

**RESOLUTION NO. 22-9082**

**A RESOLUTION OF THE CITY OF SANTA CLARA,  
CALIFORNIA ADOPTING A PARKS & RECREATION COST  
RECOVERY POLICY**

**BE IT RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:**

**WHEREAS**, the City Council of the City of Santa Clara periodically adopts Budget Principles intended to provide a general framework and approach for developing the City's budget, ensuring fiscal stability by considering both the short and long-term impacts of any funding decisions;

**WHEREAS**, a previously adopted Budget Principle addressed establishment of fees and stated, "With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefitting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.";

**WHEREAS**, the City desires to establish a Parks & Recreation Cost Recovery Policy to address some of the limited exceptions to establishing fees based on full cost recovery;

**WHEREAS**, the Parks & Recreation Cost Recovery Policy is intended to establish general guidelines and cost recovery targets for Parks and Recreation programs and services;

**WHEREAS**, programs with the highest level of community benefit will have the lowest level of cost recovery;

**WHEREAS**, programs that have the greatest level of individual or group benefit have the highest level of cost recovery;

**WHEREAS**, pricing of programs and services takes into account market rates and the impact on demand which may override cost-recovery target considerations;

**WHEREAS**, non-resident fees are priced higher than resident fees;

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**WHEREAS**, fees will be periodically reviewed to keep pace with changes in the cost of living, market demands, and/or to promote identified Parks & Recreation Programs;

**WHEREAS**, Staff will adjust fees to meet minimum cost-recovery rates and to be consistent with market demand for services; and,

**WHEREAS**, the City will continue to offer a grant program to offset the cost of programs for eligible low-income participants identified through its established procedures.

**NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:**

1. That the City Council hereby finds that the above Recitals are true and correct and by this reference makes them a part hereof.
2. The Parks & Recreation Cost Recovery Policy attached as Exhibit A is hereby adopted.
3. Effective date. The Parks & Recreation Cost Recovery Policy shall be effective upon adoption.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE COPY OF A RESOLUTION PASSED AND ADOPTED BY THE CITY OF SANTA CLARA, CALIFORNIA, AT A REGULAR MEETING THEREOF HELD ON THE 19<sup>TH</sup> DAY OF APRIL, 2022, BY THE FOLLOWING VOTE:

AYES: COUNCILORS: Becker, Chahal, Hardy, Jain, and Park,  
and Mayor Gillmor

NOES: COUNCILORS: None

ABSENT: COUNCILORS: Watanabe

ABSTAINED: COUNCILORS: None

ATTEST:

  
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NORA PIMENTEL, MMC  
ASSISTANT CITY CLERK  
CITY OF SANTA CLARA

Attachments incorporated by reference:  
1. Parks & Recreation Cost Recovery Policy

## PARKS AND RECREATION COST RECOVERY POLICY

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### Purpose

Establishing a cost recovery policy provides the City's Parks and Recreation Department with a tool for evaluating services and establishing appropriate fees for services. Standardizing cost recovery objectives enhances the Department's ability to accomplish broad citywide goals and objectives. Establishing a reasonable, transparent, and consistently applied policy is intended to:

- ➡ Stretch taxpayer investment in parks and recreation services to optimize value received
- ➡ Promote program respect and ownership
- ➡ Allow prices to reflect users' investment in themselves based on individual benefit
- ➡ Develop deeper commitment to the programming users help support

### Costs Considered When Evaluating Cost Recovery

To evaluate cost recovery, the Department will calculate the "full cost of service," for programming, facility use, and services provided. The full cost of service will include components for:

- ➡ The direct costs of service:
  - The labor associated with the performance of service from all personnel involved in the activity
  - The services, supplies, and/or materials required to complete the activity
- ➡ A reasonable share of the indirect costs of service:
  - The services, supplies, and materials which support the personnel involved in the activity
  - The maintenance of any facilities required to support the provision of service
  - The indirect management, administration, and support services associated with the City functions involved in the activity
  - The central services, City management and administration, and governmental oversight associated with the functions involved in the activity

### Targeted Cost Recovery in Fees

Once the full cost of service is established for each activity, the City will apply a consistent set of guidelines for determining the amount of cost to be recovered in the final fee amount. A cost recovery percentage will be applied to the full cost of service to calculate the fee. **Figure 1** describes the general criteria for assigning Departmental programming, facility use, and services to cost recovery tiers. The cost recovery threshold assigned to each fee-related service and program area will be identified in the periodic analysis and documentation supporting the ongoing and seasonally managed calculation of the City's Parks and Recreation fees.

## PARKS AND RECREATION COST RECOVERY POLICY

FIGURE 1 | COST RECOVERY GUIDELINES – PARKS AND RECREATION SERVICES

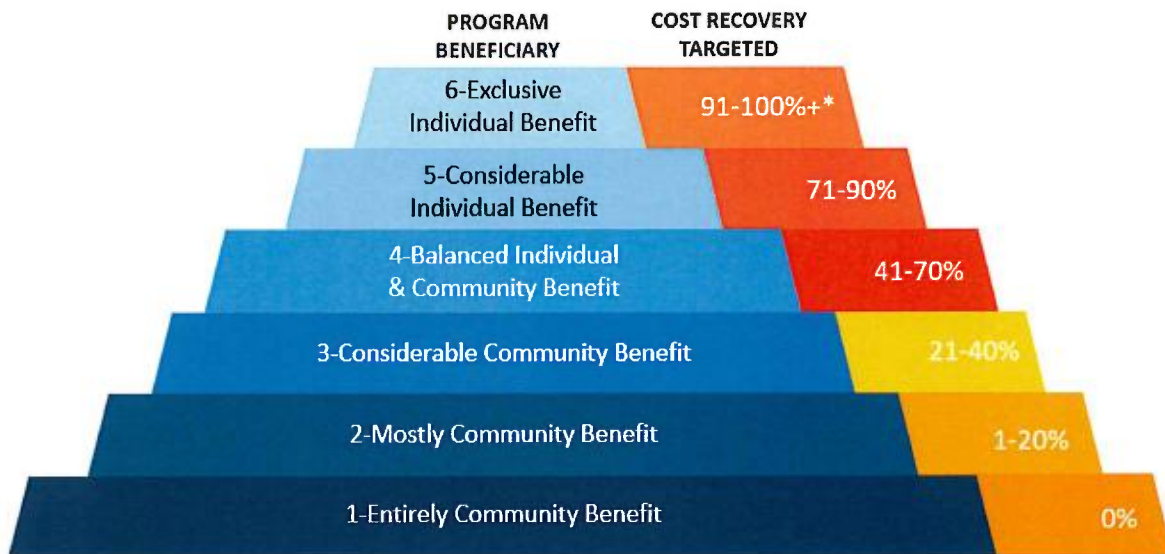
BENEFIT-BASED RECOVERY TIER	DESCRIPTION	FEE BASED PROGRAM AREA
<b>0% COST RECOVERY</b> Entirely Community Benefit	Programs, facilities, and services that benefit the community as a whole. The community generally expects the City to offer these services and supports paying for these through taxes.	<ul style="list-style-type: none"> <li>General, non-exclusive park, playground, open space, trails, restrooms, and facility visitation and use</li> </ul>
<b>1-20% COST RECOVERY</b> Mostly Community Benefit	Programs, facilities, and services that provide benefit to the individual user, but have more fundamental goal of: <ul style="list-style-type: none"> <li>Seeking to engage community with high participation levels desirable</li> <li>Community problem solving (e.g., services for vulnerable or underserved populations)</li> </ul>	<ul style="list-style-type: none"> <li>Non-Profit facility use serving the City of Santa Clara</li> <li>Special Events</li> <li>Resident Senior Center Use</li> <li>Senior Nutrition Program</li> <li>Afterschool Program</li> </ul>
<b>21-40% COST RECOVERY</b> Considerable Community Benefit	Programs, facilities, and services which promote individual physical and mental well-being, and provide recreation skill development. They may have a community benefit but to a smaller group of the community. Generally, costs of service are offset by both a tax subsidy to account for community benefit and participant fees to account for individual benefit.	<ul style="list-style-type: none"> <li>Early Learners</li> <li>Therapeutic Recreation</li> </ul>
<b>41-70% COST RECOVERY</b> Balanced Individual and Community Benefit	Programs, facilities, and services which promote individual physical and mental well-being, and provide recreation skill development. Program, facility, and service use that benefits individuals primarily, but the community receives some benefit. <ul style="list-style-type: none"> <li>Services which are specialized and/or similar to private sector</li> <li>Comparable “market rates” for similar services affect ability to recover a greater percentage of costs</li> </ul>	<ul style="list-style-type: none"> <li>Competition, Meets, and Tournaments that include competitors from other cities</li> <li>Drop-in Fitness/Recreation/Swimming</li> <li>Youth Theater Programs</li> <li>Resident facility use</li> <li>City provided programs</li> </ul>
<b>71-90% COST RECOVERY</b> Considerable Individual Benefit	Benefits individuals significantly more than the community; Private sector or public agencies offer similar services; Demand for service, facility or program exceeds capacity	<ul style="list-style-type: none"> <li>Programs providing individual benefit</li> </ul>
<b>91-100% COST RECOVERY</b> Exclusively Individual Benefit	Benefit individuals; Commercial nature of services; Enterprise funds expected to operate without General Fund support	<ul style="list-style-type: none"> <li>Non-resident &amp; Commercial use of facilities</li> </ul>

## PARKS AND RECREATION COST RECOVERY POLICY

The following shall serve as guidelines for categorizing Recreation Programs and services based on types of programs, target populations, and level of community benefit to determine appropriate subsidy Level:

- ➔ Programs with the highest level of community benefit will have the lowest level of cost recovery.
- ➔ Programs that have the greatest level of individual or group benefit will target the highest level of cost recovery.
- ➔ Pricing of programs and services takes into account market rates and the impact on demand which may override cost-recovery target considerations.
- ➔ Non-resident fees are priced higher than resident fees.
- ➔ Fees will be periodically reviewed to keep pace with changes in the cost of living, market demands, and/or to promote identified Recreation Programs.
- ➔ Staff will adjust fees to meet minimum cost-recovery rates and to be consistent with market demand for services.
- ➔ The City will continue to offer a grant program to offset the cost of programs for eligible low-income participants identified through its established procedures

Staff will seek to enhance and refine this policy over time.



100%+ Indicates minor exceptions where premiums above cost may be justified, such as market-based rents.

### Parks and Recreation Fee Management

Most fees for Parks and Recreation services and programs will fluctuate seasonally as the Department manages offerings and provisions of service dynamically in line with capabilities and market conditions at the time schedules are developed. As such, establishing static fees within the *Municipal Fee Schedule* similar to most other City services is burdensome procedurally. The Cost Recovery Policy is intended to establish general targets for the Department within which it can set most fees on that fluctuating basis within its periodic service catalogs.