group that serves a combined minimum of (75%) of Spruce Grove and/or Parkland County users; or
  - mandated to serve the Tri-Municipal area (Parkland County, Spruce Grove, Stony Plain) – Example – Parkland Minor Ball Association; or
  - a user group that provides programming in the Tri-Municipal area that does not have a city of Spruce Grove equivalent. (Stony Plain Potters Guild).
- **Non Profit** – Independent organizations that operate for community benefit rather than to generate profit for its owners. These organizations must be registered, in good standing within the province of Alberta, be able to supply a non profit number, comply with the Alberta Societies Act and Regulations, and they have their own constitution and bylaws.
- **Non Prime Time** - Is used to encourage users to book during under-utilized/lower demand times and days. It includes all available booking time outside of Prime Time. The City may change the additional investment rate applied and/or Non-Prime Time hours/days based on facility use and demands and to maximize usage of the facility/amenity.
- **Prime Time** – Prime time bookings are made available during peak demand times throughout the year. These times may vary as they are established for each specific facility/amenity type by the City. The regular fee for a particular amenity/facility and user type is considered the Prime-Time rate.
- **Season** – Is the defined period used to describe the time required for a specific activity to occur. Often defined by an organizing parent organization or standard of play. There may be different Seasons defined for the same activity (e.g., Pre-and Regular Season Hockey).
- **Sport Academy** – A specialized organization, team, program that is focused on development of skills for young, high-performance participants and includes a combination of structured training, coaching, and academic education. May refer to both an educational institution / program or a commercial business. Often a higher ‘user-pay’ rate than non-academy programs.
  - **Note:** For an Academy to be considered as a part of the Joint Use Agreement, there must be a demonstration of control by the School District over the program through booking requests, oversight and accountability.
- **Sub Letting** - When a booking contract holder sells/offers any, or all, of their contracted time to another group. Sub-Letting of Allocated space/ time is not permitted.
- **Standards of Play and Long-Term Participant Development Model (LTPD)** – Are national standards and policies related to the delivery of sport programs across all disciplines and age groups. The LTPD emphasizes developmentally appropriate training, competition, and recovery to support the physical, mental, and emotional growth of participants.
  - **Note:** Arts and Culture activities do not have the same type of reference policy, and so may rely on other factors such as youth over adult, accessibility, diversity of activities, etc.

- **Tournament/Special Events –**

- **Tournaments** - groups may request City spaces to host tournaments, year end performances, or competitions that require additional planning lead time by the groups and is directly related to regular activities in the specific facilities/amenities. Fees may include additional a la carte fees and charges based on event needs.
- **Special Events** – Larger, one-off events that create opportunity for the larger community to benefit. These events likely require additional resources, spaces and facility modifications, permitting and approvals, and planning time. Coordination between multiple City departments or partners is often required. Long planning lead times are often involved. May include additional a la carte fees and charges based on event needs.
- **Youth Non Profit** – (0-18 years) minor organizations with a non profit status recognized as a local sport organization

## ALLOCATION FRAMEWORK CONSIDERATIONS

The City's Recreation and Culture Allocation Framework is based on the following factors and considerations:

**Note:** Historical use is not a key consideration in allocations from year to year.

- **Determine Supply** of time, facilities and/or amenities. This may be impacted by:
  - Operational limitations (maintenance, staffing levels, etc.),
  - User groups' seasons using similar spaces (arena ice vs arena dry space).
  - Weather
- **Determine Need** for time, space, facilities and/or amenities. User groups are expected to submit requests on a set cycle and timeline, and they are to provide evidence of their need for their request for time based on:
  - Number of participants
  - Types of programming and related standards of play/best practice (rep vs rec leagues, age groups, standards set by governing bodies.
  - Ancillary spaces or equipment needs. (e.g., half-boards, netting, storage, seating, technical support requirements)
  - Tournament/Performance needs, included in annual request (maximum number of tournaments/performance events allowed per user group, per season, may be applied to ensure equitable access to weekend booking time.)
  - Other rationale to support specific requests for allocation.

- **Prioritize Requests** are based on the following criteria:

**(NOTE: the list below may be different based on the facility or amenity type.)**

- City Delivered or supported programming/ use
  - Public Access (public skating, drop in)
  - City programming
  - Existing Tenant and Partner Agreements (excluding Joint Use)
- User Categories
  - Local Non Profit Youth (0-18 years)
  - Local Non Profit Adult (19+ years)
  - Junior/Junior For Profit
  - School Use (Joint Use)
  - Non Local, Non Profit groups
  - For Profit groups or Commercial entities.
- New/Emerging activities or programming
- **Complete Allocation and Scheduling** by integrating all the factors and considerations above.
  - Allocation and Scheduling cycles are pre-determined for each facility/amenity and activity Season.
  - Regular users who have historically booked spaces with the City, receive information related to the process and timing submit booking requests.
    - **Note:** Users not in ‘good standing’ with the City may not be able to participate in Allocation and Scheduling cycles.

- Once initial allocation is completed, **remaining time** will be allocated considering:
  - Available remaining timeslots (location, time) and user groups’ ability to use the space remaining (e.g., after 10 pm may not be suitable to youth programming).
  - Requests from groups with smaller % of time allocated during initial allocation.
  - Ratio/percentage of available time allocated during initial allocation; ratio applied to remaining time.
  - Apply previously used Initial Prioritization criteria.
- When **excess demand** for youth/adult non-profit occurs then the following is considered or applied to allocation:
  - Receive equal ratio of prime and non-prime allocation
- When all else is **equal** to assess prioritization, consideration could be given to:
  - Requests that demonstrate alignment with Long Term Participant Development (LTPD) standards (where available), social development/industry best practices.
  - Requests / users that demonstrate alignment with governing bodies.
  - Requests / users that are open to sharing space and being cooperative.
  - Requests / users that have demonstrated consistent alignment to City rules and regulations.
  - Requests / users that are in good standing.
  - Requests / users that support physical, cognitive or sensory accessibility accommodations.

- ° Allocation amounts and times in the previous year are not considered precedent setting for future year allocations.
  - When possible, and in alignment with the Allocation Framework, allocation times and locations from previous years will be considered.
- ° Where there are requests for the extension of a regular season (e.g., extend ice longer into the spring), the City may consider:
  - Minimum total hours of bookings to cover operating costs.
  - Increased restrictions/penalties to cancellations.
  - Impacts to other bookings, user types and their seasons (i.e., ice vs dry space, events).
  - Operational/Maintenance requirements.
- ° Event Hosting (Large Tournament/Special Event)
  - Special Events will be considered outside of normal allocation process and will be approved using rationale related to the alignment with the set allocation principles and/or benefits to the community.
  - Example considerations (further outlined in the City’s Event Hosting Strategy):
    - » How many other events are occurring during the regular season that is displacing regular use.
    - » Can the inventory of facilities/amenities and support services meet the needs of the events.
    - » Is this event significant in terms of economic benefit and/or cost to the community.
    - » Is this a historical event that is well established in the community.
    - » Is there a long lead-time (more than a season) for bidding/hosting process.



# APPENDIX E: RECREATION & CULTURE ALLOCATION FRAMEWORK OVERVIEW

## SPRUCE GROVE RECREATION & CULTURE FEES AND CHARGES FRAMEWORK – OVERVIEW

September 2025



 The City of  
SPRUCE GROVE

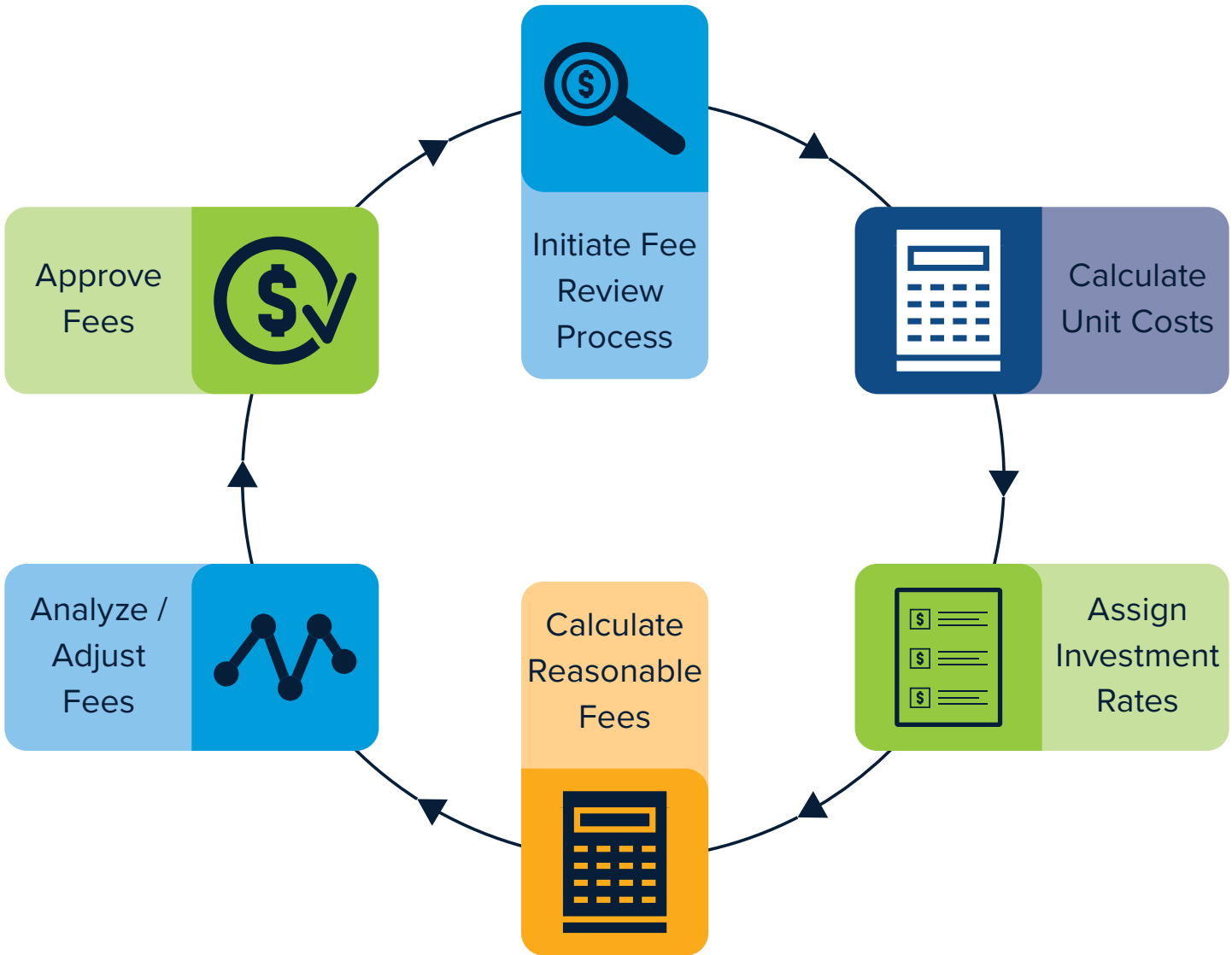
 rcs<sup>+</sup>

The City's Fees and Charges Framework is based on the following factors and considerations:

- Adopt a **benefits-based philosophy** to guide setting fees and charges. Consider investment/subsidy rates for different users, based on benefits received.
  - Youth vs Adult.
  - Tournament / Special Event vs. Regular Activity
  - Regular Activity vs Fundraising Event
  - Local vs Non Local.
- (Re)Establish **appropriate user categories** and supporting definitions that support a benefits-based approach.
  - Youth Local Organization (Non Profit)
  - Adult Local Organization (Non Profit)
  - For Profit / Non Local Organization
  - Youth / Junior League / For Profit Organization
- Determine **types of uses** and align fees to support the community's priority of use.
  - Public Access / Drop In vs Rentals
  - Major Special Events vs Local Tournaments
  - Regular Use vs Fundraising
- Complete an **Operating Cost Analysis** for each facility and/or amenity type. Determine cost inclusions and assumptions. (Operating costs per hour can vary depending on what costs are included in the analysis and where multiple facility types exist (ice) then averages may be applied.) Review every 3-5 years.
  - Cost per hour
  - Overhead %
  - Debenture and borrowing costs
- Determine **Market Comparators** for similar amenities and service levels. Review every 3-5 years.
  - Fuhr Sport Park vs Class B natural grass field
  - Ice vs Dry Space
  - Staffing and Technical Support
- **Facility demand levels** may require lower fees to encourage use during traditionally low-use times. Monitoring of facility use demands to ensure modifications align with use demands.
  - Prime vs Non-Prime
  - Non-Prime, if applicable, will be 20% less than Prime fees for the applicable user group.
- Review **Historical Fees and Charges** and consider pace of fee increase adjustments.
  - Fees not to increase more than 8% in any given year.

The figure below captures the above factors, as a cycle and process to ensure ongoing review and adjustments to Recreation and Culture Fees and Charges. This process is recommended every 3 – 5 years.

**Figure 8: Recreation and Culture Fees and Charges Framework**



Upon review of current Fees (rates and categories) several new fee categories and increases are required.

Resulting fee categories and the applied investment/subsidy rates are noted below.

**Table 28: Proposed Rental Investment Levels**

	Regular Activity	Tournament / Performance
Youth Local Organization (NFP)	75%	50%
Junior League / For Profit	60%	35%
Adult Local Organization (NFP)	50%	25%
For Profit / Non Local Organization	25%	0%

## NOTES:

- Depending on the facility/amenity and its function, some fee categories have been deemed unnecessary for specific facility/amenity types.
- Service levels and other operational considerations, such as staff requirements on statutory holidays, may influence final fees.
- Fundraising/Charity Events will be eligible for 20% off the applicable rental category.
- Non-Prime Time (when applicable) is 20% less than the applicable rental category.
- Horizon Stage Fees were established more on market comparators, due to the operational cost analysis challenges with the School and related infrastructure.

One of the key principles for fee adjustments required to align current fees to new Framework is that annual fee increases will not exceed 8% in any given calendar year.

(Green Highlight represents NEW fee)

ICE	Regular Activity Prime - Level of Investment	Tournament / Performance - Level of Investment
Youth Local (NFP)	75%	50%
NEW Junior League/Junior Profit	60%	35%
Adult Local (NFP)	50%	25%
For Profit/Commercial/Non Local	25%	0%

<b>DRY SPACE</b>	<b>Regular Activity Prime - Level of Investment</b>	<b>Tournament / Performance - Level of Investment</b>
Youth Local (NFP)	50% of ice rates	50%
NEW Junior League/Junior Profit	50% of ice rates	35%
Adult Local (NFP)	50% of ice rates	25%
For Profit/Commercial/Non Local	50% of ice rates	0%

<b>Fuhr Sport Park</b>	<b>Regular Activity Prime - Level of Investment</b>	<b>Tournament / Performance - Level of Investment</b>
Youth Local (NFP)	75%	50%
NEW Junior League/Junior Profit	60%	35%
NEW Adult Local (NFP)	50%	25%
For Profit/Commercial/Non Local	25%	0%

<b>Class A Natural Sport Field &amp; Ball Diamonds (Class A Rates &amp; Class B/C Rates)</b>	<b>Regular Activity Prime - Level of Investment</b>	<b>Tournament / Performance - Level of Investment</b>
Youth Local (NFP)	75%	50%
NEW Junior League/Junior Profit	60%	35%
NEW Adult Local (NFP)	50%	25%
NEW For Profit/Commercial/Non Local	25%	0%

<b>Class B/C Natural Sport Field &amp; Ball Diamonds (20% decrease from Class A)</b>	<b>Regular Activity Prime - Level of Investment</b>	<b>Tournament / Performance - Level of Investment</b>
Youth Local (NFP)	75%	50%
NEW Adult Local (NFP)	50%	25%
NEW For Profit/Commercial/Non Local	25%	0%



## HORIZON STAGE/BLACK BOX

Horizon Stage Fees set by \$0.63/Seat and Market analysis	Youth Non Profit Level of Investment	Adult Local Non Profit Level of Investment	Non-Local/ Commercial Level of Investment
Rehearsal (per hour)	75%	50%	0%
Live Performance (per hour 4hr Min)	50% higher than Rehearsal Rate	50% higher than Rehearsal Rate	50% higher than Rehearsal Rate

Black Box - Performance/Stage	Youth Non Profit Level of Investment	Adult Local Non Profit Level of Investment	Non-Local/ Commercial Level of Investment
Rehearsal (per hour 4hr Min)	75%	50%	0%
Live Performance (per hour 4hr Min)	50% higher than Rehearsal Rate	50% higher than Rehearsal Rate	50% higher than Rehearsal Rate

Black Box - Meeting/Gathering	Youth Non Profit Level of Investment	Adult Local Non Profit Level of Investment	Non-Local/ Commercial Level of Investment
Meeting/Event	50% of Elks Hall rental	50% of Elks Hall rental	50% of Elks Hall rental

## NOTES ON NEW OR ADJUSTED FEES

- A la carte fees for equipment and additional services were determined based on industry standards and rates.
- Staffing fees were created based on a mid-salary range for the type of staff being used, including benefit rates.
- Other new fees include: picnic shelter rental, Black Box rental (Performance/Stage Rate & Meeting/Gathering Rate), and Levasseur Trust Program Room rental.



