

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

August, 2025

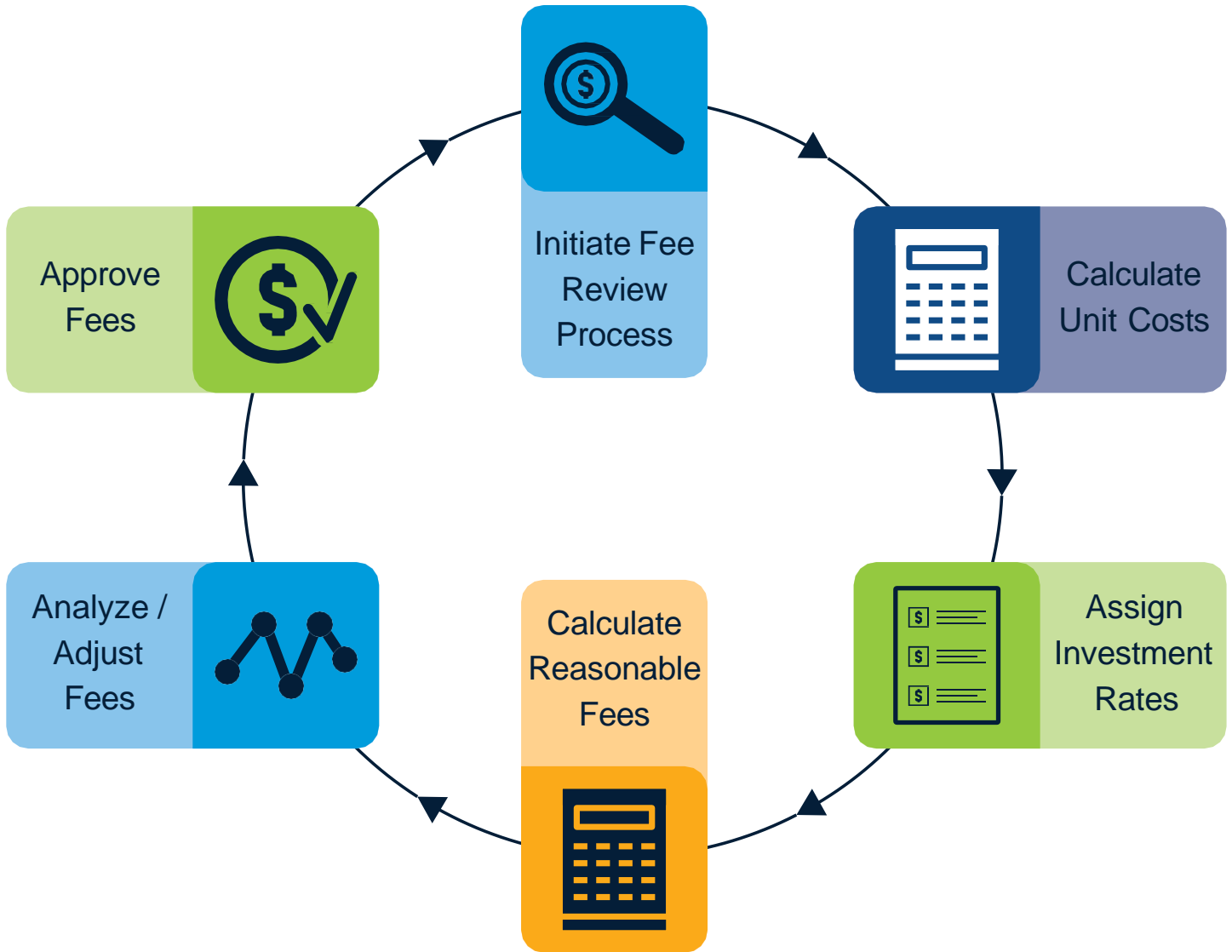


The City's Recreation & Culture Fees and Charges Framework is based on the following factors and considerations:

- 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 (Not for Profit)
  - Adult Local Organization (Not for 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 1: 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 1: Proposed Rental Investment Levels**

	<b>Regular Activity</b>	<b>Tournament / Performance</b>
Youth Local Organization (NFP)	75%	50%
Junior League / For Profit	60%	40%
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)

<b>ICE</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%	40%
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	40%
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%	40%
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%	40%
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

<b>Horizon Stage</b> (Fees set by .67 Seat and Market analysis)	<b>Youth Not for Profit</b> <b>Level of Investment</b>	<b>Adult Local/Not for Profit</b> <b>Level of Investment</b>	<b>Non-Local/Commercial</b> <b>Level of Investment</b>
Rehearsal (per hour 4hr Min)	75%	50%	0%
Live Performance (per hour 4hr Min)	50% more than Rehearsal Rate	50% more than Rehearsal Rate	50% more than Rehearsal Rate

<b>Black Box - Performance/Stage Use</b> (50% of Horizon Stage Rates)	<b>Youth Not for Profit</b> <b>Level of Investment</b>	<b>Adult Local/Not for Profit</b> <b>Level of Investment</b>	<b>Non-Local/Commercial</b> <b>Level of Investment</b>
Rehearsal (per hour 4hr Min)	75%	50%	0%
Live Performance (per hour 4hr Min)	50% more than Rehearsal Rate	50% more than Rehearsal Rate	50% more than Rehearsal Rate

<b>Black Box - Meeting/Gathering Use</b>	<b>Youth /Adult Not for Profit or Individual</b> <b>Level of Investment</b>	<b>Non-Local/ Commercial</b> <b>Level of Investment</b>
Meeting/Event	(50% of Elks Hall Rental)	(50% of Elks Hall Rental)

## OTHER 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.
- Picnic Shelter Rental
- Black Box – (Performance/Stage Rate & Meeting/Gathering Rate)
- Lavasseur Trust Program Room