



---

## **Recreation User Fee Policy**

**POLICY NUMBER: 197-RC-16**

---

Approval Date: July 12, 2016

Revise Date: March 15, 2018

Motion Number: CM20180313.1004

Repeal Date:

Supersedes: 130-RC-11

Review Date: March 13, 2018

---

### **1.0 Policy Intent**

In order to improve health and quality of life, the City of Cold Lake provides a variety of recreational opportunities to residents and visitors. As User Fee revenues represent a significant portion of The City's operating budget, it is necessary to have a consistent approach to establishing these fees in order to strike a balance between maximizing affordability and accessibility while protecting this important revenue source.

### **2.0 Purpose**

The purpose of this policy is to:

- 2.1 Provide a framework for consistent and transparent decision-making in terms of User Fee pricing;
- 2.2 Establish principles by which fees can be reviewed, developed, implemented and evaluated.

### **3.0 Policy Statement**

- 3.1 The City of Cold Lake acknowledges the importance of providing affordable and accessible recreation opportunities within the City.
- 3.2 The City of Cold Lake is committed to ensuring that user fees continue to provide an important revenue source for the City.
- 3.3 The City of Cold Lake acknowledges the importance of transparency and providing guidelines and principles to ensure recreation user fees are consistent. To achieve transparency, Base Rates will be utilized as the starting point for calculating User Fees, following which additional factors, including market conditions and sustainability may be considered to reach the most appropriate User Fees.

**Managerial Guidelines**

## 4.1 Definitions:

- 4.1.1 “Base Rate” means the basic user fee amount for a resident to access a recreational facility or program based on the Fee Development Principles and prior to any Subsidy.
- 4.1.2 “Council Approved Fees” means general admission fees, membership fees, arena rental fees and athletic field rental fees as set by resolution of City Council.
- 4.1.3 “Fitness Class” means an organized meeting led by an instructor involving exercises designed to improve participant’s fitness level.
- 4.1.4 “Full Cost Recovery” means expensing users the full operating cost of providing a good or service.
- 4.1.5 “Marina Slip” means a berth used for boat storage.
- 4.1.6 “Moorage” means the act of securing a vessel to a dock.
- 4.1.7 “Non-Council Approved Fees” means all fees and charges that do not require Council approval. This includes all fees for Promotional Programs and short-term or other department initiatives.
- 4.1.8 “Promotional Program” means promotional pricing strategies implemented to spark usage towards a specific user group or during a specific time of year. Examples include membership blitzes, Seniors Day, youth initiatives, etc.
- 4.1.9 “Rate Class” means a defined segment of the population or a pre-determined window of time, as described below:
  - 4.1.9.1 “Adult” meaning an individual aged 18 to 60 inclusive
  - 4.1.9.2 “Attendant Caregiver” means the primary health care aide who accompanies a person with a disability to minimize any potential barriers for their direct participation.
  - 4.1.9.3 “Child” means any person age 2 to 13 inclusive.
  - 4.1.9.4 “Company” means a commercial business or governmental institution that employs staff.
  - 4.1.9.5 “Family” means no more than 2 persons of the same household 18 years of age and older and any other members of the same household under 18 years old.
  - 4.1.9.6 “Infant” means any person under the age of 2.
  - 4.1.9.7 “Junior” means any association competing in a league at the junior level, usually with participants between 16 and 20 years of age.
  - 4.1.9.8 “MD” means an individual whose residence is within the corporate limits of the Municipal District of Bonnyville No. 87 and an organization or group whose base of operations is within the corporate limits of the Municipal District of Bonnyville No. 87.
  - 4.1.9.9 “Minor Sports Organization” means any sporting group, club or other organization that is registered as a not-for-profit organization and is for participants under 18 years of age.
  - 4.1.9.10 “Non-Local” means an individual who resides outside of the corporate limits of the City of Cold Lake and the Municipal District of Bonnyville No. 87, and a group or organization whose base of



operations is outside of the corporate limits of the City of Cold Lake and the Municipal District of Bonnyville No. 87.

- 4.1.9.11 "Non-Primetime" means those hours between 6am and 4pm, Monday through Friday except for stat holidays.
- 4.1.9.12 "Non-profit" means an association, club, or society that is operated exclusively for social welfare, civic improvement, pleasure, recreation, or any other purpose except profit.
- 4.1.9.13 "Off-Season" means the time of the year that ice has been removed from the arenas and/or the months of July and August for fieldhouses.
- 4.1.9.14 "Prime-time" means those hours between 4pm and 12am, Monday through Friday and 6am to 12am on Saturdays, Sundays and stat holidays.
- 4.1.9.15 "School" means a recognized primary, secondary or post-secondary educational institution.
- 4.1.9.16 "Senior" means any person 60 years of age and older.
- 4.1.9.17 "Student" means any student of a recognized secondary or post-secondary educational institution whether local or non-local.
- 4.1.9.18 "Youth" means any person aged 13 to 18 inclusive.
- 4.1.10 "Special Event" means any non-athletic event which requires setup and teardown uncommon to normal operational usage of a recreation facility or athletic field.
- 4.1.11 "Subleasing" means allowing a person other than the user of record to place his/her vessel in a Marina Slip within a lease agreement.
- 4.1.12 "Subsidy" means the amount of direct and/or indirect costs not paid by the consumer of a program, service or facility, but paid for by the City, principally from the tax base.
- 4.1.13 "The City" means the City of Cold Lake.
- 4.1.14 "User Fee" means the required payment made to The City as a necessary condition for using a facility or program.

#### 4.2 Fee Development Principles

Council Approved Fees shall be established in consideration of the following principles:

- 4.2.1 Full Cost Recovery – All costs incurred do not have to be recovered by User Fees. Rather, understanding the full costs is a starting point in setting the appropriate fee. Knowing these numbers, if possible, will aid in fully realizing the level of subsidization.
- 4.2.2 Market Comparators – Fees charged at similar facilities within similar-sized communities in north-eastern Alberta shall be considered.
- 4.2.3 Public Asset Management – As all public assets have value, the City is responsible for recognizing this value, protecting these assets and ensuring that they are maintained and their lifespan prolonged.
- 4.2.4 Affordability/Community Feedback – User Fees are appropriate only when the City is willing to exclude customers for non-payment. User fees should match the willingness of current users to pay for the product or service. The City may subsidize specific user groups based on the group's available resources

- 4.2.5 Harmony– User fees for comparable services, programs or amenities at different City facilities shall be similarly priced to ensure consistency, fairness and equitability.
- 4.3 Base Rates
- 4.3.1 The Base Rate is set by Council to represent the full rate before subsidy.
- 4.3.2 Council shall set the following Base Rates:
- 4.3.2.1 Facility and Athletic Field Use – this Base Rate shall be the rate for one hour of primetime usage.
- 4.3.2.2 Drop-in and Membership – this Base Rate shall be the rate for a single use of the facility and/or program.
- 4.3.2.3 Facility/Special Events – this Base Rate shall be the rate for one day of usage.
- 4.3.2.4 Meeting Rooms – this shall be the rate for one hour of usage.
- 4.3.2.5 Marina Slip Rentals – this shall be the rate to rent one linear foot of berth space for a vessel in a Marina Slip for the duration of the operational season of the Marina.
- 4.4 Rate Structure for the Determination of Actual Rates
- 4.4.1 The actual rate charged is calculated by utilizing the Base Rate and then applying a multiplier to set a subsidy. This calculation becomes the starting point, following which, additional factors may be considered, including but not limited to market conditions and sustainability. If these additional factors warrant, an adjustment to the calculated rate will be made to establish the User Fee.
- 4.4.2 **Facility and Athletic Field Use Fees:** The modification for facility and athletic field use shall be calculated by using the following multipliers. Where deemed appropriate by Council, additional factors may be considered, including but not limited to market conditions and sustainability, to adjust the actual rates, which is represented in Appendix A and Appendix B.

Rate Class	Multiplier to the Base Rate
Adult	equal to the Base Rate
Attendant Caregiver Rate	no admission charge for an individual accompanying a person with a disability
Child Rate	50% of the Base Rate
Family Rate	equivalent cost of two adults and one child
Infant	no admission charge if accompanied by a parent or responsible adult *This rate is not inclusive of programs or child minding services aimed at this group

Junior	70% of the Base Rate
Minor Sport	50% of the Base Rate
Non-Local	110% of the Base Rate
Non-Primetime	Notwithstanding ice rental, 50% of the Base Rate
Off Season	50% of the Base Rate
Primetime	equal to the Base Rate
School	as per the Joint Use Agreement between The City, Northern Lights School Division and Lakeland Roman Catholic School District
Seniors	60% of the Base Rate
Youth	75% of the Base Rate
Ice Flooding	25% of the user's rate according to the relevant Rate Class

- 4.4.3 **Drop-In and Membership Fees:** The modification for drop-in and membership rates shall be calculated by using the following multipliers. Where deemed appropriate by Council, additional factors may be considered, including but not limited to market conditions and sustainability, to adjust the actual rates, which is represented by Appendix B.

	<b>Multiplier to the Base Rate</b>
1-Month Membership	7x the Base Rate
3-Month Membership	18x the Base Rate
6-Month Membership	34x the Base Rate
10-Punch Pass	8.5x the Base Rate
Annual Membership	65x the Base Rate
1-hour Fitness Class Drop-in	1.6x the Base Rate
30-minute Fitness Class Drop-in	1x the Base Rate
45-minute Fitness Class Drop-in	1.25x the Base Rate



Fitness Class Session	6.5x the Fitness Class
-----------------------	------------------------

- 4.4.4 **Facility Special Event Fees:** The modification for facility special events shall be calculated by using the following multipliers. Where deemed appropriate by Council, additional factors may be considered, including but not limited to market conditions and sustainability, to adjust the actual rates, which is represented in Appendix B.

	<b>Multiplier to the Base Rate</b>
Event Centre Event Rate for Off-Season	equal to the Base Rate
Event Centre Event Rate for In-Season	2x the Base Rate
North Arena Event Rate for Off-Season	0.25x the Base Rate
Fieldhouse Event Rate	0.75x the Base Rate
Athletic Field Event Rate	0.35x the Base Rate
Half Day Rate	0.55x the full day rate

- 4.4.5 **Meeting Room Fees:** The modification for meeting rooms shall be calculated by using the following multipliers. Where deemed appropriate by Council, additional factors may be considered, including but not limited to market conditions and sustainability, to adjust the actual rates, which is represented in Appendix B.

	<b>Multiplier to the Base Rate</b>
Meeting Room Rate	equal to the Base Rate
Indoor Playground Rate	2x the Meeting Room Rate;
Non-Profit Meeting Room Rate	0.80x the Meeting Room Rate or Indoor Playground Rate

- 4.4.6 **Marina Slip Rental Fees:** The modification for marina slip rental fees shall be calculated by using the following multipliers. Where deemed appropriate by Council, additional factors may be considered, including but not limited to market conditions and sustainability, to adjust the actual rates, which is represented in Appendix C.

	<b>Multiplier to the Base Rate</b>
Annual Slip Rental per Foot Rate	equal to the Base Rate
Weekly Subleasing Rate	0.15x the Annual Slip Rental per Foot Rate

#### 4.5 Bulk Discounts

- 4.5.1 Companies purchasing bulk memberships for their employees shall receive a further discount as indicated in Appendix B.
- 4.5.2 Schools purchasing bulk memberships for their students shall receive a further discount as indicated in Appendix B.
- 4.5.3 When purchasing a drop-in pass, 10-punch pass, or membership at the Energy Centre for three or more immediate members of their family at the same time, the family shall receive a discount on all subsequent passes or memberships after paying full price for the most expensive pass or membership as indicated in Schedule B.
- 4.5.4 When registering in multiple fitness classes in the same session, participants shall be eligible for a 20% further discount in all subsequent classes after paying full price for the most expensive class as indicated in Schedule B.

#### 4.6 Administration

- 4.6.1 An Energy Centre Membership shall allow access to the Wellness Centre and any drop-in programming offered at the Energy Centre exclusive of all fitness programs.
- 4.6.2 Times within the facility schedule that are not already booked may be offered as drop-in programming by recreation staff with applicable fees applying. Should a third party subsequently wish to book the facility during that time, their booking shall take priority as long as the booking is made more than 48 hours in advance of the planned drop-in program.
- 4.6.3 Times within the facility schedule that remain unbooked within 48 hours of that time commencing may be booked by the general public and charged at the facility drop-in rate per user.
- 4.6.4 All prices in Appendices 'A', 'B', and 'C' are not inclusive of Goods and Services Tax.
- 4.6.5 Changes to User Fees shall be levied and considered in effect as of 6:00am on September 1<sup>st</sup> of the same calendar year.
- 4.6.6 City Council shall endeavor to approve User Fees not later than July 1<sup>st</sup> of each calendar year

#### 4.7 Roles and Responsibilities:

- 4.7.1 City Council shall:
  - 4.7.1.1 Be provided the opportunity to approve adjustments to all User Fees no later than July 1<sup>st</sup> of each calendar year.
- 4.7.2 The General Manager of Community Services shall:
  - 4.7.2.1 Ensure compliance with the Fee Policy; and

- 4.7.2.2 Review and recommend all User Fees to the CAO not later than June 1<sup>st</sup> of the calendar year;
- 4.7.3 The Recreation Manager shall:
- 4.7.3.1 Ensure compliance with the Fee Policy;
- 4.7.3.2 Review and recommend all User Fees to the General Manager of Community Services no later than May 1<sup>st</sup> of the calendar year; and
- 4.7.3.3 Review and ensure the appropriate implementation of Non-Council Approved Fees; and
- 4.7.3.4 Oversee the review and implementation of Promotional Programs, in consultation with the City's Communications Manager, and the setting of new fees in response to short term, temporary and other department initiatives; and
- 4.7.3.5 Have the authority to waive or reduce fees for promotional purposes and to quickly establish fees for services not referred to in the appendices attached to and forming part of this policy (for example new programs or offerings) on a Full Cost Recovery basis.

#### 4.0 References

- Athletic Field Use Policy #087-RC-05
- Arena Use and Ice Allocation Policy #088-RC-05
- Energy Centre Fee, Membership, Registration and Booking Policy #131-RC-11

#### 5.0 Persons Affected

Recreation user groups, and members of the public.

#### 6.0 Revision/Review History

- Reviewed December 12, 2017- CM20171212.1016. Moved by Councillor Vining approve a five (5%) increase to Marina Slip Fees expressed in Appendix "C" – Athletic Fields and Marina, of Policy No. 197-RC-16, Being the Recreation User Fee Policy.
- Reviewed March 13, 2018 – CM20180313.1004. Moved by Councillor Lefebvre to amend Sections: 3.3, 4.1.8.8, 4.1.8.10, 4.4.1, 4.4.2, 4.4.3, 4.4.4, 4.4.5, 4.4.6, Appendix "A", Appendix "B" and Appendix "C".

*March 26, 2018*

Date

*[Signature]*

Chief Administrative Officer

*March 27 2018*

Date

*[Signature]*

Mayor



## Appendix “A” – Arenas, Fieldhouse and Special Events

## Facility Booking Fees

<i>Per Hour</i>	<i>Primetime</i>			<i>Non-Primetime</i>	
	Arenas	Fieldhouse	Running Track	Arenas	Fieldhouse
<b>Base Rate</b>	\$169.00	\$100.00		\$50.00	\$52.50
<b>Adult</b>	\$169.00	\$100.00	No Charge	\$50.00	\$52.50
<b>School</b>	As per joint agreement				
<b>Seniors</b>	\$101.50	\$60.00	No Charge	\$50.00	\$31.50
<b>Minor Sport</b>	\$91.00	\$50.00	No Charge	\$50.00	\$26.50
<b>Junior</b>	\$115.50	\$70.00	No Charge	\$50.00	\$37.00
<b>MD</b>	\$186.00	\$110.00	No Charge	\$55.00	\$58.00
<b>Non-Local</b>	\$186.00	\$110.00	No Charge	\$55.00	\$58.00

## Arena Dry Floor

Per Hour	Primetime	Non-Primetime	
	Arenas	Arenas	
Base Rate	\$86.50	\$86.50	
Adult	\$86.50	\$86.50	
School	As per joint agreement		
Seniors	\$52.00	\$52.00	
Minor Sport	\$43.50	\$43.50	
Junior	\$60.50	\$60.50	
MD	\$95.50	\$95.50	
Non-Local	\$95.00	\$95.50	

## Facility Special Event Rates

<i>Per Day</i>	<i>In-Season</i>			<i>Off-Season (dry floor)</i>	
	Arena	Athletic Field	Fieldhouse	Arena	North Arena
<b>Base Rate</b>					
<b>Full Day</b>	\$2,990.00	\$523.25	\$1,121.25	\$1,495.00	\$373.75
<b>Half Day</b>	N/A	\$287.79	\$616.69	\$822.25	\$205.56
<b>MD Full</b>	\$3,289.00	\$575.58	\$1,233.38	\$1,644.50	\$411.13
<b>MD Half</b>		\$316.57	\$678.36	\$904.48	\$226.12
<b>Non-Local Full</b>	\$3,289.00	\$575.58	\$1,233.38	\$1,644.50	\$411.13
<b>Non-Local Half</b>	N/A	\$316.57	\$678.36	\$904.48	\$226.12

\*includes installation and removal of ice decking

## Appendix “B” – Energy Centre, Fitness Classes, Bulk Memberships, and Meeting Spaces

**Energy Centre Fees (inclusive of Wellness Centre and Energy Centre Programming)**

	<b>Drop-in</b>	<b>10 Punch</b>	<b>1 Month</b>	<b>3 Month</b>	<b>6 Month</b>	<b>Annual</b>
<b>Base Rate</b>	\$7.62					
<b>Adult</b>	\$7.62	\$62.50	\$51.50	\$132.50	\$250.00	\$478.00
<b>Infant</b>	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge
<b>Child</b>	\$3.81	\$31.00	\$25.50	\$66.00	\$125.00	\$239.50
<b>Youth</b>	\$5.71	\$47.00	\$38.50	\$99.00	\$187.50	\$358.50
<b>Senior</b>	\$4.76	\$37.50	\$31.00	\$79.50	\$150.00	\$286.50
<b>Caregiver</b>	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge
<b>Family</b>	\$18.57	N/A	\$128.50	\$331.00	\$625.00	\$1,194.50

**Fitness Class Fees**

	<b>Drop-in</b>	<b>Session</b>
<b>Base Rate</b>		
<b>One Hour</b>	\$11.43	\$73.00
<b>45 minutes</b>	\$9.05	\$57.00
<b>30 minutes</b>	\$7.62	\$45.50

**Energy Centre Bulk Membership Fees**

<i>% Discount</i>	<b>Companies</b>	<b>Schools</b>
<b>5-9 Memberships</b>	5%	30%
<b>10-19 Memberships</b>	10%	40%
<b>20+ Memberships</b>	15%	50%
<b>Families</b>	Purchase most expensive pass at regular price and receive 20% discount on all others	
<b>Fitness Class Participants</b>	Purchase most expensive class pass for entire session and receive 20% discount on all other classes during the same session	

**Meeting Room and Indoor Playground Fees**

<i>Per Hour</i>	<b>Meeting Room</b>	<b>Fitness Room</b>	<b>Indoor Playground</b>
<b>Local</b>	\$26.50	\$26.50	\$52.50
<b>Local Non-Profit</b>	\$21.00	\$21.00	\$42.00
<b>MD</b>	\$29.00	\$29.00	\$58.00
<b>Non-Local</b>	\$29.00	\$29.00	\$58.00

**Athletic Field Booking Fees**

<i>Per Team</i>	<b>Soccer</b>	<b>Rugby</b>	<b>Ball Diamond</b>	<b>Non-Primetime</b>
<b>Base Rate</b>	\$588.00			
<b>Adult</b>	\$588.00	\$588.00	\$588.00	\$294.00
<b>School</b>	As per joint agreement			
<b>Seniors</b>	\$353.00	\$353.00	\$353.00	\$294.00
<b>Minor Sport</b>	\$294.00	\$294.00	\$294.00	\$294.00
<b>Junior</b>	\$411.00	\$411.00	\$411.00	\$294.00
<b>MD</b>	\$647.00	\$647.00	\$647.00	\$294.00
<b>Non-Local</b>	\$647.00	\$647.00	\$647.00	\$294.00

**Athletic Field Booking Fees**

<i>Per Day</i>	<b>Soccer</b>	<b>Rugby</b>	<b>Ball Diamond</b>	<b>Non-Primetime</b>
<b>Base Rate</b>	\$68.50			
<b>Adult</b>	\$68.50	\$68.50	\$68.50	\$34.00
<b>School</b>	As per joint agreement			
<b>Seniors</b>	\$41.00	\$41.00	\$41.00	\$34.00
<b>Minor Sport</b>	\$34.00	\$34.00	\$34.00	\$34.00
<b>Junior</b>	\$48.00	\$48.00	\$48.00	\$34.00
<b>MD</b>	\$75.00	\$75.00	\$75.00	\$34.00
<b>Non-Local</b>	\$75.00	\$75.00	\$75.00	\$34.00

**Marina Slip Fees**

<i>Per Foot</i>	<b>Annual Slip Rental</b>	<b>Subleasing Weekly</b>
<b>Base Rate</b>	\$35.37	
<b>Local</b>	\$35.37	\$5.30
<b>Non-Local</b>	\$38.91	\$5.84

**Other Marina Fees**

		<b>Daily</b>	<b>Seasonal Pass</b>
<b>Launch Pass</b>		\$8	\$105
<b>Annual Slip Maintenance Fee</b>	\$100	N/A	N/A
<b>Non-Local Annual Slip Maintenance Fee</b>	\$110	N/A	N/A