

CITY OF SASKATOON COUNCIL POLICY

NUMBER C03-029

POLICY TITLE <i>Leisure Services Fees and Charges</i>	ADOPTED BY: <i>City Council</i>	EFFECTIVE DATE <i>March 13, 1989</i>
		UPDATED TO <i>April 27, 2015</i>
ORIGIN/AUTHORITY <i>Planning and Development Committee Reports No. 10-1989, 25-1989, 23-1992 and 19-1994; Leisure Services Advisory Board Report No. 2-1992; Executive Committee Report No. 5-2006; Administration and Finance Committee Reports No. 13-2006 and 2-2007; and Item 8.1.9 Standing Policy Committee on Planning, Development and Community Services Report – April 27, 2015</i>	CITY FILE NO. <i>CK. 1720-3</i>	PAGE NUMBER <i>1 of 6</i>

1. PURPOSE

To establish an appropriate source of funding to the City of Saskatoon for the provision of leisure services. The objectives of this policy are:

- a) To ensure that those who benefit from City-sponsored leisure services pay a fair and equitable share of the cost of such services.
- b) To ensure that the City's fees and charges do not discourage the delivery of leisure activities by outside organizations.
- c) To ensure fees and charges are not counter-productive to program objectives.
- d) To ensure participation in leisure activities by all residents including the economically disadvantaged and individuals with special needs.

2. DEFINITIONS

- 2.1 Targeted Participation/Spectatorship Levels - shall be the targeted level below which the objectives (social and/or economic impact) of the leisure program could not be achieved.
- 2.2 City-Sponsored Leisure Program - a leisure time activity delivered by the Leisure Services Branch of the Community Services Department for which the Department is solely responsible for associated costs, revenues and administrative functions.

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- 2.3 Private Benefits - benefits that accrue to individuals through their participation in or spectatorship at City-sponsored leisure programs.
- 2.4 Public Benefits - benefits that accrue to the City as a whole (eg. leisure services contribute to attracting new residents and businesses to the City, thereby expanding the tax base and enhancing the local economy).
- 2.5 Individuals - shall be interpreted to mean individuals or groups.
- 2.6 Program - an activity (or group of activities) undertaken to produce a product or service that will benefit, directly or indirectly, all residents or a particular segment of the population.
- 2.7 User Fee - a fee charged for the opportunity to participate in or be a spectator at a City-sponsored leisure program. These user fee rates are set in accordance with the market.
- 2.8 Base Rate - the rate set to maximize revenue and/or to achieve cost recovery objective(s).
- 2.9 Outside Organizations - any provider of leisure services other than Civic departments and agencies. Outside organizations include other public agencies, non-profit organizations, commercial organizations and volunteer organizations.
- 2.10 Individuals with Special Needs - individuals with physical, mental or learning disabilities.
- 2.11 General Admission - a fee charged to allow single access to a City-sponsored activity (including drop-in fitness programs) without the need to pre-register or provide advance notice.
- 2.12 Structured Activities - City-sponsored leisure activities which require participants to pre-register.
- 2.13 Program Costs - includes facility rental charges, operating costs and staffing costs associated with a program. This includes all direct and indirect Facilities Branch, Infrastructure Services Department costs for all leisure

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centres, including operation, maintenance and project services, and excludes building reserve and productivity improvement loan costs.

- 2.14 Water Service Disruption Admission – a no fee admission to allow a citizen(s) access to shower amenities when experiencing a water service disruption.

3. POLICY

The Administration shall have authority to set and to update user fees/user fee rates in accordance with the criteria set out in this Policy.

- 3.1 User Fee Rates - user fees for City-sponsored leisure programs will be set at levels that reflect the purpose, value and quality of the service provided, and targeted participation/spectatorship levels. Consideration will be given to the impact such fees may have on comparable private sector services.

- a) Structured Activities - the fees for Structured Activities shall be set to achieve full cost-recovery. The fee structure shall be:

- i) Adult (19 years of age and older) - base rate,
- ii) Youth (ages 6 to 18 years inclusive) - 85% of base rate, and
- iii) Pre-school (5 years and under) - free admission.

- b) General Admission Programs - the fees for General Admission Programs shall be set to recover 65% of the total cost of providing the service. The fee structure shall be:

- i) Adult (19 years of age and older) - base rate,
- ii) Youth (ages 6 to 18 years inclusive) - 60% of base rate,
- iii) Pre-school (5 years and under) - free admission, and
- iv) Family – two times the adult rate.

- 3.2 Fully-Subsidized Services - user fees will not, (subject to budget and resource allocation approved by City Council), be charged for programs identified as "Basic Services". A basic service is one that:

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- a) Addresses a concern or problem that affects the community-at-large and generates, thereby, a benefit to the general public.
 - b) Addresses a need for a standard of service expressed by a specific target group representing a large portion of the community.
 - c) Is available at the Neighbourhood level with minimal cost (eg. transportation, equipment, etc.) to the participant.
- 3.3 Partially-Subsidized Services - notwithstanding 3.1 above, and subject to budget and resource allocation approved by City Council, user fees may be set to recover less than the total cost of the services:
- a) When it is necessary to promote on a short term basis a program to attract new participants or spectators in order to maximize usage and increase patronage.
 - b) When program costs to intended participants are considered prohibitive, yet it is necessary, because of the associated private and/or public benefits, to encourage their participation/ spectatorship.
 - c) When it is necessary to promote family recreation and the encouragement of a leisure lifestyle for the family.
 - d) When the program involves the development and/or use of advanced skills, the subsidy is reduced.
 - e) When the program provides economic benefits and/or promotes tourism opportunities that benefit the community-at-large.
- 3.4 Maximum Subsidy - where subsidized fees are deemed important for reasons stated in section 3.3, the maximum subsidy to be provided to participants shall be:
- a) Adult - 20% of the base rate,
 - b) Youth - 40% of the base rate.

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- 3.5 Accessibility Subsidy Program - notwithstanding 3.1 above, and subject to budget and resource allocation approved by City Council, user fees will not be charged when it is necessary to encourage participation by individuals and groups where the total cost of the program has been identified as being a barrier to participation. The following process for identifying individuals applies:
- A recognized special need, social service and senior citizen organization identifies to the Department individuals requiring assistance.
 - The Department identifies individuals or groups requiring assistance.
- 3.6 Non-Subsidized Services - notwithstanding 3.1 above, user fee rates may be set to recover an amount equal to or greater than the total cost of the services:
- a) When other organizations provide similar services to the same target group. In such cases user fees may reflect market rates. Any surplus realized may be used to cross-subsidize other City sponsored leisure programs.
 - b) When demand for a service substantially exceeds the capacity of a program. In such cases, any additional revenues received may be used to expand the program to satisfy the demand. Such program expansions can be provided by the City or outside organizations.
 - c) When the City wishes to make a program more self-sufficient thereby encouraging other organizations (ie. non-profit, commercial) to invest in the program and assume responsibility for delivery.
 - d) When the program is requested by a specific group and extends well beyond basic skill development/use and is not a basic service or subsidized service.
- 3.7 Uniform Rates - uniform rates will be charged to individuals within the same target groups for identical services received.

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3.8 Differential Rates - notwithstanding 3.1 and 3.7 above, differential rates may be established:

- a) between different target groups; and/or,
- b) as a means of levelling out demand for a particular program during prime and non-prime time.

4. RESPONSIBILITIES

4.1 Leisure Services Branch, Community Services Department

- a) Establish user fees and set user fee rates in accordance with the criteria outlined in this Policy;
- b) Annually report to City Council on the extent to which the objectives and the financial expectations of this Policy (i.e. cost-recovery objectives) have been achieved.
- c) Annual fee increases intended to work towards cost recovery objectives will occur as follows:
 - i) Admission fee increases will take place on January 1 of each year; and
 - ii) Registered program fee increases will take place on April 1 of each year.