

**THE CORPORATION OF THE CITY OF WINDSOR
POLICY**

Service Area:	Recreation	Policy No.:	
Department:	Parks and Recreation	Approval Date:	
Division:	Client Services	Approved By:	CR408/2006
Subject:	Parks and Recreation User Fee and Pricing Policy	Effective Date:	
		Procedure Ref.:	
		Pages:	Replaces:
			Date:

1. POLICY

The City of Windsor Parks and Recreation User Fee and Pricing Policy is intended as a general mechanism for effectively allocating public funds for recreational services and facilities. It will help provide a consistent approach to setting user fees and to ensure a reasonable and equitable proportion of the costs to deliver recreation programs and services are recovered through user fees.

This document, based on consultation with user focus groups and research, clearly outlines the guiding principles, relates the principles to recreation programs, facilities, and clients and recommends a three level subsidization process. The policy recommends that the Department of Parks and Recreation will aim to recover all its direct costs for each level of services and set reasonable targets for the recovery of indirect costs for specified services through its user fees. It also recommends that these targets be reviewed annually.

2. PURPOSE

The City of Windsor Parks and Recreation Department is committed to providing its residents with a range of recreation opportunities to improve health and quality of life. People of all ages and abilities can access a variety of physical and non-physical programs and activities at the City’s numerous indoor and outdoor facilities.

An essential purpose of the User Fee and Pricing Policy is to provide a distinction between different types of recreation activity as related to the principles of funding and subsidization. The Guiding Principles outlined in this document and approved by City Council are the foundation for establishing a fair, objective and equitable means to distinguish between activities and clients when setting recreation user fees.

It is the intent that the Parks and Recreation User Fee and Pricing Policy be adopted as a permanent policy subject to review at a minimum every five years. To allow for better resource planning for both the City of Windsor and users of its recreation services, the Department of Parks and Recreation shall strive to maintain a multi-year fee schedule for all its programs, services and facilities.

3. SCOPE

3.1 The study focuses on developing a fair and equitable pricing structure for Parks and Recreation facilities, programs, and services.

3.2 This policy applies to current Recreation fees defined within the user fee schedules and Activity Guide. New initiatives will be evaluated and priced in accordance with this policy.

4. RESPONSIBILITY

The user fee policy of the City of Windsor will be subject to review at a minimum of every five years, based on the operational mandate of the Department of Parks and Recreation, the broader fiscal environment of the City of Windsor, and otherwise at the discretion of the City. This policy stands aside from any other policies, which exist regarding cost recovery of individual services of the City of Windsor. However, recreation user fees represent significant revenue to the City of Windsor and a more formalized approach to setting user fees, any increases over time, and levels of subsidization, should be predicated on this user fee policy.

5. GOVERNING RULES AND REGULATIONS

Statement of Principles

The Parks and Recreation User Fee and Pricing Policy is based on a number of guiding principles that were developed in consultation with key stakeholders and users of the City’s recreation programs, services and facilities.

These principles relate to healthy living, quality and diversity, affordability and accessibility and the environment. All future decision-making involving the pricing of recreation services should reflect the following principles:

Healthy Living

- Parks and Recreation will seek to provide a range of recreational facilities, programs and service, for residents of all ages and abilities, to help foster healthy lifestyle habits and active living.
- Parks and Recreation will aim to be the provider of the first resort for recreational facilities and services that are not generally provided at an affordable rate by the private sector or for those services not provided at all by the private sectors e.g. parks, arenas, pools.
- Parks and Recreation will provide programs for youth and adults that teach essential life and safety skills e.g. CPR, First Aid, swimming, babysitting.

Quality and Diversity

- Parks and Recreation will strive to provide a range of integrated, accessible services to the entire community that are responsive to current needs and trends.
- Parks and Recreation will endeavour to provide services that reflect the highest reasonable level of customer service and facility maintenance, including proactive communication on programs and services.
- Parks and Recreation recreational facilities, programs and services will strive to provide a range of services that reflect the diversity of interest and culture in our community.
- Parks and Recreation will continue to encourage cross-cultural participation and seek to expand its programs to include activities of interest to Windsor's diverse, multi-cultural community.

Affordability and Accessibility

- Parks and Recreation will seek to remove physical, financial, gender, social and cultural barriers that may prevent Windsor residents from participating in recreation.
- Parks and Recreation will strive to allocate its limited resources and municipal subsidy to those users most in need e.g. low-income households, children and youth, seniors, and special populations.
- Parks and Recreation will aim to ensure that user fees are set fairly and equitably in all areas of recreation. The process will be open and transparent for all fees and costs associated with the provision of recreation facilities, programs and services.
- Parks and Recreation will encourage and promote the long-term participation of residents by supporting discounts for multiple enrolments.
- Parks and Recreation will strive to ensure programs and services are provided in safe and comfortable environments.
- Parks and Recreation will actively develop flexible programs and services to meet the changing needs, recreational trends and interests in the community.
- Parks and Recreation recognizes the importance of partnerships and the importance of facilitating new product development, particularly in the area of sports and recreational tourism.
- Parks and Recreation will strive to ensure the most effective use of City resources to maximize all opportunities for partnership development, sponsorship and grant development and fiscal responsibility.
- Parks and Recreation will strive to ensure that the pricing of its recreational services does not preclude or diminish participation.

Environment

- Parks and Recreation will continue to protect and expand its green space to provide accessible parkland within neighbourhoods.
- Parks and Recreation will maintain the highest reasonable standards of environmental stewardship.
- Parks and Recreation will strive to provide a healthy urban forest and quality parkland facilities for all interests and ages of people to encourage active living in a sustainable environment.

Categorization of Recreation Services

The City of Windsor currently offers its residents a wide range of recreation services, including:

- Programs/Lessons
- Admissions and Memberships
- Facility and Equipment Rental.

The City of Windsor must prioritize the funding, and subsidy, of recreation services in order to provide the greatest number of people with quality recreation services at an affordable price. The following criteria were used to determine which City services should be given higher levels of subsidy, and which services user fees should cover a higher portion of the actual costs:

- The principles of the Department pertaining to health and wellness, quality and diversity, access and affordability and the environment;
- The needs and priorities of Windsor residents;
- Varying benefits to the public of different recreation pursuits; and
- The total participant cost associated with various recreation activities and the relationship to the level of access provided and participation achieved.

A brief description of the three service levels is provided below. The Department of Parks and Recreation will classify all new and existing recreation services as per the following:

Level 1 Services: Programs, activities or facilities for which higher levels of subsidization should be tolerated (in relation to Level 2 and Level 3 services) given these recreation services:

- Can be accessed by the widest cross section of the population and therefore have the potential for broad base participation (e.g. public swimming, fitness centres and public skating);
- Teach essential life and safety skills to persons of all ages (e.g. Learn to Swim, Women's Self-Defense, CPR);
- Provide an introduction to physical and non-physical activities to children and youth and encourage active living (e.g. rental of sports facilities, introductory level programs and camps);
- Provide an introduction to physical activities and encourage active living for adults and seniors (e.g. Aquafitness, Keep Fit and Badminton);
- Allow for participation of persons or groups with special needs (e.g. persons with disabilities, new or emerging user groups);
- Involve the use of City-owned facilities by persons of all ages that have minimal maintenance costs (e.g. weight rooms/fitness centres, outdoor tennis courts, picnic tables); and
- Involve the use of City-owned facilities by youth/senior sports teams or groups on a seasonal or multi-time slot basis (e.g. Community Rooms, Gymnasiums, Ice Rinks).

Level 2 Services: Progressively, more advanced programs, activities and facilities should not be subsidized to the same degree as Level 1 services. These services should have a higher degree of cost recovery to be established on an individual basis and at the discretion of the City.

- Are accessed by a smaller subset of the population;
- Provide intermediate or advanced level instruction to children and youth (e.g. Advanced Pre-School Ballet, Youth Martial Arts Camp);
- Offer specialized activities or special events to children and youth (e.g. Youth Science Quest, Youth Sleepover Party, Youth Dinner, Swim and a Movie);
- Promote healthy living for adults, but are non-physical (e.g. Cake Decorating, Bridge Lessons);
- Provide advanced or specialized physical instruction to adults (e.g. Advanced Power Yoga, Ballroom Dancing International Style); and

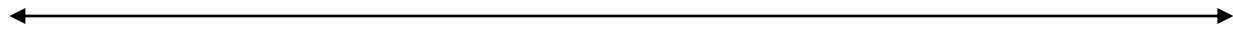
- Involve the use of City-owned facilities by adult sports teams or groups on a seasonal or multi-time slot basis (e.g. Community Rooms, Gymnasiums, Ice Rinks).

Level 3 Services: Advanced level or specialty programs, activities or facilities for which subsidization should be less than that applied to Level 1 or Level 2 services. These services should be subject to greater cost recovery than Level 2 or Level 1.

- By comparison to Level 2 services, are likely to be accessed by a smaller subset of the population;
- Offer advanced or specialized non-physical instruction to adults (e.g. Holiday Hor d'oeuvres, Spring Winery Tour);
- Are offered on a private basis (e.g. 1 on 1 swimming lessons);
- Involve the use of premium City-owned facilities used by adults on a casual basis and therefore have less potential to promote long-term or broad based participation (e.g. Sports Fields, Baseball Stadiums);
- Involve specialty City-owned facilities (e.g. Marina, rental of Mackenzie by adults); and
- Involve the use of City facilities or services for profit-events or private businesses (e.g. rental of Riverfront Festival Plaza, vessel docking for profit chartering).

Figure 1 illustrates the categorization of recreation services by broad activity or user.

Figure 1. Categorization of City of Windsor Recreation Programs, Services and Facilities



Most Subsidized

Least Subsidized

Category I	Category II	Category III
Learn to Swim (all ages)	Aquatics Leadership Programs	Adult Aquatics Courses - Specialized
Public Swim/Swim Passes (all ages)	Youth Aquatic Courses - Specialized	Private Swim Lessons
Aquatic Teams - Intro	Aquatic Teams - Competitive	Adult Non-Physical Activity – Specialized/Advanced/ Customized/ Workshops
Preschool Programs - Intro	Preschool Programs - Advanced	
Youth Programs - Intro	Youth Programs - Advanced/ Customized/Specialized/ Workshops	Marina
Youth Camps - General	Recreation Leadership	Prime Time Hall Rentals
Adult Programs - Physical Activity - Intro	Youth Special Events	Equipment/Showmobile Rentals Profit/Non- Resident
Youth/Seniors Sports Facility Rental	Youth Camps - Advanced/Specialized	Park and Picnic Rentals for Profit/Commercial
Youth/Seniors Community Space Rental	Adult Programs (Non-Physical Activity) - Intro	Festivals for Profit
Public Skates (all ages)	Adult Physical Activity Programs - Advanced/Specialized	Vessel Docking-Charters
Fitness Memberships (all ages)	Adult Sports Facility Rental	Vessel Docking - Added Services
Fitness Pass (all ages)	Adult Community Space Rental	
Vessel Docking - Government -Working	Park Permits/Picnic Shelter Rentals – Families and Non-Profit	
Special Needs or New/Emerging Programs and Services	Equipment/Showmobile Rentals - Non Profit	
	Festivals - Non Profit, Canada South Festival Network	
	Vessel Docking - Non Profit, Government Visiting	

Definitions

User Fee: A fee paid directly by a user to gain access to a specific service (e.g. program registration fee, admission or membership fee, facility or equipment rental charges, special service charges).

Direct Costs: Costs directly attributable to a specific program or service (e.g. equipment or program supplies and wages of instructors).

Indirect Costs: Costs that are not directly attributable to one particular activity (e.g. facility operations and maintenance, administration, corporate overhead).

Subsidy: 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.

Policy Guidelines

It is the policy of the City of Windsor that all user fees for recreation programs, services and facilities be set in accordance with the principles and fee categories described above, as well as the following guidelines:

1. The Department of Parks and Recreation shall aim to recover all of its direct operating costs for Level 1, 2 and 3 services through the collection of user fees, except for those activities that City Council deems appropriate to be subsidized at a greater level.
2. The Department of Parks and Recreation will set reasonable targets for the recovery of a portion of indirect costs for Level 2 and Level 3 services through the collection of user fees. These targets will be reviewed annually with due consideration to the operating budget impact.
3. The pricing of all recreation programs, services and facilities will be reviewed annually and adjusted to accommodate the changes in operating and maintenance costs and the market place.
4. It is intended that a range of recreational services be available to all citizens and that no Windsor residents shall be excluded from participating in recreational activities because of an inability to pay. The Department of Parks and Recreation will develop a formalized low-income subsidy policy specifically in regard to access to recreation programs and services.
5. The City of Windsor reserves the right to impose a surcharge on persons who do not pay business or property taxes to the City of Windsor (e.g. non-residents). The non-resident fee will be published in the Activity Guide.
6. It is the intent of the Department of Parks and Recreation to eliminate subsidization of activities such as for-profit tournaments and special events.
7. Persons age 60 and over (seniors) and persons with a disability are entitled to receive a discount on program registration and facility rental. This discount will be determined by City Council and published in its Activity Guides.
8. Families registering three (3) or more members of their immediate family are eligible to receive a discount on program fees. This discount will be determined by City Council and published in its Activity Guides.
9. Facility and equipment rental rates may be offered at a reduced rate in low priority times (e.g. non-prime time) to encourage greater participation rates and make use of existing City facilities.
10. The Council of the City of Windsor has the authority to waive, reduce fees and alter fees for services for promotional purposes and to establish fees for experimental services on an as required basis.
11. It is the intent of the Department of Parks and Recreation to ensure that fees remain competitive with other recreation and culture service providers in the City of Windsor. However, it is not the intention of the Department to purposely undercut other service providers.
12. The Department of Parks and Recreation will continue to investigate potential new sources of revenue (e.g. grants, partnerships and new programs) and support appropriate funding efforts of groups and organizations to help offset the costs to the municipality in providing services and operating facilities.

Conclusion

The user fee policy is designed to promote access to and enjoyment of all of the City's recreation services. This is achieved by recognizing those facilities, services and programs for which the private market is not likely to provide an appropriate level of service at affordable costs and recognizing the role of the City in providing access at reasonable costs. As such, the user fee policy establishes those services that should be subject to higher levels of subsidization, consistent with the mandate of the City of Windsor to provide recreation services with costs borne from the tax base. In meeting the challenge of allocating tax dollars effectively, the intent of the policy is to direct where subsidy should be most appropriately applied. This essential mandate requires that user fees are set according to the principles of this policy.

6. RECORDS, FORMS AND ATTACHMENTS

- 6.1** To determine the allocation of costs, the financial analysis and support documents will be retained within the Parks and Recreation Department main files, as well as on the Parks "G" Drive.

Appendix B

City of Windsor Recreation User Fee Study – Final Categorization of Recreation Activities and Services

ADMISSION AND MEMBERSHIPS				
Activity	Category 1	Category 2	Category 3	Brief Rationale
Public Skating Ice Arena				
Children, Youth & Seniors	✓			Introductory Level, City is Provider of Ice Rinks in First Resort, Service for Children and Youth, Potential for Broad Base Participation, Active Living
Adult	✓			
Families	✓			
Public Skating Lanspeary Artificial Skating Rink (Outdoor) – All Times				
Child	✓			Introductory Level, City is Provider of Ice Rinks in First Resort, Service for Children and Youth, Potential for Broad Base Participation, Active Living
Youth	✓			
Adult	✓			
Family	✓			
Public Swims (all pools)				
Child/Youth	✓			Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Service for Children and Youth, Potential for Broad Base Participation, Active Living
Adult	✓			
Family	✓			
Slide (Plus rec swim fee)	✓			
Wade Pool	✓			
Swim Passes				
Individual Summer Swim Pass	✓			Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Service for Children and Youth, Potential for Broad Base Participation, Potential for Longer Term Participation, Active Living
Family Summer Swim Pass	✓			
Group or Organization Swim Pass	✓			
Skate/Swim Passes (non-summer)	✓			
Length Swim Memberships				
/year	✓			Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Potential for Broad Base Participation, Potential for Longer Term Participation, Active Living
/6 months	✓			
/3 months	✓			
/1 month	✓			
/visit		✓		Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Active Living
AQUAFITNESS/WATERWALKING MEMBERSHIPS				
/year	✓			Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Potential for Broad Base Participation, Potential for Longer Term Participation, Active Living
/6 months	✓			
/3 months	✓			
/1 month	✓			
/visit		✓		Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Active Living
FITNESS MEMBERSHIPS				
/year	✓			Introductory Level/Basic Facility, Potential for Broad-Base Participation, Potential for Longer-Term Participation, Active Living, City is not the provider of fitness centers in the first resort – many private sector options
/6 months	✓			
/3 months	✓			
/1 month	✓			
/visit		✓		Introductory Level/Basic Facility, Active Living, City is not the provider of fitness centers in the first resort – many private sector options
SWIM/FITNESS MASTERS COMBO MEMBERSHIPS				
/year		✓		Advanced Level, City is Provider of Pools in First Resort, Potential for Broad-Base Participation, Potential for Longer-Term Participation, Active Living, City is not the provider of fitness centers in the first resort – many private sector options
/6 months		✓		
/3 months		✓		
/1 month		✓		
/visit			✓	Advanced Level, City is Provider of Pools in First Resort, Active Living, City is not the provider of fitness centers in the first resort – many private sector options
Bike Commuter/Walking/Wheelchair Membership	✓			Environmental Stewardship, Special Populations

Swim Pass Card (10 Swims)				
Child/Youth	✓			Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Service for Children and Youth, Potential for Broad Base Participation, Potential for Longer Term Participation, Active Living
Adult	✓			
Family	✓			
LAKEVIEW PARK MARINA				
Transient Mooring			✓	Specialized Amenity, Specialized Equipment, Limited Participation/Access
Daily Boat Launching			✓	
Restaurant Mooring			✓	
OJIBWAY NATURE CENTRE				
Group Slide Presentations	✓			Introductory Level, Environmental Stewardship
Group Introductory Program	✓			
Group Activity Program	✓			
JK/SK Customized Program		✓		Specialized Activity, Service for Children and Youth, Environmental Stewardship
Grade 1 to 3 Custom. Program.		✓		
Grade 4 to 6 Advanced Program		✓		
Grade 4 to 6 Custom. Program		✓		
Grade 7 to OAC Custom. Program		✓		
DROP-IN ACTIVITIES - GAMES PER YEAR				
Child	✓			Introductory Level, Service for Children and Youth
Youth	✓			
Adult	✓			Introductory Level
DROP-IN ACTIVITIES – MEMBERSHIPS PER HALF YEAR				
Child	✓			Introductory Level, Service for Children and Youth
Youth	✓			
Adult	✓			Introductory Level
MACKENZIE HALL				
Group Tours		✓		Specialized Activity
Child		✓		Specialized Activity, Service for Children
Youth		✓		Specialized Activity, Service for Youth
Adult			✓	Specialized Activity, Non-Target Group

City of Windsor Recreation User Fee Study – Final Categorization of Recreation Activities and Services

FACILITY RENTAL				
Activity	Category 1	Category 2	Category 3	Brief Rationale
Prime Time Ice Rental				
Youth (Minor Sports Associations)	✓			Introductory Level, City is Provider of Ice in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Ice in First Resort, Potential for Longer-Term Participation, Active Living
College/University		✓		
Non-Prime Time Ice Rental				
Youth (Minor Sports Associations)	✓			Introductory Level, City is Provider of Ice in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Ice in First Resort, Potential for Longer-Term Participation, Active Living
College/University		✓		
Prime Time Arena Floor Rental				
Youth	✓			Introductory Level, City is Provider of Arenas in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Arenas in First Resort, Potential for Longer-Term Participation, Active Living
Commercial			✓	
Non Prime Time Arena Floor Rental				
Youth	✓			Introductory Level, City is Provider of Arenas in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Arenas in First Resort, Potential for Longer-Term Participation, Active Living
Commercial			✓	
Open Unlit Ball Diamonds				
Youth	✓			Introductory Level, City is Provider of Diamonds in First Resort, Service for Youth, Potential for Longer Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Diamonds in First Resort, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Open Lit Ball Diamonds				
Youth	✓			Introductory Level, City is Provider of Diamonds in First Resort, Service for Youth, Potential for Longer Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Diamonds in First Resort, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Open Unlit Ball Diamonds – Casual Bookings				
Youth	✓			Introductory Level, City is Provider of Diamonds in First Resort, Service for Youth, Active Living
Adult			✓	Intermediate to Advanced Level, City is Provider of Diamonds in First Resort, Active Living
Open Lit Ball Diamonds – Casual Bookings				
Youth	✓			Introductory Level, City is Provider of Diamonds in First Resort, Service for Youth, Active Living
Adult			✓	Intermediate to Advanced Level, City is Provider of Diamonds in First Resort, Active Living
Open Unlit Soccer & Cricket Fields				
Youth	✓			Introductory Level, City is Provider of Fields in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Fields in First Resort, Potential for Longer-Term Participation, Potential for Broad-Base

				Participation, Active Living
Open Lit Soccer & Cricket Fields				
Youth	✓			Introductory Level, City is Provider of Fields in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Fields in First Resort, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Open Unlit Soccer & Cricket Fields – Casual Bookings				
Youth	✓			Introductory Level, City is Provider of Fields in First Resort, Service for Youth, Active Living
Adult			✓	Intermediate to Advanced Level, City is Provider of Fields in First Resort, Active Living
Open Lit Soccer & Cricket Fields – Casual Bookings				
Youth	✓			Introductory Level, City is Provider of Fields in First Resort, Service for Youth, Active Living
Adult			✓	Intermediate to Advanced Level, City is Provider of Fields in First Resort, Active Living
Father Cullen Stadium Unlit				
Youth	✓			Introductory Level, City is Provider of Fields in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Fields in First Resort, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Father Cullen Stadium Lit				
Youth	✓			Introductory Level, City is Provider of Fields in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Fields in First Resort, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Mic Mac Soccer Stadium Unlit				
Youth	✓			Introductory Level, City is Provider of Fields in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Fields in First Resort, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Mic Mac Soccer Stadium Lit				
Youth	✓			Introductory Level, City is Provider of Fields in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Fields in First Resort, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Bernie Soulliere Baseball Stadium Unlit				
Youth	✓			Introductory Level, City is Provider of Diamonds in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Diamonds in First Resort, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Bernie Soulliere Baseball Stadium Lit				
Youth	✓			Introductory Level, City is Provider of Diamonds in First Resort, Service for Youth, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living
Adult		✓		Intermediate to Advanced Level, City is Provider of Diamonds in First Resort, Potential for Longer-Term Participation, Potential for Broad-Base Participation, Active Living

City of Windsor Recreation User Fee Study – Final Categorization of Recreation Activities and Services

PROGRAMS				
Activity	Category 1	Category 2	Category 3	Brief Rationale
Learn to Swim Programs				
Parent & Tot 1,2,3	✓			Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Service for Children and Youth, Potential for Broad Base Participation, Active Living
Preschool A, B, C, D	✓			
Swimmer 1 & 2	✓			
Swimmer 3, 4, 5, 6	✓			
Rookie, Ranger, Star	✓			
AquaAdult	✓			Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Active Living
Aquatic Leadership Programs				
Bronze Star		✓		Specialized Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Service for Children and Youth, Development of Leadership Skills to Support Ongoing Delivery of City Programs and Services, Active Living
Bronze Medallion/Emerg. First Aid/CPR B		✓		
Bronze Cross		✓		
Leaders		✓		
Distinction Award		✓		
National Lifeguard Service		✓		
RC/LS Instructor School		✓		
NLS Oldies Recert		✓		
Red Cross Instructor Retraining (Recert.)		✓		
National Lifeguard Recertification		✓		
National Lifeguard Waterfront Service		✓		
RC Instructor School - Teachers Only		✓		
RC/LS Inst School/LS Swim Inst School		✓		
RC/LS Instructor School		✓		
Standard First Aid		✓		
CPR Level C		✓		
Aquatic Supervisor Training Course Total		✓		
Assistant Water Safety Instructor		✓		
Water Art Aquatic Fitness Fundamentals		✓		
Water Art Personal Training Track		✓		
WaterArt Arthritis Water Fund. Track		✓		
Distinction		✓		
Other PreSchool Aquatics Programs				
Parent & Baby Gym Fit and Swim	✓			Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Service for Children, Active Living
Youth Aquatic Team Intro				
Junior Lifeguard Club	✓			Introductory Level, Essential Life and Safety Skill, City is Provider of Pools in First Resort, Service for Children and Youth, Active Living
Dive Team	✓			
Swim Team	✓			
Jr Lifeguard Team/Swim Team	✓			
Junior Lifeguard Team	✓			
Swim Team/Dive Team/Jr. Lifeguard Combo	✓			
Swim/Dive Team Combo	✓			

Youth Aquatic Team Competitive				
Other Youth Aquatics Programs				
Diving		✓		Specialized Program, City is Provider of Pools in First Resort, Service for Children and Youth, Active Living
Diving I		✓		
Youth Synchronized Swimming I		✓		
Kidzfit WaterArt Fitness 1	✓			Introductory Level, City is Provider of Pools in First Resort, Service for Children and Youth, Active Living
Kidzfit WaterArt Fitness ½	✓			
Kidzfit WaterArt Fitness 2	✓			
Youth Stroke and Skill Improvement		✓		Specialized Program, City is Provider of Pools in First Resort, Service for Children and Youth, Active Living
Hawaiian Swim Party	✓			Introductory Level, City is Provider of Pools in First Resort, Service for Children and Youth, Potential for Broad Base Participation, Active Living
March Break Kick Off Swim Carnival	✓			
New Year's Rockin Swim	✓			
Mother's Day Swim	✓			
Valentine Day Swim	✓			
Adult Aquatics Programs				
Abs - Shallow	✓			Introductory Level, City is Provider of Pools in First Resort, Potential for Broad Base Participation, Active Living
Water/Fitness Exercise	✓			
Fitness (Aqua) at WWW	✓			
Wet Water Walk	✓			
Wild Water Step	✓			
Flex Time Fitness - Pool	✓			
Senior Splash	✓			
Private Swimming Lessons				
Private (1:1 and 1:2)			✓	Specialized Program, City is Provider of Pools in First Resort, Service used by Children and Youth, More Limited Participation, Active Living
Semi-Private (1:3 and 1:4)		✓		

PROGRAMS				
Activity	Category 1	Category 2	Category 3	Brief Rationale
Preschool Programs – Intro and Advanced				
Baby Exercise and Massage		✓		Specialized Program, Service for Children
Babysitting (1.5 Hr)	✓			Service for Children/Child Care
Babysitting (1hr)	✓			
Easter Celebration Extravaganza	✓			Introductory Level, Service for Children
P/S Parent/Child Christmas Cookies	✓			
Preschool Adventures in Art	✓			Introductory Level, Service for Children, Active Living
Preschool Ballet	✓			
Preschool Ballet (Advanced II)		✓		Advanced Level, Service for Children, Active Living
Preschool Ballet (advanced)		✓		
Preschool Basketball	✓			Introductory Level, Service for Children, Active Living
Preschool Captivating Critters	✓			
Preschool Cooking up a Story	✓			Introductory Level, Service for Children
Preschool Creative Kid's Club	✓			
Preschool Dance Force		✓		Advanced Level, Service for Children, Active Living
Preschool Floor Hockey	✓			
Preschool Frog Snakes & You	✓			Introductory Level, Service for Children, Active Living
Preschool Gymnastics	✓			
Preschool Gymnastics for Tiny Tots	✓			
Preschool Jazz	✓			
Preschool Jazz/Ballet I	✓			
Preschool Jazz/Ballet II		✓		Advanced Level, Service for Children, Active Living
Preschool Kiddie Kampus	✓			
Preschool Kiddie Kampus Playtime	✓			Introductory Level, Service for Children
Preschool Kindergarten Plus	✓			
Preschool Little Chefs	✓			
Preschool Music Babies	✓			
Preschool Music Makers/Mousercise	✓			
Preschool Little People's Playtime	✓			Introductory Level, Service for Children
Preschool Little Picasso	✓			
Preschool Optimist Dance Force		✓		Advanced Level, Service for Children, Active Living
Preschool Parent & Tot Gym	✓			
Preschool Parent & Tot Art	✓			Introductory Level, Service for Children
Preschool Parent and Tot Craft Time	✓			
Preschool Parent/Tot Playgroup	✓			
Preschool Parent/Tot Playtime	✓			
Preschool Parent/Tot Storytime	✓			
Preschool Peanuts Palace	✓			
Preschool Rhythm Rascals	✓			
Preschool Soccer	✓			
Preschool Sports Mania	✓			Introductory Level, Service for Children, Active Living
Preschool Stay and Play	✓			
Preschool Super Starters	✓			
Preschool Tap	✓			Advanced Level, Service for Children, Active Living
Preschool Tap II		✓		
Preschool T-Ball	✓			Introductory Level, Service for Children, Active Living
Preschool Wee Winter Wildlife	✓			
Sign, Say and Play		✓		Advanced Level, Service for Children

PROGRAMS				
Activity	Category 1	Category 2	Category 3	Brief Rationale
Youth Programs				
30/30 Activities	✓			Introductory Level, Service for Youth
Aero Teen Fit (Girls Only)	✓			
After School Club (Early Release)	✓			Introductory Level, Service for Youth, Child Care
Christmas Party	✓			Introductory Level, Service for Youth
Figure Skating - Open Skate	✓			
Figure Skating Registration - Canskate	✓			Introductory Level, Service for Youth, Active Living
Figure Skating Registration - Jr Session	✓			
Figure Skating Registration - Sr Session		✓		Advanced Level, Service for Youth, Active Living
Figure Skating Registration -Int Session		✓		
Hallowe'en Party	✓			Introductory Level, Service for Youth
Kids 'N Kritters	✓			Introductory Level, Environmental Stewardship, Service for Youth
Riverside Optimist Safety Floor Hockey	✓			Introductory Level, Service for Youth, Active Living
Teen Fitness	✓			
Windsor Wildlife Watchers	✓			Introductory Level, Environmental Stewardship, Service for Youth
Young Adult Hip Hop	✓			Introductory Level, Service for Youth, Active Living
Youth 30/30 Sports	✓			
Youth Adventures in Art	✓			Introductory Level, Service for Youth
Youth and Adult Chinese Cooking		✓		Advanced/Specialty Level, Participation by Youth and Adults
Youth Ballet	✓			
Youth Baseball	✓			Introductory Level, Service for Youth, Active Living
Youth Belly Dancing - Jelly Bellies	✓			
Youth Cardio Hip Hop	✓			
Youth Cartooning	✓			Introductory Level, Service for Youth
Youth Competition Karate Club		✓		Advanced Level, Service for Youth, Active Living
Youth Crafty Kids	✓			Introductory Level, Service for Youth
Youth Creative Kid's Club	✓			
Youth Dance Force		✓		Advanced Level, Service for Youth, Active Living
Youth Drama	✓			
Youth Draw and Paint	✓			Introductory Level, Service for Youth
Youth Draw and Sketch	✓			
Youth Fit Crew	✓			Introductory Level, Service for Youth, Active Living
Youth Floor Hockey	✓			
Youth Girls Night Out	✓			Introductory Level, Service for Youth
Youth Gymnastics	✓			Introductory Level, Service for Youth, Active Living
Youth Gymnastics - Advanced		✓		Advanced Level, Service for Youth, Active Living
Youth Gymnastics - Beginner	✓			Introductory Level, Service for Youth, Active Living
Youth Gymnastics - Intermediate	✓			
Youth Hip Hop - Advanced		✓		Advanced Level, Service for Youth, Active Living
Youth Hip Hop - Beginner	✓			Introductory Level, Service for Youth, Active Living

Youth Home Alone	✓			Introductory Level, Essential Life and Safety Skill, Service for Youth
Youth Jazz	✓			Introductory Level, Service for Youth, Active Living
Youth Jazz/Ballet I	✓			
Youth Karate - Advanced		✓		Advanced Level, Service for Youth, Active Living
Youth Karate - Beginners	✓			Introductory Level, Service for Youth, Active Living
Youth Karate - Intermediate	✓			
Youth Karate - Intermediate/Advanced		✓		Advanced Level, Service for Youth, Active Living
Youth Kids in the Kitchen	✓			Introductory Level, Service for Youth
Youth Learn To Babysit	✓			Introductory Level, Essential Life and Safety Skill, Service for Youth

PROGRAMS				
Activity	Category 1	Category 2	Category 3	Brief Rationale
Youth Programs Cont.				
Youth Optimist Dance Force		✓		Advanced Level, Service for Youth, Active Living
Youth Outdoor Adventures	✓			Introductory Level, Service for Youth, Environmental Stewardship
Youth Parent/Child Cookies	✓			Introductory Level, Service for Youth
Youth Pond Pals	✓			Introductory Level, Service for Youth, Environmental Stewardship
Youth Science Quest		✓		Advanced Level, Service for Youth, Environmental Stewardship
Youth Sewing	✓			Introductory Level, Service for Youth
Youth Skipping	✓			Introductory Level, Service for Youth, Active Living
Youth Skipping - Intermediate	✓			
Youth Slamin' Girls Club	✓			Introductory Level, Service for Youth
Youth Soccer	✓			Introductory Level, Service for Youth, Active Living
Youth Soccer II	✓			
Youth Sports Jam I	✓			
Youth Sports Jam II	✓			
Youth Summer Tutoring		✓		Advanced Level, Educational, Service for Youth
Youth Tae Kwon Do	✓			Introductory Level, Service for Youth, Active Living
Youth Tap	✓			
Youth Tennis	✓			
Youth Tennis - Indoor	✓			
Youth Theatre Program		✓		Advanced Level, Service for Youth
Youth Theatre Program		✓		
Youth Trampoline		✓		
Youth Tutoring		✓		
Youth Tutoring for French		✓		
Youth Vocal		✓		
Youth Volleyball - Co-ed	✓			Introductory Level, Service for Youth, Active Living
Youth Special Events				
Youth Dinner, Swim and a Movie		✓		Specialized Event/Casual Fun, Service for Youth
Youth Sleepover Party		✓		Specialized Event/Casual Fun, Service for Youth
Youth Recreation Leadership				
Playleadership - Day Camp Train/FA/CPR		✓		Advanced Level, Essential Life and Safety Skill, Service for Youth, Development of Leadership Skills to Support Ongoing Delivery of City Programs
Playleadership - Day Camp Training		✓		
Playleadership - CPR Recert		✓		
Playleadership - First Aid & CPR		✓		
Playleadership - Healthy Child Develop.		✓		
Playleadership - Quest		✓		
Youth Camps – General and Advanced/Specialized				
Summer Day Camp Daily	✓			Introductory Level, Service for Youth, Active Living
Summer Day Camp Daily - Junior	✓			
Global Sports Camp - Basketball		✓		Advanced Level, Service for Youth, Active Living

Global Sports Camp - Soccer		✓		
Golf Camp		✓		
PA Day Day Camp	✓			Introductory Level, Child Care, Service for Youth
Youth Art Camp		✓		Advanced Level, Service for Youth, Active Living
Youth Beyond The Drama Camp		✓		
Youth Bowling Camp		✓		
Youth Dance Camp		✓		
Youth French Tutoring Camp		✓		
Youth Gymnastics Camp		✓		
Youth Hip Hop Dance Camp		✓		
Young Naturalist Day Camp		✓		Advanced Level, Environmental Stewardship, Service for Youth
Youth Music & Fine Arts Camp		✓		Advanced Level, Service for Youth, Educational
Youth Skateboarding Camp		✓		Advanced Level, Service for Youth, Active Living
Youth Learn To Babysit Camp		✓		Advanced Level, Essential Life and Safety Skill, Service for Youth
Youth Mad Science Camp		✓		Advanced Level, Service for Youth, Educational
Youth Martial Arts Camp		✓		Advanced Level, Service for Youth, Active Living
Youth Science Adventure Camp		✓		Advanced Level, Service for Youth, Educational
Youth Soccer Camp		✓		Advanced Level, Service for Youth, Active Living
Youth Spanish Camp		✓		
Youth Sports Camp		✓		
Youth Super Sports Camp		✓		
Youth Tennis Camp		✓		

PROGRAMS				
Activity	Category 1	Category 2	Category 3	Brief Rationale
Adult Programs – Physical Activity				
Adult Figure Skating	✓			Introductory Level, Active Living
Adult Karate	✓			
Adult Tap - Beginner	✓			
Adult Tap - Intermediate	✓			
Adult Tap - Advanced Level 1		✓		Advanced Level, Active Living
Adult Tennis	✓			Introductory Level, Active Living
Adult Yoga	✓			
Adult & Youth Karate - Beginners Adult	✓			
Aerobic Interval Training	✓			
Back Management		✓		Advanced Level, Active Living
Badminton	✓			Introductory Level, Active Living
Ballroom Dancing - International Style		✓		Advanced Level, Active Living
Ballroom Dancing - Latin Am. - Int. Style		✓		
Ballroom/Latin Dancing at Mackenzie Hall		✓		
Cardio Challenge	✓			Introductory Level, Active Living
CardioKick	✓			
Classic Fitness	✓			
Co-ed Volleyball	✓			
Crunch the Lunch	✓			
Deep Leaps	✓			
Deep Workout P.M.	✓			
Early Morning Pump	✓			
FAB - Flex, Abs, Buns	✓			
Belly Dancing	✓			
Belly Dancing - Challenge Class		✓		
Body Workout	✓			Introductory Level, Active Living
Figure Skating Registration - Adults	✓			
Flex 'n Tone	✓			
Get on the Ball	✓			
Hip Hop for Adults	✓			
Holiday Fitness - Cardio Kick	✓			
Holiday Fitness - Phenomenal Abs	✓			
Island Fitness Dance Exercise	✓			
Jazz	✓			
Keep Fit	✓			
Kickboxing Combo	✓			
Late Lunch Bunch	✓			
Low Impact	✓			
Pilates for Beginners	✓			
Pilates Workout	✓			
No-Bounce Aerobics	✓			

Power Pump - A Goal Setting Experience	✓			
Power Yoga – Advanced		✓		Advanced Level, Active Living
Phenomenal Abdominals	✓			Introductory Level, Active Living
Restorative Yoga	✓			
Sit and Fit ... Chair Fitness	✓			
Senior Basketball	✓			
Stroller Fitness	✓			
Super Sculpting I	✓			
Super Sculpting II	✓			
SWAT (Steps/Weights/Aerobics/Toning)	✓			
Swing	✓			
Tai Chi	✓			
Tai Chi - Advanced		✓		Advanced Level, Active Living
The Core Program	✓			Introductory Level, Active Living
Wellness Program	✓			Introductory Level, Health and Safety
Women's Self Defense	✓			
WOW - Women on Weights (Intermediate)	✓			Introductory Level, Active Living
WOW - Women on Weights (Beginners)	✓			
Adult Programs – Non-Physical Activity				
Adult Art		✓		Introductory Level
Adult Spanish - Basic		✓		
Beauty Techniques with Marcelle		✓		

PROGRAMS				
Activity	Category 1	Category 2	Category 3	Brief Rationale
Adult Programs – Non-Physical Activity				
Big Day Birding			✓	Specialized Activity, Environmental Stewardship
Boat Operator Study Guide and Test Only			✓	Specialized Activity, Health and Safety
Bridge Lessons		✓		Introductory Level
Bridge Trip			✓	Specialized Activity
Bugs, Bats and Beyond		✓		Introductory Level
Cake Decorating with Linda Halls		✓		
Childbirth with Choices			✓	
Chocolate, Chocolate, Chocolate!			✓	
Crafts with Judy McCormick			✓	
Crafts with Kathleen			✓	
Crepes with Christine			✓	
Cruising with Lorraine and Jim Drummond			✓	
Crochet and Knit		✓		Introductory Level
Crochet with Marika		✓		
Design with Linda			✓	Advanced Level
Fabulous Silk Flowers			✓	
Fall Bird Migration			✓	Specialty Activity
Fly Tying		✓		Introductory Level
Gardening for the Birds		✓		Introductory Level, Environmental Stewardship
Gourmet Cooking with Kristina			✓	Advanced Level
Gourmet Summer Cooking			✓	
Holiday Hors d'oeuvres			✓	
International Cooking - Mediterranean			✓	
International Cooking - Oriental			✓	
Intro to Massage			✓	
Introduction to Theatrical Sword Play			✓	
Landscape Design			✓	
Mackenzie Hall - Arts Express			✓	
Mackenzie Hall - In Violet Light Theatre			✓	
Mackenzie Hall - PTC Ghost Tour			✓	
Mackenzie Hall - Purple Theatre Company			✓	
Meditation and Pranayama		✓		Introductory Level
Oil Painting with Kathleen - Beginners		✓		
Oil Painting with Kathleen - Inter/Adv			✓	Advanced Level
Pond Design		✓		Introductory Level
Photo Scrapbooking Workshop			✓	Specialty Activity
Reach out to Wildlife		✓		Introductory Level
Scrapbooking		✓		
Sewing		✓		

Spring Bird Migration Field Course		✓		Introductory Level, Environmental Stewardship
Spring Winery Tour			✓	Specialty Activity
The ABC's of Acting		✓		Introductory Level
Tole Painting - Advanced			✓	Advanced Level
Tole Painting - Beginners		✓		Introductory Level
Tole Painting - Intermediate		✓		
Traditional Chinese Cooking Class			✓	Advanced Level
Watercolour for Beginners and Beyond		✓		Introductory Level
Watercolour Painting		✓		
Weekday Birding at Pelee		✓		Introductory Level, Environmental Stewardship
Weekday Warblers		✓		
Winter Birding		✓		
Window Treatments Workshops by Lori			✓	Specialty Activity
Wine Giants			✓	
Wine Tasting			✓	
Adult Programs – Recreation Leadership				
High Five - Principles of Healthy Child		✓		Specialized Course, Essential Life and Safety Skill, Development of Leadership Skills to Support Ongoing Delivery of City Programs
High Five - Quest		✓		
Leaders		✓		

Parks and Recreation User Fee Policy
Cost Recovery Model for Existing Activities

The analysis presented below identifies the percentage of costs that are currently being covered through the collection of user fees. Cost recovery results are based on all available programs in each of the identified broad activity categories of Aquatics, Community Programming, Ice, Marina, Special Events and Sports Use. Results for individual programs within each category may differ.

	Aquatics		Community Programming				Ice			Marina		Special Events		Sports Use		Total		
	Pre-School/ Youth Aquatics	Adult Aquatics	Public Swims	Pre-School/ Youth Programs	Adult Programs	Day Camps	Community Rentals	Fitness Centre	Minor Ice	Adult Ice	Public Skates	Permanent Mooring	Transient Mooring	Small/ Neighbourhood Events	Major Events		Minor Sport Use	Adult Sport Use
Direct	111%	139%	54%	96%	114%	152%	138%	72%	201%	201%	64%	228%	117%	n/a	n/a	n/a	n/a	143%
Direct + Facility	63%	79%	31%	59%	69%	92%	84%	44%	94%	94%	30%	156%	89%	122%	235%	12%	22%	71%
Direct + Facility + Facility Administration	46%	57%	22%	38%	45%	60%	54%	28%	77%	77%	25%	109%	56%	37%	72%	11%	20%	52%
Direct + Facility + Facility Administration + Recreation	43%	53%	21%	36%	42%	56%	51%	27%	72%	72%	23%	90%	46%	23%	44%	9%	15%	47%
Direct + Facility + Facility Administration + Recreation Administrative Overhead + Corporate Overhead	38%	46%	19%	33%	39%	51%	47%	24%	66%	66%	21%	69%	35%	14%	27%	6%	11%	41%

DEFINITIONS:

Direct costs	Includes costs directly related to programming and or rentals such as direct staff wages and benefits, uniforms, and program supplies.
Facility costs	Includes costs related to the facility in which the programming/rentals take place. Facility costs include utilities, sanitation, repairs and maintenance, care taking, security services, etc...
Facility Administration	Includes administrative costs specific to the facilities in which the programming/rentals are taking place. Facility Administration costs include wages for supervisors of the facilities, facility attendants/desk staff and program coordinators, along with their related benefits, office supplies, computer and office equipment rental, advertising, training, membership fees, etc...
Recreation Administrative	(Relates to the allocation of Parks and Recreation main office administrative staff time to the various types of activities offered by the Recreation Department. Recreation Administrative Overhead costs include senior management salary and benefits, main office accounting and support staff wages and their benefits, along with building insurance, maintenance of main office building, office supplies and equipment rental, etc...
Corporate Overhead	Relates to the allocation of corporate overhead to the various types of activities offered by the Recreation Department. The corporate overhead model allocates expenses related to departments that provide support to operating departments. Support departments include, but are not limited to, Human Resources, Legal, Purchasing, and Corporate Services.