

COMMITTEE-OF-THE-WHOLE MEETING AGENDA
MONDAY, JANUARY 21, 2019 AT 5:00 P.M.
LEDE ROOM, LEDUC CIVIC CENTRE
1 ALEXANDRA PARK, LEDUC, ALBERTA
PAGE 1



*Admin.
Est. of Time*

	I. APPROVAL OF AGENDA	
	II. ADOPTION OF PREVIOUS NOTES	
	a) Approval of Notes of the Committee-of-the-Whole Meeting held Monday, December 10, 2019	
	III. DELEGATIONS & PRESENTATIONS	
	IV. BUSINESS ARISING FROM PRESENTATIONS	
	V. IN-CAMERA ITEMS	
Committee Members	a) Intermunicipal Projects Update / Strategic Planning FOIP s. 21 & 25 LAST ITEM ON AGENDA	<i>60 minutes</i>
	VI. RISE AND REPORT FROM IN-CAMERA ITEMS	
	VII. REPORTS FROM COMMITTEE & ADMINISTRATION	
B. Johnston, RC Strategies & PERC / J. Kamlah	a) Recreation Fees & Charges Strategy Update 5:00 pm – Time Specific	<i>45 minutes</i>
Dr. J. Abbott, Chair EMRB and President & CEO, NorQuest College; K. Wichuk, CEO EMRB	b) Edmonton Metropolitan Region Board “Road Show” 6:00 pm – Time Specific	<i>45 minutes</i>
M. Bruce, CEO	c) Edmonton Global 7:00 pm – Time Specific	<i>45 minutes</i>
J. Graham	d) Council IT Support Plan Progress Report	<i>20 minutes</i>
	VIII. GOVERNANCE	
	IX. COUNCIL CALENDAR UPDATES	
	X. INFORMATION ITEMS	
	XI. ADJOURNMENT	

APPROVAL OF AGENDA

This is your opportunity to make an addition, deletion or revision
to the Agenda

**COMMITTEE-OF-THE-WHOLE MEETING NOTES
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Present: Mayor B. Young, Councillors B. Beckett, G. Finstad, B. Hamilton, L. Hansen, T. Lazowski and L. Tillack

Also Present: M. Pieters, Acting City Manager and M. Hormazabal, Deputy City Clerk

Mayor B. Young called the meeting to order at 5:00 pm.

I. APPROVAL OF AGENDA

MOVED by Councillor L. Hansen that the Committee approve the agenda with the following amendment:

Removal of:

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

c) Land Use

Motion Carried Unanimously

II. ADOPTION OF PREVIOUS NOTES

There were no previous notes for adoption.

III. DELEGATIONS & PRESENTATIONS

There were no delegations or presentations.

IV. BUSINESS ARISING FROM PRESENTATIONS

V. IN-CAMERA ITEMS

MOVED by Councillor B. Hamilton that Committee-of-the-Whole move In-Camera at 6:19 pm to discuss:

a) Economic Development / Infrastructure Update

FOIP s. 24 & 25

b) Airport Vicinity Protection Area ("AVPA") Development Impacts

FOIP s. 16, 21, 24 & 25

Motion Carried Unanimously

MOVED by Councillor L. Tillack that the Committee-of-the-Whole move In-Public at 7:05 pm

Motion Carried Unanimously

VI. RISE AND REPORT FROM IN-CAMERA ITEMS

a) Economic Development / Infrastructure Update

FOIP s. 24 & 25

In Attendance: Committee Members
Members of the City of Leduc Executive Board
M. Hay, Director, Intergovernmental Affairs and Corporate Planning
H. Wilson, Manager, Economic Development
S. Losier, Manager, Current Planning
S. Olson, Director, Engineering
M. Hormazabal, Deputy City Clerk

Mayor B. Young, provided an update on the infrastructure needs of potential development.

P. Benedetto, M. Pieters and S. Olson answered Committee's questions.

b) Airport Vicinity Protection Area ("AVPA") Development Impacts

FOIPs. 16, 21, 24 & 25

In Attendance: Committee Members
Members of the City of Leduc Executive Board
M. Hormazabal, Deputy City Clerk

Councillor T. Lazowski, sought clarity on AVPA development impacts.

Administration will organize a meeting for stakeholders to have a dialogue on the AVPA development impacts.

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

a) 2020 Budget Process Improvement Workshop (FIRST ITEM OF BUSINESS)

C. Bole, Corporate Performance Advisor, encouraged dialogue in order to collect feedback from Committee on improving processes to align budget and corporate planning. The alignment will help meet the Committee's needs and the needs of the community.

Feedback collected will be presented to Committee on January 14, 2019.

b) New Neighborhood Signage

Mayor B. Young provided Committee with an update on the proposed neighborhood signage that could potentially replace the current sandwich boards. Mayor B. Young and M. Pieters have had discussions with some developers regarding the neighborhood signage.

**COMMITTEE-OF-THE-WHOLE MEETING NOTES
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P. Benedetto, City Manager, reminded Committee that this proposed signage would be a separate project from the wayfinding project, however, would need to be aligned with the wayfinding theme.

c) Land Use

Land Use item was removed as per agenda amendment.

VIII. GOVERNANCE

There were no items.

IX. COUNCIL CALENDAR UPDATES

There were no items.

X. INFORMATION ITEMS

There were no items.

XI. ADJOURNMENT

The meeting adjourned at 7:05 pm.

B. YOUNG
Mayor

M. HORMAZABAL
Deputy City Clerk

**DELEGATIONS
&
PRESENTATIONS**

BUSINESS ARISING
FROM
PRESENTATIONS

IN-CAMERA ITEMS

Intermunicipal Projects Update / Strategic Planning

(Exception to Disclosure – Sections 21 & 25 of the FOIP Act)

Presented by:
Committee Members

RISE AND REPORT FROM IN-CAMERA ITEMS

MEETING DATE: January 21, 2019

SUBMITTED BY: Jackie Kamlah – Director, Recreation Services

PREPARED BY: Jackie Kamlah – Director, Recreation Services

REPORT TITLE: Recreation Fees & Charges Strategy Update

REPORT SUMMARY

The City of Leduc retained the services of RC Strategies + PERC to work with a project team to research, review and make recommendations on its approach to determine fees associated with the recreation facilities, programs and services it provides for the benefit of individual residents as well as the overall community. Following extensive research and stakeholder consultation the draft report is being provided to Committee as part of the review phase of the project.

BACKGROUND

PREVIOUS COUNCIL/COMMITTEE ACTION:

On April 16, 2018 the project team facilitated a workshop with Committee-of-the-Whole which included an overview of the different approaches for determining fees. Priorities were established for the project and the Benefits Continuum was introduced as part of the benefits based approach for setting fees and charges for Committee's consideration.

On May 17, 2018 the project team facilitated a workshop with the Parks, Recreation & Culture Advisory Board (PRC) where board members were asked to share what they are hearing about the City's current fee system and the various types of uses and users that should be taken into consideration and prioritized within the new system.

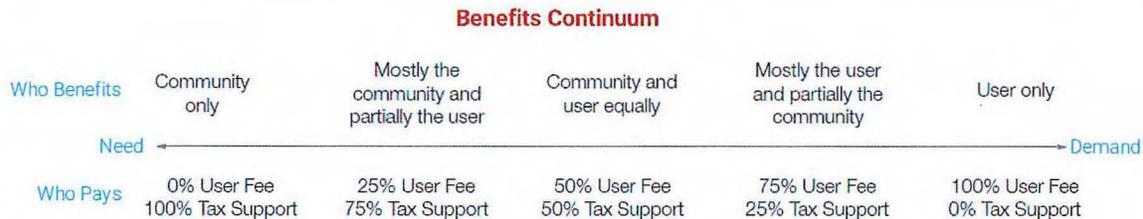
On October 18, 2018 the project team shared with the PRC the workshop and survey results as part of the stakeholder engagement activities and presented what will be at the heart of the recommended fees and charges policy – Those who benefit from a good or service should pay in proportion to the benefit they receive.

KEY ISSUES:

The City undertook the development of this Recreation Fees and Charges Strategy to ensure a practical, transparent, consistent and fair approach to setting fees and charges for its recreation facilities, programs and services. Nearing the end of the process, project team members will highlight the work completed to-date and introduce and provide Committee with the opportunity to review and provide feedback on the draft strategy.



City facilities and spaces are paid for by a combination of tax support and user fees. The Benefits Based Approach lays the philosophical foundation for the proposed Recreation Fees and Charges Strategy. In this approach, user fees are determined based on the amount of benefit the community receives. If only the user benefits, then the user pays all of the operating costs. If the community benefits, then a proportion of the operating costs will be subsidized by tax support.



The Strategy proposes an eight step process for setting Fees and Charges. Based upon identified benefits, each type of use (i.e. drop-in, program or rental) and user (i.e. individual user or user groups) is assigned a cost recovery rate on the benefits continuum outlined above. Unit Costs are determined by gathering all relevant expenses and utilization data to calculate how much it costs the City to provide recreation services. By combining Unit Costs with assigned Recovery Rates, a preliminary Justified Fee is calculated that is then reviewed to determine potential impact and if there are any market or unique community needs that would justify a higher or lower level of subsidy. Fees are then documented for approval by way of the Charge Schedule as part of the City’s annual budget process.

This strategy will have long term impacts and require changes to our current approach to developing and setting fees and charges. An initial unit costing analysis was completed by the project team and specific recommended fees and unit costs will be included in a separate document that will be shared once thoroughly analyzed and vetted internally in order to determine the budgetary impact of this approach to setting recreation fees and charges.

The Strategy also identifies a number of recommendations stemming from the research, leading practice review and stakeholder engagement. Several themes have been included for the City’s consideration and follow up:

- Engage stakeholders during and after the initial implementation of the strategy, including educating community organizations on the costs to provide facilities and services and working with them to ensure that their participant fees are appropriate and reflect the level of subsidy provided.
- Follow the process outlined for setting fees and charges, monitor unit costs and revisit/re-assign cost recovery rates every three years. Where recommended fees are moderately or significantly higher than existing fees, implement changes over a three to five year timeframe to reduce the stress of change. Should the existing fee be higher than the recommended fee, keep the existing fee until costs increase or consider lowering fees.
- Robust and effective safety net strategies are required to ensure that all residents can access public recreation services. This should also include pursuing sponsorships and offering free access to some amenities as well as targeting underserved demographics or underutilized spaces.
- In order to support the objective of creating a consistent, transparent and understandable approach to setting fees a recommendation was made to move all amenities to an hourly rental format.

The draft Recreation Fees and Charges Strategy has established a rationalized and supported framework to determine the appropriate level of subsidization for City recreation facilities, programs and services. Feedback from the review process will be incorporated into the final Recreation Fees and Charges Strategy that will be shared with Council at a later date.

FINANCE

Recognizing that any decision regarding the Recreation Fees & Charges Strategy will result in an impact on either user's fees or taxation, the next step logical step will be developing an understanding of the "true" cost of service which is fundamental to this exercise. This will aid in supporting informed decision making, which provides a short and long term financial understanding of the implications between the differing user fees / tax support compliments identified above. This will in turn enhance the understanding of the relationship between subsidization (taxation) and user fees. This detailed financial review will be performed by Finance in collaboration with Recreation Services; this next step will take time as the process is manual and highly detailed.

ATTACHMENTS:

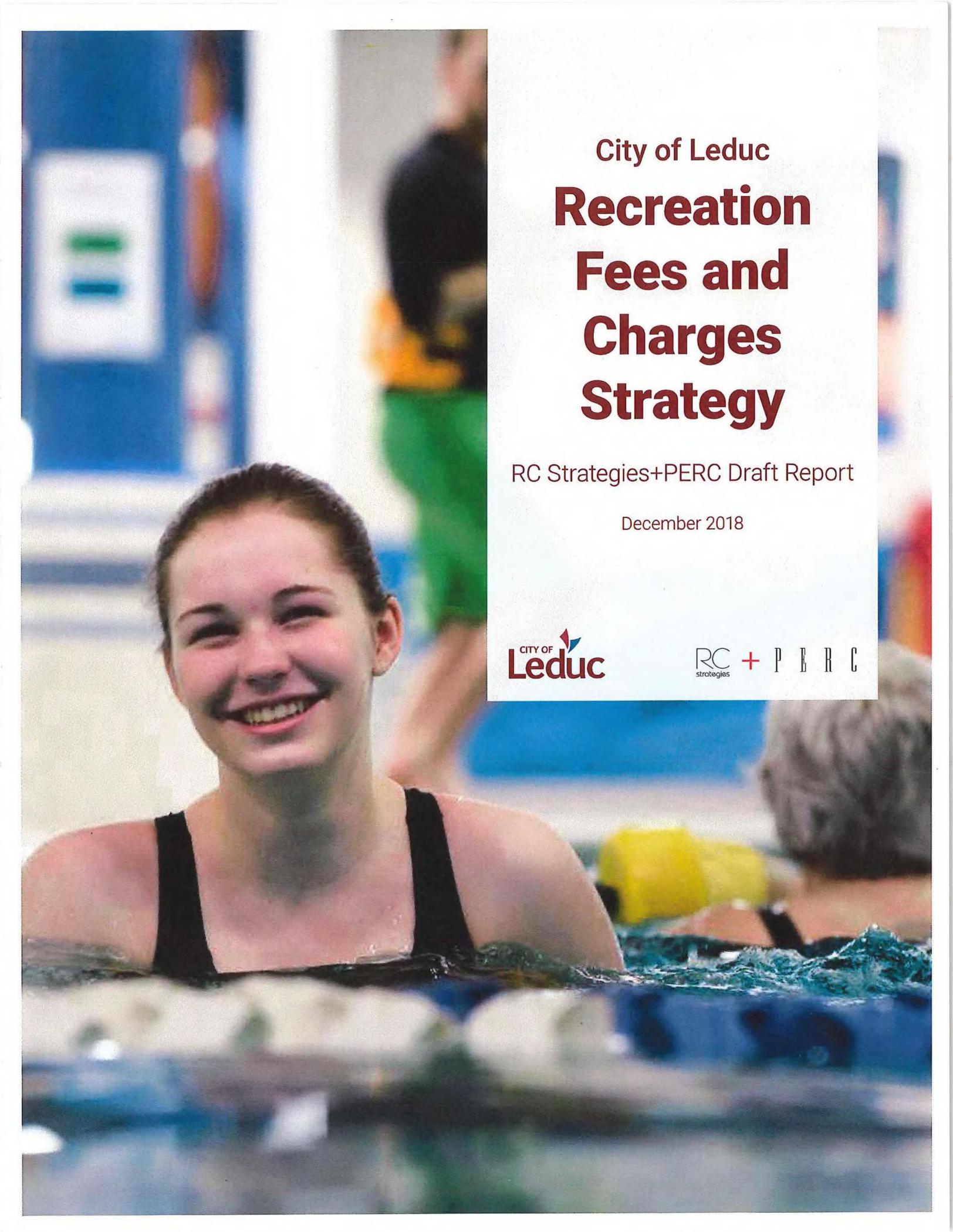
1. City of Leduc Recreation Fees and Charges Strategy – December 2018 draft

RECOMMENDATION

This item is for information only.

Others Who Have Reviewed the Report

P. Benedetto, City Manager / I. Sasyniuk, General Manager, Corporate Services / D. Melvie, General Manager, Community & Protective Services / J. Cannon, Director, Finance

A young woman with dark hair tied back, wearing a black tank top, is smiling broadly while in a swimming pool. The background is slightly blurred, showing other people and pool equipment.

City of Leduc
**Recreation
Fees and
Charges
Strategy**

RC Strategies+PERC Draft Report

December 2018

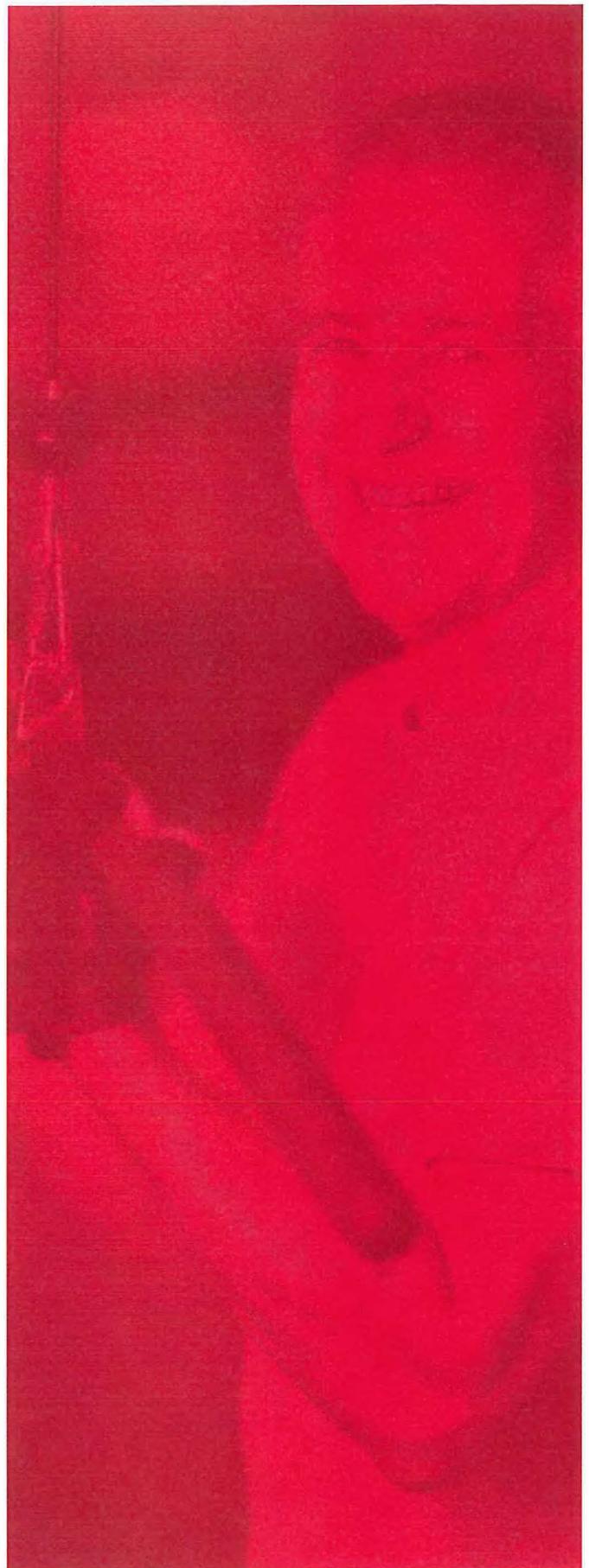
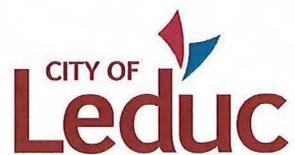




City of Leduc
**Recreation
Fees and
Charges
Strategy**

RC Strategies+PERC Draft Report

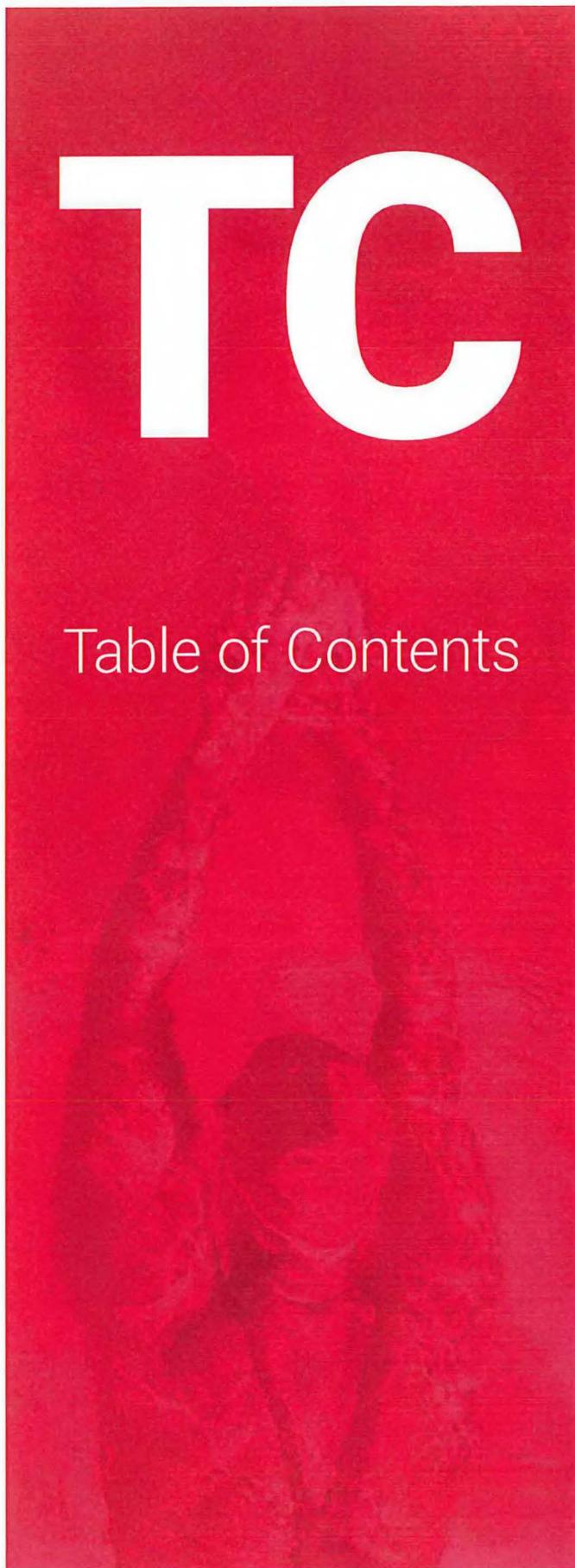
October 2018



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The City of Leduc is proud to offer its residents a variety of recreation facilities, programs and services for the benefit of individual residents as well as the overall community. The extent of resources that the City dedicates to these services should directly relate to the benefit to the community alongside the City's ability to fund these services.

In order to work toward this objective in a structured manner, the City retained the services of RC Strategies+PERC, a recreation planning firm, to conduct research, develop a process to setting fees and charges, and to propose recommendations for the City to consider. This report is the result of that process.

Throughout the document, please note that reference to "residents" encompasses both City of Leduc and Leduc County residents. The two municipalities have a cost sharing agreement in place that welcomes County residents to access City recreation services to the same extent and subsidy levels as City residents.

Purpose

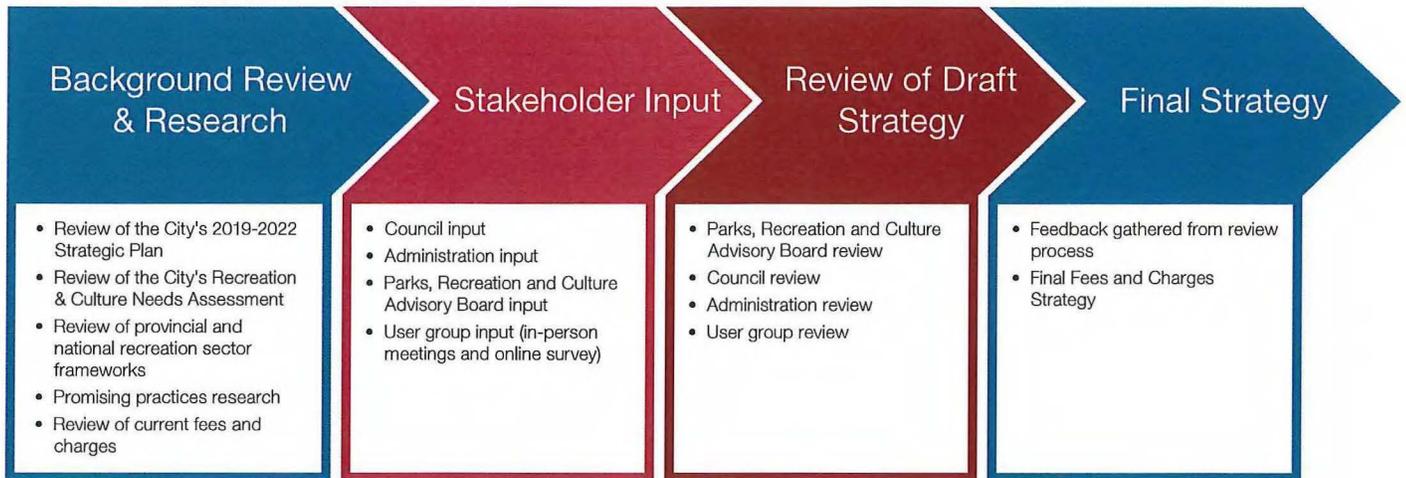
The City undertook the development of this Recreation Fees and Charges Strategy to ensure a practical, transparent, consistent, and fair approach to setting fees and charges for its recreation facilities, programs and services. It will help ensure that fees and charges align with the City's 2019-2022 Strategic Plan while effectively managing operational expenses and supporting the organizations and individuals accessing City amenities.

01

Introduction

Process

The following graphic outlines the steps that took place to develop the strategy. Input from stakeholders was a critical aspect of the process. The acknowledgement and understanding that recreation services demonstrates broad public benefit was also top-of-mind throughout the process.



Overview

The following is an overview of the contents within the strategy.

Section Title	Brief Overview
Foundations	A summary of the background review and research conducted at the beginning of the process. It sets the local context and provides justification for subsidizing recreation services.
Benefits Based Approach to Setting Fees and Charges	This section outlines a benefits based approach to setting fees and charges. The approach strongly aligns with the foundations presented in the first section.
Process of Setting Fees and Charges	A step-by-step process that explains how to set fees and charges using the approach previously described.
Recommendations	A series of recommendations were developed by the consulting team. These recommendations are intended to enhance the process and to help the City of Leduc meet its objective of providing a practical, transparent, and fair approach to setting fees and charges.
Appendices	The appendices contain complete results of the stakeholder survey.

This section presents a summary of the background review and research conducted at the beginning of the process. It sets the local context and provides justification for subsidizing recreation services.

02

Foundations

City of Leduc 2019-2022 Strategic Plan

This plan identifies council's strategic priorities for the next four years and lays a foundation for other City plans, such as this Recreation Fees and Charges Strategy. To ensure alignment, pertinent information from the Strategic Plan is identified below.

Values

Of the nine values identified in the Strategic Plan, these four (as shown by the images on the right) are particularly important for this Recreation Fees and Charges Strategy.

Focus Areas and Strategies

There are four focus areas in the Strategic Plan that are accompanied by strategies. Focus Areas #1 and #2 are relevant to this planning process as well as the supporting strategies shown below.

Focus Area 1: A City where People Want to Live, Work and Play.

- Strategy 3: Improve accessibility and inclusivity for civic facilities and programs.

Focus Area 2: A City with a Plan for the Future.

- Strategy 2: Ensure that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life.
- Strategy 4: Optimize the use of existing municipal infrastructure.



FINANCIAL RESPONSIBILITY

We are responsible for properly managing taxpayers' dollars and keeping services affordable.



TRANSPARENCY & ACCOUNTABILITY

Strong municipal leadership is open, honest and evidence-based.



A CITIZEN FOCUS

People have wisdom and ought to be engaged in the decisions that affect their lives.

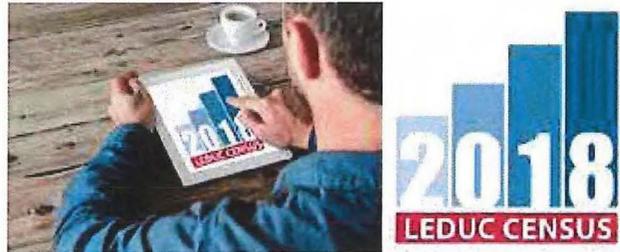


DIVERSITY & INCLUSIVENESS

We respect and support diversity and inclusiveness within our community.

Census Data

The City of Leduc conducts an annual municipal census to ensure appropriate levels of provincial funding as well as for Council and administration to further understand the community they are serving. Municipal census statistics from 2018 as well as 2016 Statistics Canada data that are relevant to this Recreation Fees and Charges Strategy are provided here.



Population Growth

Leduc's population continues to grow as 32,448 residents call Leduc home (a 4.2% growth since 2017 and 91% since 2006).

Regional Population

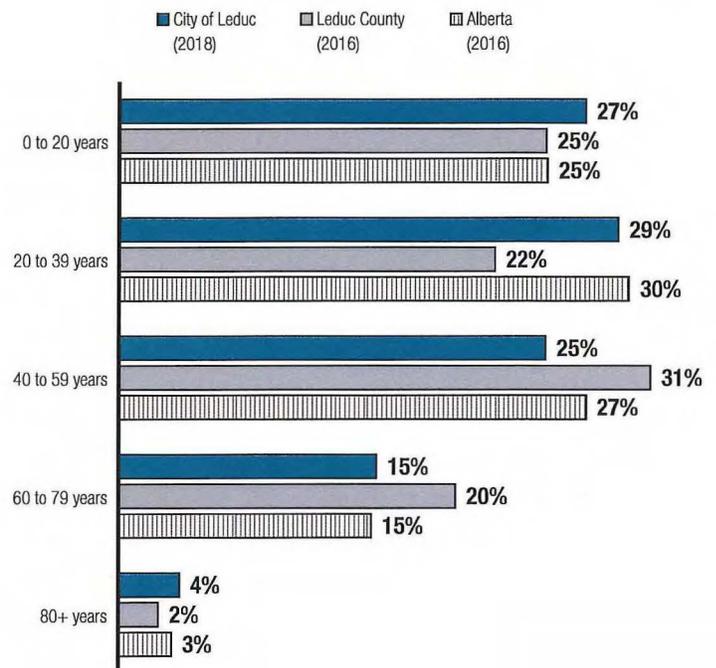
It is important to note that the City of Leduc has a cost-sharing agreement for recreation with its municipal neighbour. Recreation facilities, programs, and services can be accessed by Leduc County residents for the same price as City residents. While the City's population continues to grow, the County's population also adds to the number of people who can access City services. The combined population of the two municipalities is approaching 50,000.

- City of Leduc: 32,488 (2018)
- Leduc County: 13,780 (2016)
- Total: 46,268

Age Distribution

The age distribution in the City of Leduc is fairly similar to the province as a whole. The City does have a slightly higher proportion of children and youth as compared to Alberta while the proportion of seniors is about the same. Leduc County has a higher proportion of older adults 40 to 59 years old as well as a higher proportion of seniors 60 to 79 years old.

Age Distribution

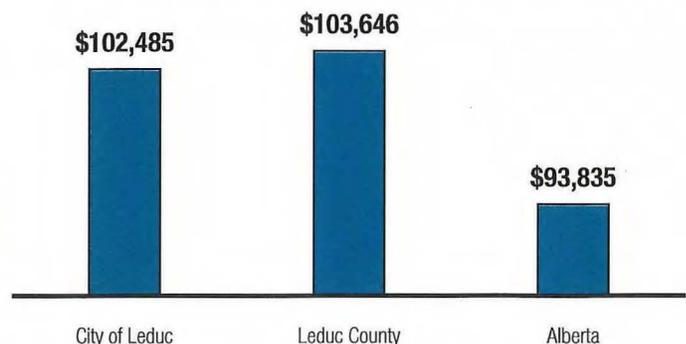


Income

The median household income is approximately \$10,000 higher in both Leduc municipalities compared to Alberta.

While the median household incomes are relatively high, there are still a significant proportion of local residents that are considered low income (LIM-AT)¹. Approximately 10% of seniors in Leduc are categorized as LIM-AT which is higher than in Alberta as a whole.

Median Total Income of Households in 2015



Prevalence of low income based on the Low-income measure, after tax (LIM-AT) 2015	City of Leduc	Leduc County	Alberta
0 to 17 years	8.8%	8.5%	12.8%
18 to 64 years	5.4%	7.6%	8.2%
65 years and older	9.4%	10.9%	6.9%

1 LIM-AT: Statistics Canada's low income measure after tax

A Framework for Recreation in Canada

The Framework for Recreation in Canada is the nation's overarching guidebook for providing public recreation services. It was developed by the Canadian Parks and Recreation Association and the Interprovincial Sport and Recreation Council with input from various stakeholders across Canada. In 2015, the Framework was endorsed by Federal and Provincial/Territorial Ministers. It was officially endorsed by the seven municipalities in the Leduc region in 2016.

The Framework outlines a number of concerns that our society is navigating such as challenges to health, economic inequalities, demographic changes, and social challenges. In regard to economic inequalities, the Framework notes that income inequalities have risen significantly over the past 30 years and that "individuals and families with lower incomes typically have fewer opportunities for recreational experiences due to costs associated with transportation, equipment, some activities and facility rental." With this challenge in mind, the Framework urges service providers to increase inclusion and access to recreation opportunities.

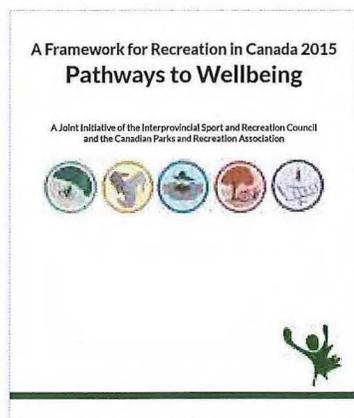


Goal 1: Active Living

Foster active living through physical recreation.

In order for a community to experience the benefits of recreation, it is important that residents have opportunities to be active. The following priority from Goal 1 expresses the importance of the child's right to play and participate, which includes providing affordable opportunities for families.

- Priority 1.3 Support the child's right to play, and to participate freely and fully in "age-appropriate recreational experiences, cultural life, and artistic and leisure activities", as outlined in the United Nations Convention on the Rights of the Child. Enhance opportunities for children and youth to play outdoors and interact in nature in school, community and neighbourhood settings. Engage parents and provide safe, welcoming, low- or no-cost opportunities for families and multiple generations to experience the joy of spontaneous active play together.



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.

The first priorities in Goal 2, as shown below, are relevant to this Recreation Fees and Charges Strategy and should be kept top-of-mind during implementation.

- Priority 2.1 Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.
- Priority 2.2 Enable people of all ages to participate in recreation. Address constraints to participation faced by children and youth from disadvantaged families and older adults who are frail and/or isolated.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Goal 4 is about providing appropriate spaces for recreation activities to occur, which is a task that largely falls upon municipalities to ensure. Although fees will be applied to most activities within a recreation facility, the facility should still present itself as being a community spaces where people can socialize and feel at home. Communication with the public and community groups is an important aspect of portraying the openness of a facility; this communication could highlight low-cost and free opportunities. The following priorities are important for municipalities to consider when setting fees and charges.

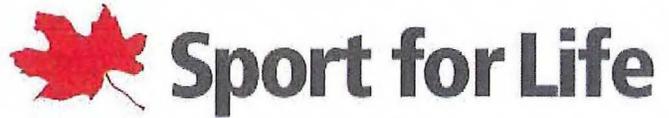
- Priority 4.2 Work with partners to increase the use of existing structures and spaces for multiple purposes, including recreation (e.g. use of schools, churches, vacant land and lots).
- Priority 4.5 Enhance mental and social wellbeing by creating supportive social environments in the settings where people live, learn, work and play. This requires strengthened partnerships with schools, social service groups, the arts community, law enforcement, transportation and urban planners, community organizations and the private sector.
- Priority 4.6 Develop and implement targeted recreation education campaigns that increase knowledge about how recreation contributes to enjoyment and quality of life, and help people acquire the skills and attitudes they need to plan for making recreation a part of their lives.

Canada Sport For Life

Canadian Sport for Life (CS4L) is regarded as the national leader in physical literacy advocacy and resource support. CS4L is led by Sport for Life Society, a federal non-profit society that was incorporated in September 2014 and comprises experts from sport, health, recreation, and academia who are employed as independent contractors, yet work cooperatively to promote the movement's goals.

Canadian Sport for Life (CS4L) developed a series of best practices and principles that it recommends to be followed in the allocation of facility time to user groups. While the focus is on allocation, there is also direction for user fees.

- Allocation practices are based on "standards of play" principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups.
- Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.



Active Alberta

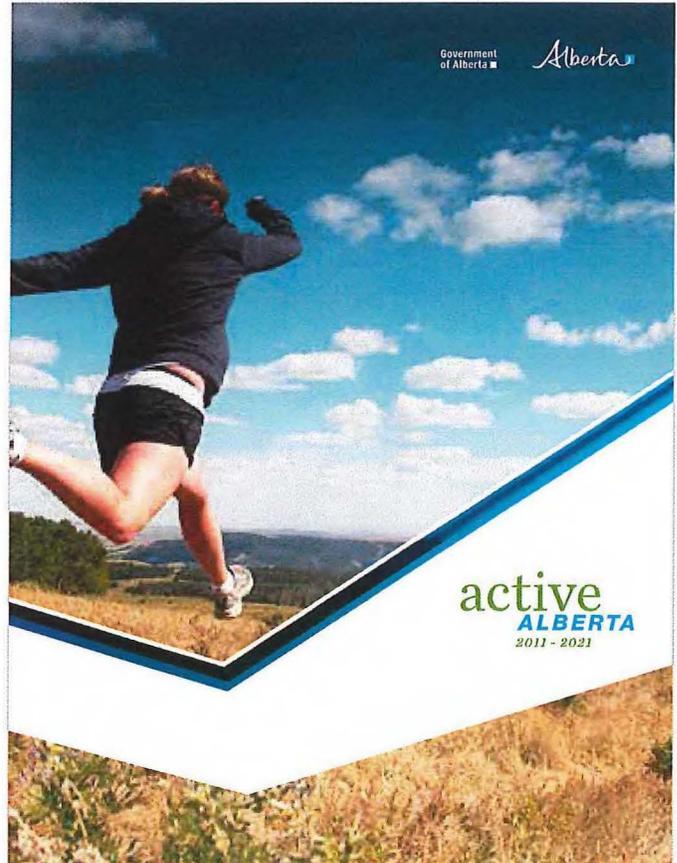
The Government of Alberta's Active Alberta (2011 – 2021) policy is the overarching policy document that is intended to guide the delivery of recreational, active living and sport opportunities in the province.

Core to the policy document is the identification of six (6) core outcomes which reflect the intended objectives of the policy:

- Active Albertans: More Albertans are more active, more often.
- Active Communities: Alberta communities are more active, creative, safe and inclusive.
- Active Outdoors: Albertans are connected to nature and able to explore the outdoors.
- Active Engagement: Albertans are engaged in activity and in their communities.
- Active Coordinated System: All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.
- Active Pursuit of Excellence: Albertans have opportunities to achieve athletic excellence.

The Policy outlines a roles for municipal governments. Points pertinent to this strategy include:

- Ensure availability, affordability and accessibility of a broad range of recreation, active living and sport opportunities.
- Coordinate the best use of community resources.
- Support the volunteer and not-for-profit sector in the provision of recreation, active living and sport opportunities.
- Optimize access and use of public recreation facilities.

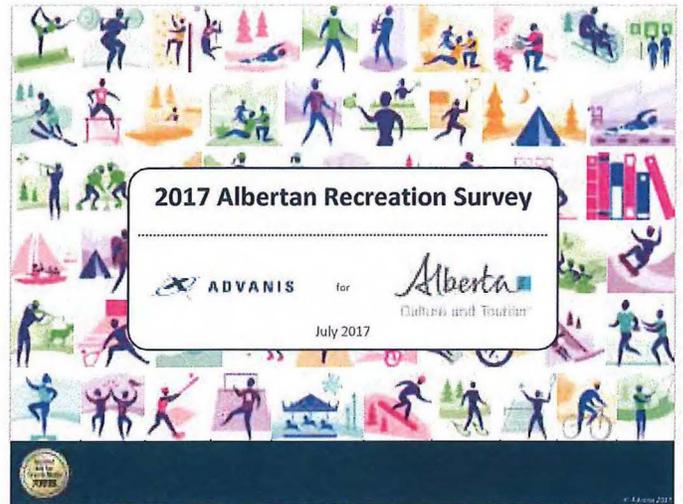


Albertan Recreation Survey

The Government of Alberta conducts a recreation survey approximately every four years. The purpose of the survey is to learn about activity preferences of Albertans and what influences their recreation choices. As follows are pertinent results from the 2017 iteration.

Participation Levels

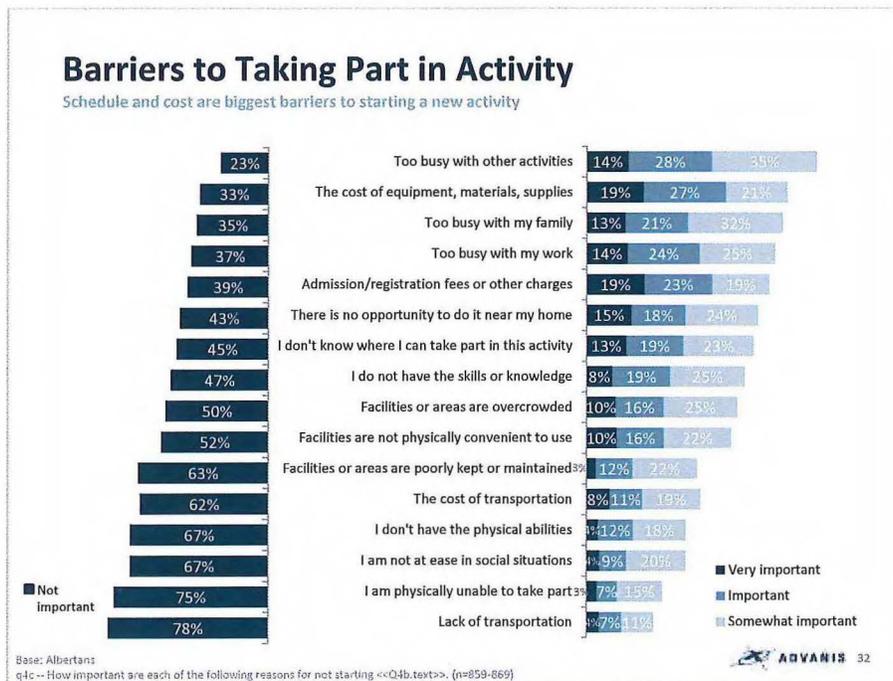
While ninety-seven percent (97%) of individuals participated in leisure or recreation activities in the past year, under one-quarter (23%) participated in indoor facility based activities. The chart below shows the correlation between participation levels and household income. Only 28% of individuals in households with an income of \$50,000 or less participate in outdoor facility based activities as compared to 56% of individuals in households with an income of \$110,001 or higher. Seventeen percent (17%) of individuals in households with an income of \$50,000 or less participate in indoor facility based programs.



Activity Type	Household Income		
	\$50,000 or less	\$50,001-\$110,000	\$110,001+
Active living activities	87%	95%	96%
Outdoor facility based activities	28%	39%	56%
Indoor facility based activities	17%	24%	25%

Participation Barriers

The cost of equipment, materials, and supplies is the second most prevalent barrier to taking part in activity; two-thirds (67%) of province-wide respondents indicated this a barrier to some extent. Admission/registration fees or other charges was also identified as a barrier to some extent for 61% of respondents which results in the 5th highest barrier.



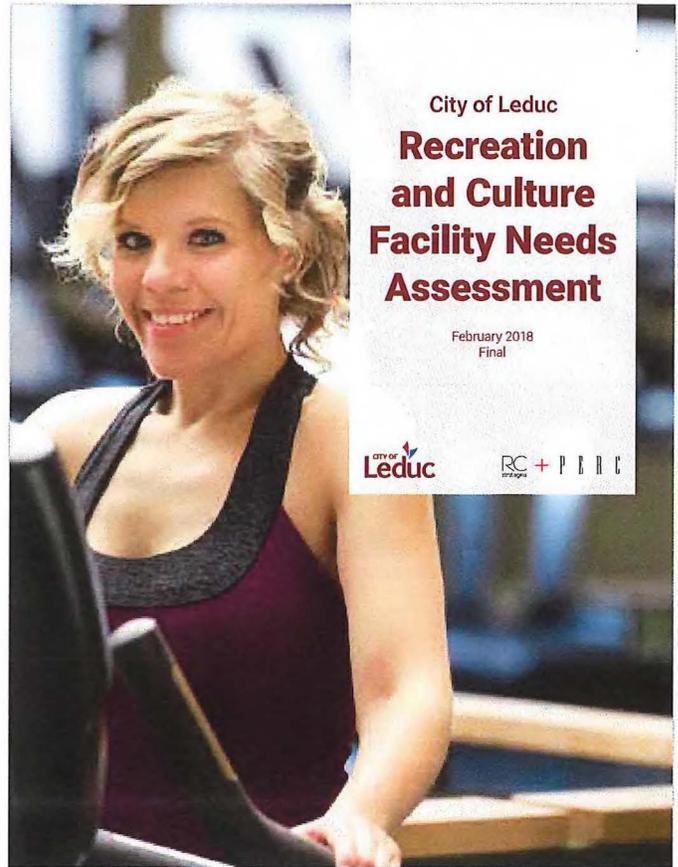
City of Leduc Recreation Needs Assessment

The City of Leduc undertook the development of a Recreation and Culture Facility Needs Assessment in 2017 to ensure the City's long term facility planning continues to reflect the community's current and emerging recreation and culture needs. A few findings relating to fees and charges are as follows.

Facility admissions/program fees were identified as a barrier by nearly half (48%) of residents and it was concluded that there are financial barriers to participation for some residents.

The Needs Assessment suggested a number of recommendations including the following:

- Refresh allocation and fee procedures and policies for high use amenities such as ice arenas, sport fields and the field house/court space.
- Where possible, Canadian Sport for Life and Long Term Athletic Development framework principles and suggest practices should be applied.



Stakeholder Input

Input was gathered from community organizations that provide recreation opportunities to local residents. Such stakeholders were invited to share their thoughts at in-person discussion sessions as well as through an online survey. A summary of key survey findings are presented here and complete results can be found in Appendix A.

Current fees are perceived to be fair by most groups.

- Eighty-seven percent (20 out of 23) of the groups agree that the current fees and charges applied to City amenities are fair; three (3) strongly agree and seventeen (17) somewhat agree.

Educating groups about costs and fees can be improved.

- Just over half (13 out of 23) respondents agree to some extent that the City of Leduc sets its fees and charges in a transparent manner that is effectively communicated to its user groups. Seven (7) groups neither agree nor disagree and three (3) disagree.

Non-profit organizations and youth programming provide the highest amounts of community benefit.

- Two-thirds (14 out of 21) of responding groups believe that non-profit organizations provide a high amount of community benefit and youth received the most "high amount" indications compared to the other age groups (13 out of 21).

Stakeholders would like this strategy to ensure affordable opportunities exist for children and youth.

- The top two most important outcomes are to make sure that affordable recreation opportunities exist for children and youth (14 out of 21).

Allowing free use of the indoor walking track would benefit older adults.

- The indoor walking track was mentioned as a service that should be free by two of the respondents, including one that discussed the potential benefits it would provide to seniors in the community.

Promising Practices

A collection of promising practices were obtained to get a sense of what kinds of initiatives other municipalities are doing in attempts to reduce financial barriers. Not every practice may be desirable or realistic in the Leduc context; however, they do spark ideas and open the door to trying new tactics.

Sponsorships: Providing sponsored events or drop-ins to reduce or eliminate user fees as well as to increase utilization during non-prime times. Another example of how to use sponsorship revenues is seen in Creston, BC. The City of Creston has a Zamboni sponsorship in which proceeds are allocated to ice user groups so that they can reduce their registration fees. Individual and corporate donors also contribute directly to organization such as KidSport and Jumpstart to support the affordability of local programs that often occur in municipal facilities. Municipalities help promote these organizations to potential donors by advertising in leisure guides and displaying posters in facilities.

Free Services: Offering free services in high needs communities. For example, the City of Toronto provides free access to 21 of its recreation centres located in neighbourhoods identified to be in need of low cost opportunities. Several communities do one or the other.

Discounted Services: Allowing free or discounted access to specific amenities such as indoor walking tracks and highly valued services such as public swimming opportunities.

Increasing Awareness: Spreading awareness of existing cost reduction programs such as KidSport, Jumpstart, and the City's Recreation Assistance Program and Municipal Grant Programs.

CS4L: Aligning fees with Canadian Sport For Life standards of play.

Matinee: Reducing or eliminating fees for certain activities during underutilized times such as early afternoons on weekdays. The City currently offers discounted Matinee Memberships and new for 2019 these memberships will be free for seniors.

Partnering with Health Agencies: Encouraging the use of public facilities for health agency patients who are learning how to exercise to limit health issues or are engaging in physical activity as part of a rehabilitation program; Leduc currently partners with health agencies to offer several programs including Prescription to Get Active, Walk with a Doc and its Healthy Hearts initiatives.

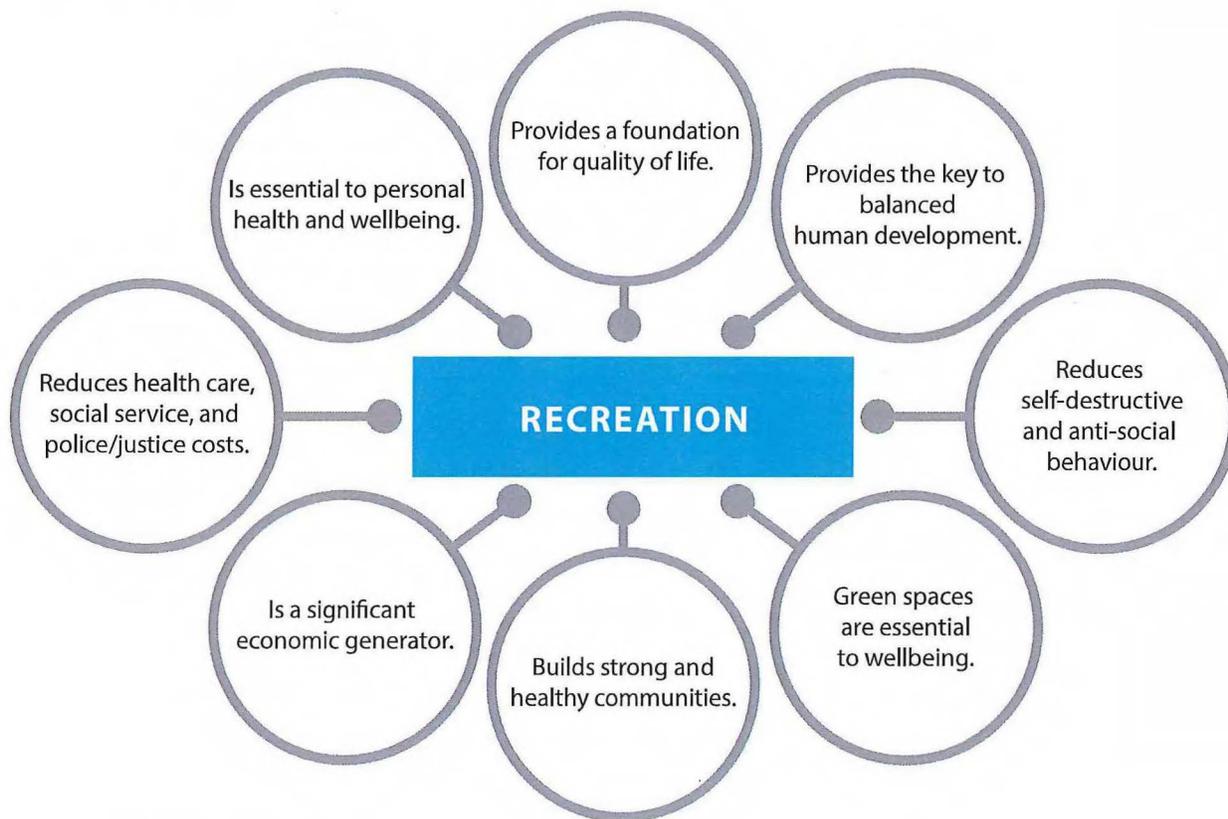
Corporate Wellness and Group Membership Program: Offer a discount of passes or single entries when a commercial or non-profit organization is purchasing a large number of passes. The City currently offers a corporate membership program and significant discounts will be made available to group membership and admission purchases.

Increasing Participation: Investing in increasing participation of underutilized spaces to increase the benefits of recreation and increase revenues over the long term. This could mean lowering fees for a certain amenity, providing grant support to a community group, or increasing marketing efforts. For example, the City of Dawson Creek decided to invest in increasing the participation rates of ice user groups by helping them recruit new members from those in financial need who were currently inactive. This allowed more families the ability to afford registration costs and the number of hours the ice arena was used increased. When utilization increases, the cost per hour to provide the service decreases and then fees can be re-evaluated.

Benefits of Recreation

Recreation is an essential public service that benefits individuals as well as the entire community. Since each community is different, there is not a standardized approach to providing recreation. Recreation policies and strategic planning must consider the needs of local residents and ensure that all community members have access to recreation opportunities (while being responsible with public resources).

Many benefits are derived from recreation, including the 8 outlined by the Benefits Hub and the 22 indicators of public benefit displayed below. With a better understanding of the benefits of recreation, decision makers are armed with reasons to justify recreation as a subsidized public service.



Indicators of Public Benefit

Growth of Individual	Growth of Community
Fitness and Wellbeing	Public Events
Preschool Recreation Opportunities	Support for Local Community Groups
Basic Skills for School Aged Children	Spectator Sport
Advanced Skills for School Aged Children	Exposure to the Arts
Social Opportunities for Teens	Social Functions
Basic Skills for Adults	Protecting Natural Resources
Advanced Skills for Adults	Beautify the Community
Recreation Opportunities for Seniors	Opportunities for Family Units
Interpreting the Environment	Mixing Generations and Subgroups
Reflection/Escape	Support for Volunteerism
Leisure Education	
Communication System	

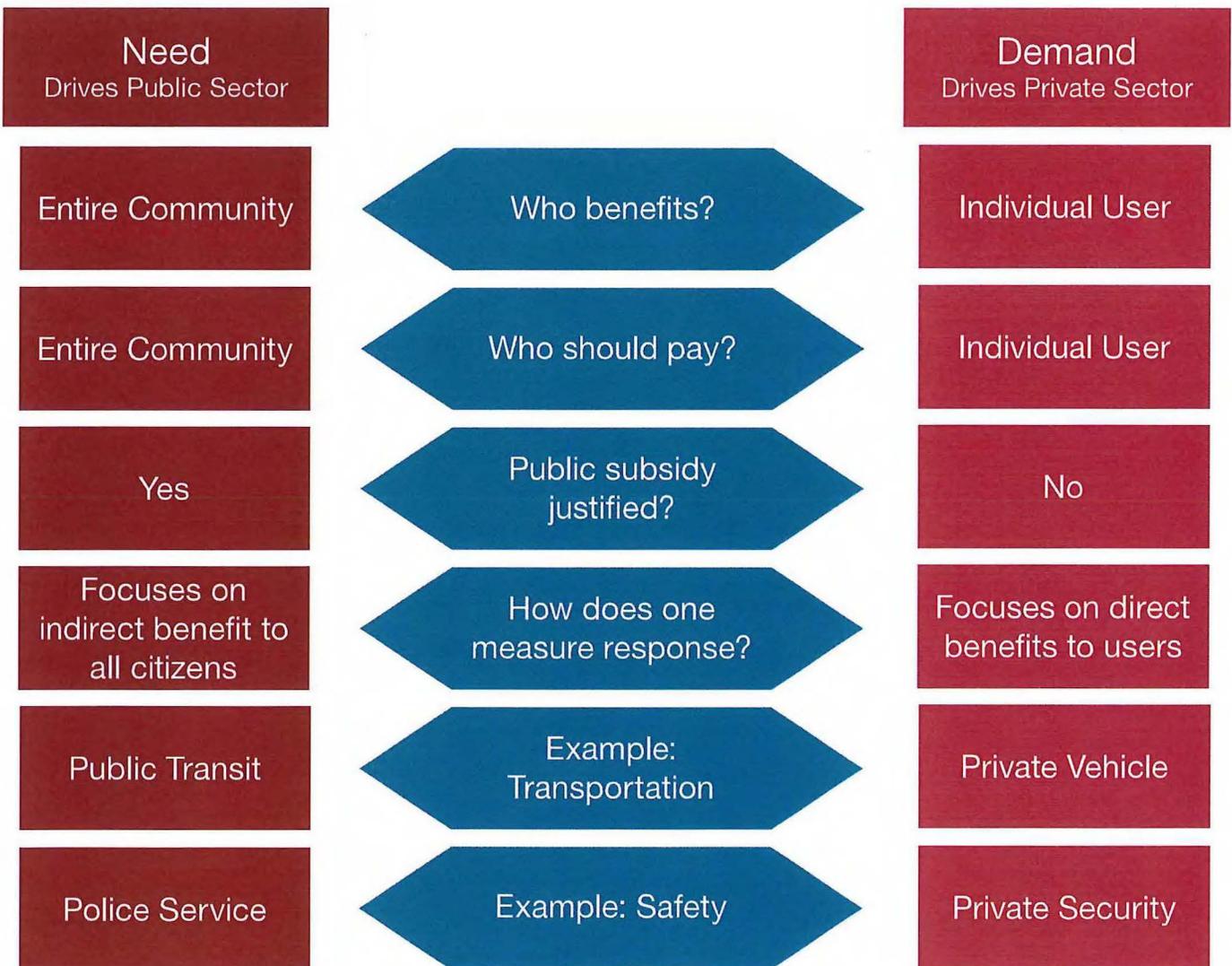
Demand vs. Need

In the private sector, demand is defined as the amount of a good or service that is purchased or consumed at a particular price. Demand is always a function of price. In public recreation agencies we sometimes ignore the price side of the definition and simply ask people what they want and then give them what they want because they say they want it; independent of price or what "the market will bear".

There is growing understanding that demand is not an appropriate basis for making decisions about publicly supported leisure services. Demand essentially focuses on direct benefits to users of a service and the value they place on those benefits.

Need is always a subset of demand. In order for there to be a need, there must first be some demand for a service. But in order for that service to also be a need, there must be some form of indirect benefit to all citizens, from which they cannot escape. In fact, that is a classic definition of a "public good"; indirect benefit to all citizens which is not separable.

The private sector is always demand driven. If there is enough demand for something, and it is legal, the private sector will respond and provide services consistent with the demand. The public sector is always needs driven. In order for it to become involved, the service must also have some benefit to the entire community. There must be a public good that results.



This section outlines a benefits-based approach to setting fees and charges. The approach strongly aligns with the foundations presented in the previous section.

City facilities and spaces are paid for by a combination of tax support and users fees. The Benefits Based Approach to Setting Fees and Charges lays a philosophical foundation on which fees are based. User fees are determined based on the amount of benefit the community receives. If only the user benefits, then the user pays all of the operating costs. If the community benefits, then a proportion of the operating costs will be subsidized by tax support. The more benefit to the community, an increased amount of tax support will be justified.

03

Benefits Based Approach to Setting Fees and Charges

Benefits Continuum

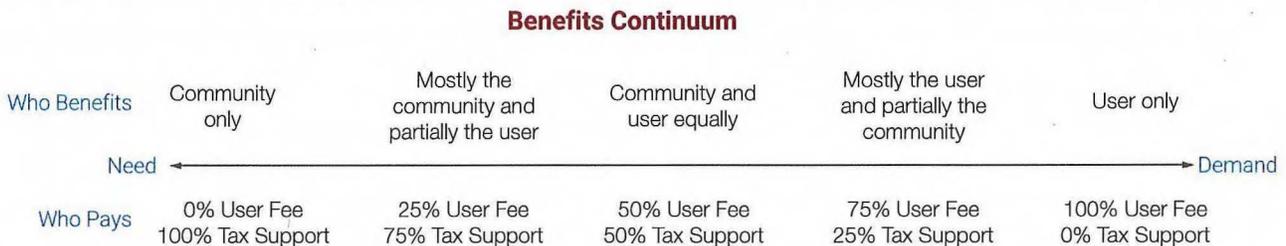
The recommended fees and charges system must be philosophically sound, thereby easy to defend, and practically based, as well as easy to implement. The philosophical grounding is based on an assessment of benefits. The following statement forms the core of the recommended fees and charges policy.

Those who benefit from a good or service should pay in proportion to the benefit they receive.

If all, or substantially all, of the benefits accrue to the community as a whole, the community as a whole should pay for the service through taxes. If all, or substantially all, of the benefits accrue to the individual or group that consumes the good or service, without any greater "public good," the users should pay all the costs.

Where the benefits accrue to the community and also to specific users, the costs should be shared on the basis of proportionate benefit. Users should be required to pay to the extent that the benefits accrue only to themselves, while the community, through taxes, should pay for the portion which benefits it generally.

According to the above rationale, user fee targets can be set along the benefits continuum as illustrated in the following graphic.



Cost Recovery

In order to transform the benefits continuum described above into an implementable approach, five "thresholds" of cost recovery are suggested along the continuum. It starts from 0% recovery (public benefit) at one end of the scale and continues to 100% cost recovery (private benefit) at the other end with three categories in between separated by equal (25%) increments.

Thresholds of Cost Recovery

	Community Need	Merit			Private Demand
Type of Activity	Public Goods & Services	Merit Goods & Services with relatively high community benefit	Merit Goods & Services with a relatively equal mix of community and private benefit	Merit Goods & Services with relatively high private benefit	Private Goods & Services
Subsidy Level (proportion funded by taxpayers)	100%	75%	50%	25%	0%
Cost Recovery (proportion funded by user)	0%	25%	50%	75%	100% or more
Rationale	Goods and services which support community goals and result in a very high degree of community benefit are worthy of provision on a fully subsidized basis.	The more a good or service supports community goals and results in community benefits, the more worthy of public support, and the more subsidy can be justified.	Where the benefits to the community and to users are approximately equal, the costs should be shared equally.	The more the benefits of a good or service accrue to the consumer of the good or service, and not to the wider community, the more the user should be required to pay.	Where the benefits of a good or service accrue solely to the consumer of the good or service, with no benefit to the wider community, the user should be required to pay full costs.

Types of Uses

There are three modes of facility use that will be considered when assigning thresholds of cost recovery. Within the rental mode, there are a series of subcategories and each may have its own recovery rate.

Drop-in: A use characterized by a person or group of persons deciding on a use by use basis to attend a public session where the public or a subset of the public is welcome to attend.

Program: Uses where an individual or group of individuals pre-commits to a series of uses through a registration process. The program is typically characterized by having a leader, or instructor who teaches or leads. Sometimes they are called courses. These programs are offered to the general public and seek to meet the needs of the community. City of Leduc recreation programs include but are not limited to all registered programs, drop in programs, and events.

Rental: A group rents a space through a rental contract and then controls the uses and the users of that space during the period of rental. There are several subcategories of rental uses and each may have its own recovery rate.

- **Regular Activity:** Usual or normal methodical use occurring at fixed intervals and confirmed in a seasonal contract (e.g. sport group renting space for league games and practices).
- **School Use:** When a school class or sporting team uses a City facility, typically during school hours.
- **Tournament:** Community level events such as tournaments and competitions.
- **Public Event:** A public special event can be considered one that is local, provincial, national, and international and/or provides significant athletic, social, cultural, and/or economic benefits to the community. Anyone in the community can attend.
- **Fundraising Event:** A fundraising event for the benefit of a local non-profit community organization.
- **Private Event:** A private special event can be considered one that is by invitation only.
- **Commercial Use:** An organization engaged in the trade of goods and/or services for the sole purpose of making a profit to benefit their owners and shareholders.

Types of Users

There are two categories of users; namely individuals and user groups. Each subcategory of user may justify a different level of subsidy because servicing each category might result in a different ratio of public benefit to private benefit. The following types of users is the result of a workshop with City staff. The categories of individual users listed below are slightly reduced (i.e. less categories) from the current list of users. It is recommended that this new list be considered because the age categories should align with desired subsidy levels. It was determined that children and youth deserve the same level of subsidy, therefore the categories can be combined.

Individual Users

- **Preschool:** 0 to 4 years
- **Children & Youth:** 5 to 17 years
- **Adults:** 18 to 59 years
- **Seniors:** 60 to 74 years
- **Seniors Plus:** 75 years and over
- **Family:** One or two adults and all children

User Groups

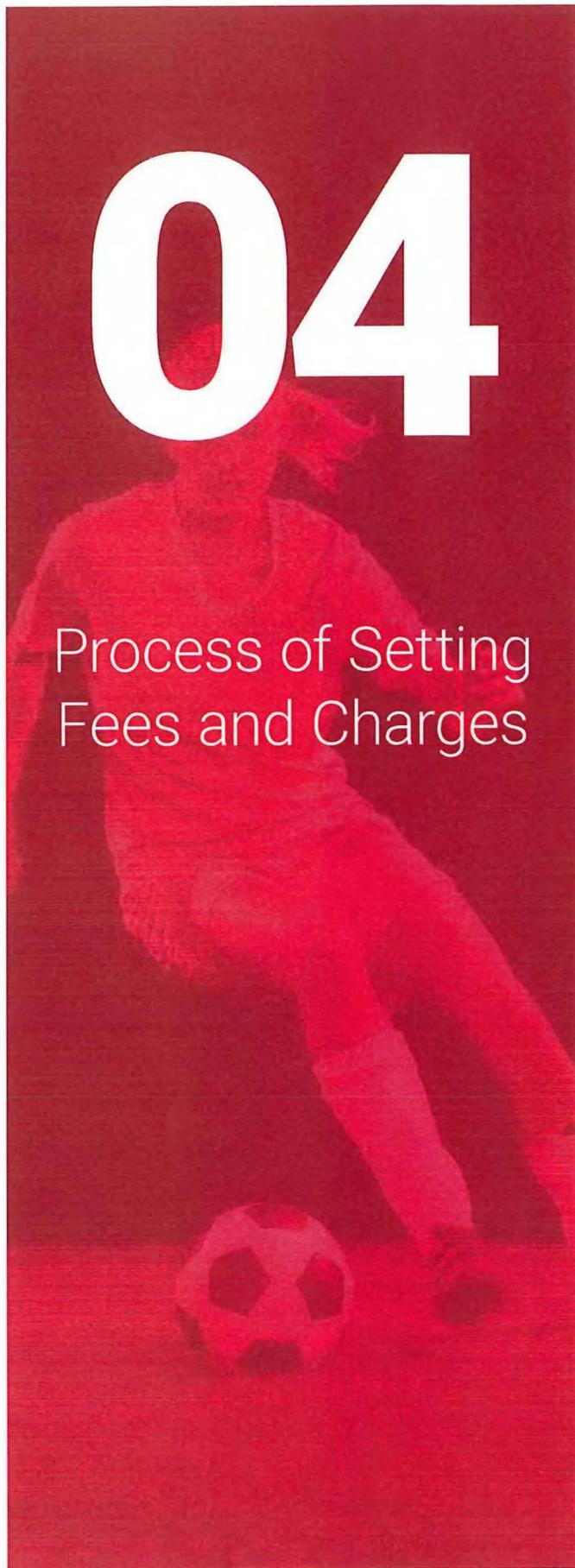
- **Minor Non-Profit Organization:** A non-profit sport, culture and recreation group dedicated to primarily serving minors (those 17 years of age and younger). Groups must have a minimum of 90% of participants under the age of 18 and be locally based (within the City or Leduc County).
- **Adult Non-Profit Organization:** A non-profit sport, culture and recreation group that offers activities and whose members are 18 years old and older and be locally based (within the City or Leduc County).
- **School Group:** A non-profit educational institution located within the Black Gold Regional Schools and STAR Catholic divisions.
- **Casual Renter:** Any local person, group or company that is booking a private event, does not have a regular/recurring booking, or not open to the general public to join.
- **For-Profit Organization:** A group, individual, or organization who is engaged in for-profit business.
- **Non-Local Groups:** A group or individual based outside the local community (not based in the City or Leduc County).

Reduced fees such as non-prime time and matinee rates do not need to be considered yet; such discounts can be applied at a later stage of the fee setting process as outlined in the next section.

The following section outlines a step-by-step process to setting fees and charges using the Benefits Based Approach. Specific recommended fees and unit costs will be produced in a separate internal document that will be made public once thoroughly analyzed and vetted by the City.

04

Process of Setting Fees and Charges



Process for Setting Fees and Charges



Unit Costing Steps

Unit costs are the expenses the City needs to incur to provide a given service (e.g. the cost to provide an hour of arena ice; the cost to provide a drop-in swim).

The following steps are required to calculate unit costs.

1. Clarify a list of recreation amenity categories under which unit costs need to be calculated (example template shown below).
2. Review all annual operating expenses relating to all of those categories.
3. Assign and apportion annual expense figures to specific recreation amenities.
4. Collect utilization data for each amenity.
5. Where gaps exist, consider the number of operation hours (e.g. for indoor aquatics, outdoor pool, fitness centre, walking track, and childminding) to develop informed utilization assumptions.
6. Divide annual expense figures for each amenity by the utilization figures such as hours used to determine unit costs.

Calculate Unit Costs

Gather all relevant expenses and utilization data to calculate how much it costs the City to provide services (e.g. an hour of ice, a drop-in swim, etc.). For example, the unit cost for an hourly ice arena rental would be calculated by dividing the total annual expenses required to operate ice arenas by the total number of hours they are used in a year.

Template: Example List of Unit Costs to Determine

Space	Unit	Unit Cost
Indoor Pool	Drop-in: Cost per swim	
	Program: Cost per participant visit	
	Rental: Cost per lane hour	
Outdoor Pool	Drop-in: Cost per swim	
	Program: Cost per participant visit	
	Rental: Cost per hour	
Arenas: Ice	Drop-in: Cost per visit	
	Program: Cost per participant visit	
	Rental: Cost per hour	
Arenas: Dry Pad	Drop-in: Cost per visit	
	Program: Cost per participant visit	
	Rental: Cost per hour	
Field Houses	Drop-in: Cost per visit	
	Program: Cost per participant visit	
	Rental: Cost per hour	
Fitness Centre	Drop-in: Cost per visit	
Indoor Track	Drop-in: Cost per visit	
Dry Floor Rooms	Rental: Cost per hour	
Childminding	Drop-in: Cost per visit	
Ball Diamonds	Rental: Cost per hour	
Sports Fields	Rental: Cost per hour	

Assigning Recovery Rates

Before fees can be calculated, recovery rates must first be assigned. Categories of user groups are listed along the left-side column and the types of uses are shown across the top row for drop-ins and program uses as well as rentals. The charts below can be used as a template. However, the consultants have provided an initial starting point by inserting the recovery rates suggested in the public engagement process.

Assign Recovery Rates

With the benefits continuum and thresholds of cost recovery in mind, assign each user a cost recovery percentage for use type of use (e.g. 25%, 75%, etc.). The cost recovery percentage indicates the proportion of a user fee that will cover the unit cost.

Drop-in and Program Recovery Rates

Individual Users	Drop-in	Program
Preschool (0-4 years)	0%	0%
Child & Youth (5-17 years)	50%	50%
Adults (18-59 years)	75%	75%
Seniors (60-74 years)	25%	50%
Seniors Plus (75+ years)	0%	50%
Family (1 or 2 adults and all minors)	200%	200%

Rental Recovery Rates

User Groups	Regular Activity	Tournament	Public Event	Fundraising Event	Private Event	Commercial Use
Minor Non-Profit Organization	50%	75%	25%	100%	100%	n/a
Adult Non-Profit Organization	75%	100%	50%	100%	100%	n/a
School Group	25%	50%	25%	100%	n/a	n/a
Casual Renter	75%	100%	50%	100%	100%	n/a
For-Profit Organization	125%	100%	100%	100%	150%	200%
Non-Local Group	100%	100%	100%	100%	100%	200%

Determining Fees and Charges

Once recovery rates are assigned to the various users and uses, fees can be determined. In theory, a fee would simply be calculated by multiplying the unit cost of a given amenity with the recovery rate. However, in order to make the process more practical, it is important to understand the following definitions and implementation strategies.

Justified Fee: A unit cost multiplied by a recovery rate (i.e. the fee that the benefits based approach suggests with no further understanding of the local context).

Existing Fee: A fee that is currently implemented by the City of Leduc.

Recommended Fee: A fee that is ultimately recommended based on the justified and existing fees. The following two step application helps determine the recommended fee.

Adjusted: It is recommended that the City consider these two steps in determining fees.

- How much subsidy can be **justified** (benefits continuum)
- How much subsidy is **required** (by the market) in order to realize the benefits

The application of these two steps helps make the process more practical. For example, if the justified fee is slightly lower than the existing fee, then it makes sense to keep the existing fee until expenses rise (unless the fee is known to be a barrier to participation then lowering the existing fee may be warranted).

Implementation Strategies: Decisions will have to be made regarding settling on and implementing recommended fees. The following examples of implementation strategies may serve useful.

Circumstance	Potential Implementation Strategy
If adjusted fee is slightly higher than existing fee.	Apply adjusted fee.
If adjusted fee is moderately higher than existing fee.	Phase in the adjusted fee over a planned timeframe (e.g. 5 years).
If adjusted fee is significantly higher than existing fee.	Strive to increase utilization. Keep existing fees until higher utilization rates are achieved and then phase to a renewed justified fee.
If adjusted fee is slightly lower than existing fee.	Keep existing fee until unit costs increase.
If adjusted fee is moderately lower than existing fee.	Either keep existing fee until unit costs increase or consider lowering fees.
If adjusted fee is significantly lower than existing fee.	Consider lowering fees. If lowering does occur for rental fees, work with community groups to ensure that costs to participants also decrease.

Increasing Utilization: Since unit costs are partly based on utilization, it is important to understand that the more an amenity is used, the cost per participant or hour decreases. For example if it costs \$100,000 annually to provide an amenity and it is used for 2,000 hours then the unit cost is \$50/hour. If utilization can be increased to 2,500 hours annually, then the unit cost decreases to \$40/hour.

Template for Fee Calculations

The following table could be used for each amenity type to help compare justified fees with existing fees as well as to display recommended fees.

Unit Type	Unit Cost	Justified Fee	Existing Fee	Difference	Recommended Fee
Drop-In					
Preschool (0-4 years)	\$				
Child & Youth (5-17 years)					
Adults (18-59 years)					
Seniors (60-74 years)					
Seniors Plus (75+ years)					
Family (2 adults and all children)					
Program					
Preschool (0-4 years)	\$				
Child & Youth (5-17 years)					
Adults (18-59 years)					
Seniors (60-74 years)					
Seniors Plus (75+ years)					
Rental: Per hour					
Minor Non-Profit Organization	\$				
Adult Non-Profit Organization					
School Group					
Casual Renter					
For-Profit Organization					
Non-Local Group					

Safety Net Strategies

Safety net strategies will be required to ensure that all residents can access public recreation services; especially those who face financial barriers. The safety net strategies may include any or all of the following elements which represent industry "best practices":

- Allowing low income families to apply for a discounted membership rates such as the Recreation Access Program that is currently provided. This helps ensure that if fees are increased, low-income residents still have the opportunity to access services.
- Working with local community organizations that rent space from the City to ensure they each have policies for including potential participants that have an interest and/or ability to participate but no financial means to do so.
- The overall provision of recreation services is a collaborative effort with all stakeholders such as community groups and non-profit organizations contributing to the end goal of universal access. Encouraging all stakeholders to provide their own subsidy initiatives can help ensure that a variety of people access the activities they enjoy even if cost is a barrier to them.
- Another way of reducing participation fees through community groups is by supporting groups with grant opportunities. This line of thinking allows the City to invest in local organizations and initiatives that support residents participation in recreational opportunities regardless if they utilize City facilities or not. This funding could potentially have an overall greater benefit because of the organization's ability to match through sponsorships, donations, and other grants.
- Adding more free opportunities for basic services such as swimming and skating and then measuring the impact of those sessions to ensure they result in increased access by those who cannot afford full fees rather than displacement by those who are already paying for them. If utilization increases, it is important to understand whether the increase is mostly due to current users coming more often or completely new users gaining access. More emphasis should be placed on attracting new users than increasing uses by existing users.
- Developing a specific program to assist and support seniors for whom their financial situation is a barrier to participation. This could include free access to facilities and programs during under utilized hours such as early afternoon on weekdays (matinee).
- Work with schools to increase access by the public school system which is often a significant "equalizer" when it comes to ability to pay. If transportation costs are charged to parents then this might not be practical, but some initiatives might still warrant consideration such as swimming lessons and other critical life skills development. As with the second bullet above, the City should work with the school authorities to ensure it has ways of encouraging students who can't afford the transportation costs included in school rental uses.
- Increase the number of free community events and free drop-in opportunities which are also often seen as barrier-free services, bringing together all segments of a community.
- Work with the business community to pursue sponsorships that directly correlate to free or reduced-cost services.

A series of recommendations were developed by the consulting team. These recommendations are intended to enhance the process and to help the City of Leduc meet its objective of providing a practical, transparent, and fair approach to setting fees and charges.

Benefits Based Approach

Endorse the Benefits Based Approach to Setting Fees and Charges.

The Benefits Based Approach to Setting Fees and Charges lays a philosophical foundation in which fees are determined. User fees are determined based on the amount of benefit the community receives. If only the user benefits, then the user pays all of the operating costs. If the community benefits, then a proportion of the operating costs will be subsidized by tax support. The more benefit to the community, an increased amount of public subsidy can be justified.

Process to Setting Fees

Follow the process outlined to setting fees and charges.

A series of steps are provided to review and update fees and charges. The eight steps are summarized as follows:

1. Initiate process
2. Calculate units costs
3. Assigning recovery rates
4. Calculate justified fees
5. Determining how much subsidy is needed
6. Analyze and adjust fees
7. Approve fees
8. Ensure safety net strategies

05

Recommendations

Implementation Timelines

Implement significant changes over a three to five year timeframe to reduce the stress of change.

Where recommended fees are moderately or significantly higher than existing fees, implement the recommended fees over a three to five year timeframe to reduce the stress of change and allow users to effectively plan for and make adjustments to their budget and registration fees.

Unit Costs

Monitor unit costs every three years.

Unit costs are the amount it costs to provide a service per hour or per participant (e.g. an hour rental of ice, a drop-in swim). They are calculated by dividing annual expenditures by utilization rates; two factors that may change from year to year. However, unit costs need only be recalculated every three years. In between, the changes in consumer price index can be used to adjust fees.

Cost Recovery Rates

Revisit and re-assign the cost recovery rates approximately every three years.

As the community continues to grow, as demographic dynamics change, and as Council priorities shift, it will be important to revisit the cost recovery rates every few years. The consultants have provided an initial set of recovery rates which Council should consider in determining its initial set of recovery rates once the impact of adopting this set of rates has been clarified.

Stakeholder Engagement

Engage stakeholders before and during the implementation of the strategy.

Community groups, especially those that rent time in City facilities, need to be aware of potential fee changes in order to adjust their registration fees accordingly.

Stakeholder Registration Fees

Work in partnership with community organizations that use subsidized spaces to ensure that participant fees are appropriate and reflect the level of subsidy provided.

If a recommended rental fee is reduced significantly and becomes lower than an existing fee, the opportunity should then become more affordable to residents. Since the City does not charge the participant directly for rentals, this is dependent on the community groups that use the amenity to lower their registration fees accordingly.

Stakeholder Education

Educate community organizations on the costs to provide facilities and services.

The overall provision of recreation services in Leduc heavily relies upon the opportunities provided by community organizations. It is not easy to appreciate the levels of subsidy received unless groups know the actual costs required to operate the spaces they use.

Sports Fields and Ball Diamonds

For sports fields and ball diamonds, shift from a per participant fee to an hourly rental fee.

Sports fields and ball diamonds are currently rented based on a per participant fee. It is recommended that the City consider shifting to an hourly rental fee based on the following reasons:

- The City is trying to create a consistent and understandable approach to setting fees. This strategy outlines a sound and practical approach to setting fees and charges and it should be applied to all amenity types to keep a consistent and fair approach which can be transparently applied across all types of services.
- The hourly model ensures that each user pays equally based on the amount of time they use. Community groups should contribute to the maintenance and upkeep of fields and diamonds equitably based on the number of hours they use them. A group that uses an amenity more than another group should pay more.
- The cost to provide fields and diamonds are variable and the levels of use are variable and a per participant fee is harder to adapt to changing circumstances.
- The hourly model helps prevent block bookings; groups will rent the amount of time they need. Per participant fees often lead to block bookings that result in un-used rentals times and therefore wasting of a limited public resource.
- The unit costs may differ for different qualities of fields. In the hourly model, a higher fee can be charged for use of better quality fields and diamonds while reduced fees can be charged to access lower quality spaces.
- A per participant fee can add complexity to allocations and ensuring that there are times available for all groups as well as spontaneous use.
- The hourly model will allow for easier changes to the allocation process if the City undergoes the development of an allocations policy.
- If the City is worried about affordability, lower hourly fees can be applied. Affordability is not a valid argument for how users are charged.

Safety Net Strategies

Strive to be bold by implementing and creating safety net strategies and promising practices.

In order to keep up with inflation, fees and charges will continue to increase slowly over time. As fees increase it will be important to ensure that effective safety net strategies are in place to allow residents who face financial barriers to still have opportunities to participate in recreation activities.

Free Access

Explore free access to some amenities targeting underserved demographics or underutilized spaces.

To ensure that all residents have opportunities to be active, it is recommended to explore providing some services or spaces at full subsidy.

Pursuing Sponsorships

Continue to pursue sponsorships with the intent of keeping user costs low.

Pursue sponsorships that can be directly linked to lower the cost to users. For example a public swim that is sponsored by a local business to provide fee drop-in access to users.

Tracking Utilization

Track outcomes such as the number of new members and utilization trends.

While tracking utilization is necessary for monitoring unit costs as previously described, it also helps determine the success of certain implementation strategies employed. For example, if a certain fee was reduced to encourage new participants, tracking the amount new members will help determine whether the strategy was effective or not.

Celebrating the Benefits

Share good news stories to highlight the benefits of recreation.

This strategy is intended to support the uses and users that contribute the most community benefits accrued through recreation. These benefits should be celebrated and embraced. It is much easier to justify the support of a public service when everybody realized the benefits it produces within the community.

Review Bundled Services

Periodically review the impact of “bundling” services.

To ensure the deepest discounts are not going to the most affluent segments of the community who can most easily afford bundled services, periodically review the impact of bundling services. Bundled services could include, but are not limited to, annual memberships (as opposed to monthly), multi-punch pass (as opposed to a single drop-in), and large group rates (as opposed to individual admissions). While these bundles are meant to decrease the overall cost for the user, the user must pay a larger lump sum up front; a lump sum that some people might not be able to afford. Attention is required periodically to ensure that single admission fees are affordable for those that need it and that bundled services still closely align with the subsidy levels and unit costs.

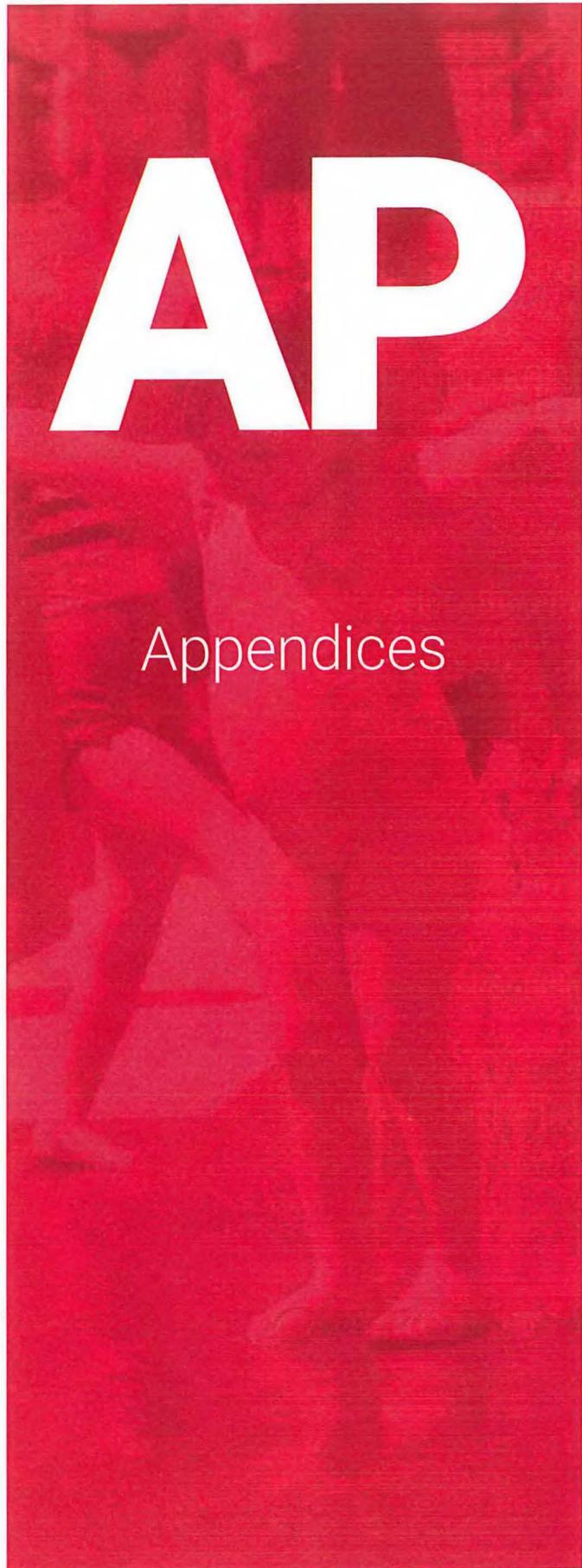
Children and Youth

Combine children and youth into a single user category.

Currently there are different fees for children and youth. In the workshops during the development of this strategy it was determined that children and youth are equally important in regard to the amount of subsidy they should receive. If high levels of subsidy is equally justified for both groups then there is no reason to have separate fees as the amounts charged will be the same.

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A stakeholder group survey was conducted to gather the thoughts and perspectives of community organizations that use City of Leduc recreation spaces. A link to an online survey was emailed to a variety of user groups and a hardcopy version was available upon request. The individuals contacted were asked to provide a single response on behalf of their group. In total, twenty-one (21) groups provided a complete response and two (2) provided a partial response.

A

Appendix A: Stakeholder Group Survey Results

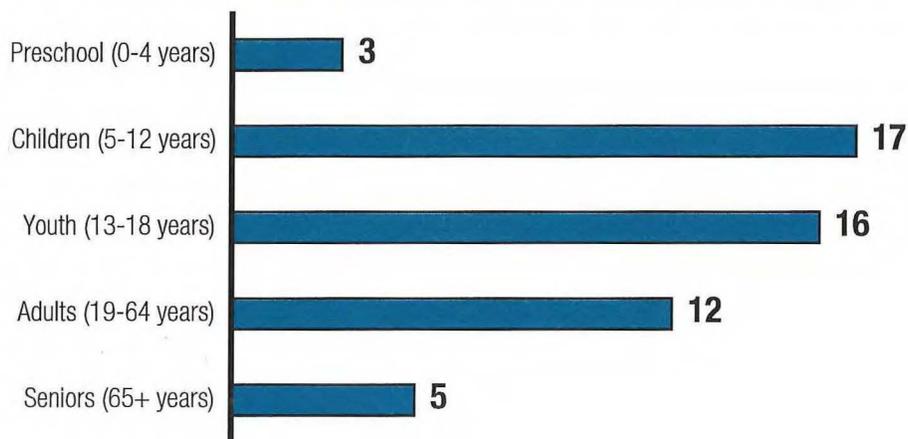
Respondent Profile

A variety of organization types were represented in the survey including ice arena, aquatic, and sport field user groups as well as multipurpose space and casual facility users. Input was also gathered from key community partners such as the Leduc Regional Chamber of Commerce, Ever Active Schools, Leduc Arts Foundry, and the Leduc Library.

Twenty-two (22) of the twenty-three (23) respondents are primarily based in the City of Leduc. A majority of the respondents (19 out of 23) are non-profit community organizations, two (2) are for-profit private organizations, and two (2) are educational or government institutions.

To get a sense of which age groups are being represented, groups were asked to indicate which age groups they provide programming for. As seen in the adjacent graph, children, youth, and adult programming are well represented in comparison to preschool and seniors.

Please indicate which age groups your organization provides programming for.

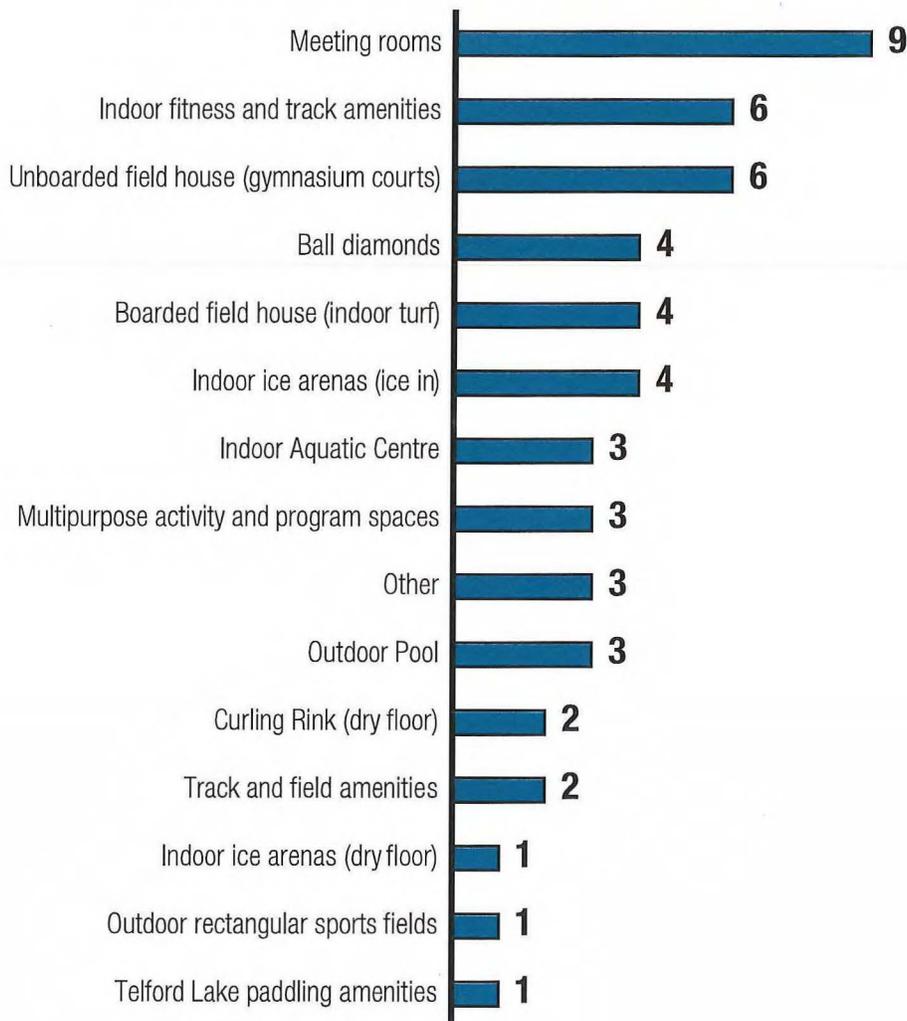


Use of City of Leduc Spaces

Almost all of the responding groups (22 out of 23) use City of Leduc operated facilities or spaces. Of these groups, sixteen (16) of them use over 50 hours per year which could be interpreted as at least an hour per week on average. Most respondents are regular users of City of Leduc spaces.

Groups were asked to identify which spaces they use. A variety of user groups are represented. Nine (9) use meeting rooms, six (6) use indoor fitness and track amenities as well as the gymnasium side of the field house, and four (4) groups use ball diamonds, the indoor turf field house, and ice arenas. Indoor and outdoor aquatic users are represented as well as dry-floor arena users, track and field, and rectangular sport fields.

Identify which facilities or spaces your organization uses.

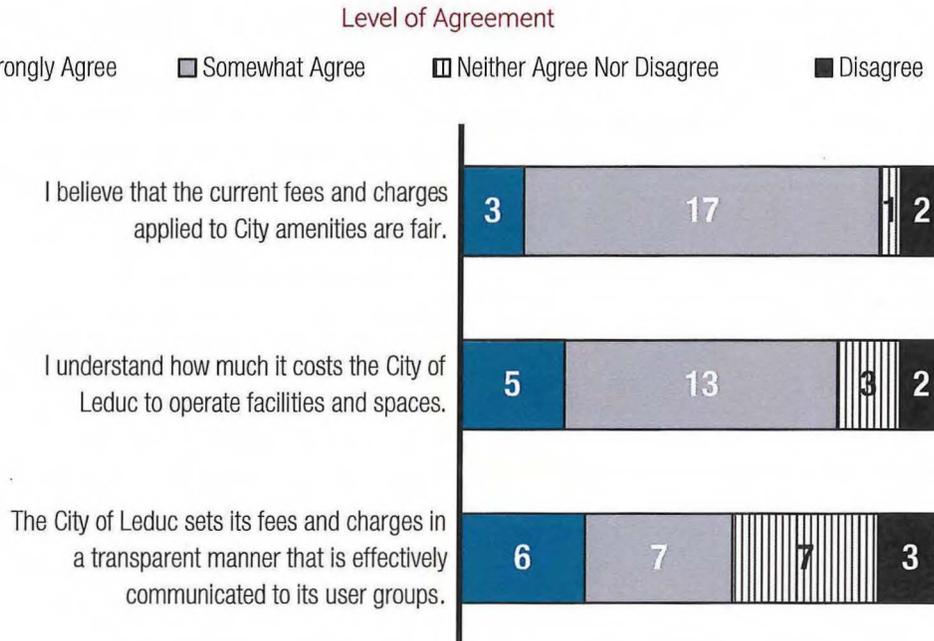


Understanding of Current Fees and Charges

Eighty-seven percent (20 out of 23) of the groups agree to some extent that the current fees and charges applied to City amenities are fair; three (3) strongly agree and seventeen (17) somewhat agree.

Seventy-eight percent (18 out of 23) understand to some extent how much it costs the City of Leduc to operate facilities and spaces. As seen in the graph, five (5) strongly agree and thirteen (13) somewhat agree.

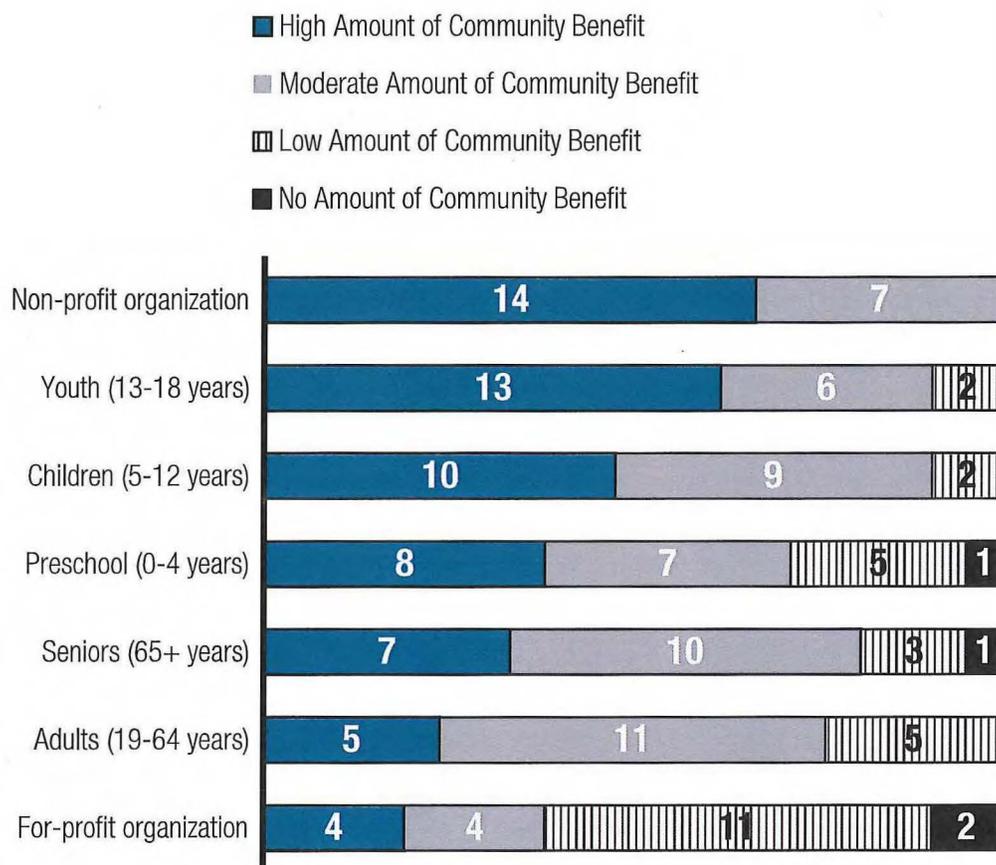
Just over half (13 out of 23) respondents agree to some extent that the City of Leduc sets its fees and charges in a transparent manner that is effectively communicated to its user groups. Seven (7) groups neither agree nor disagree and three (3) disagree.



Community Benefit: Types of Users

Respondents were presented a list of potential categories of user groups. For each category of user group, they were asked to indicate the amount of community benefit they believe would be achieved if such a group rented time at a facility or space. The graph is ordered by the amount of responses for "high amount of community benefit." Two-thirds (14 out of 21) of responding groups believe that non-profit organizations provide a high amount of community benefit and youth received the most "high amount" indications compared to the other age groups (13 out of 21).

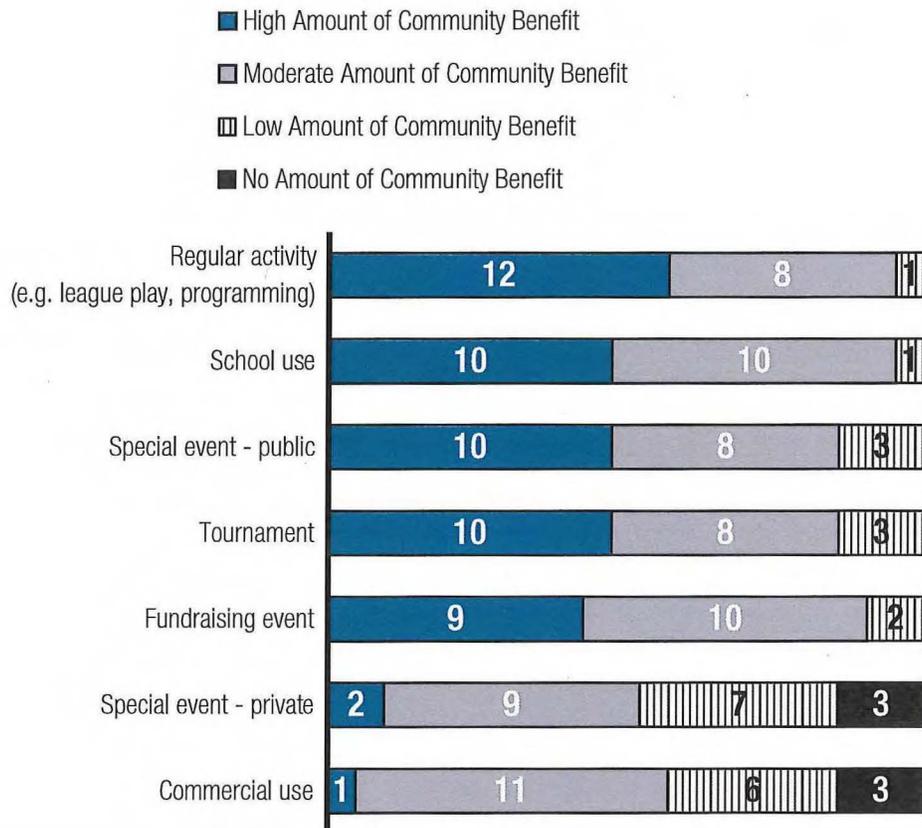
Types of Users



Community Benefit: Types of Uses

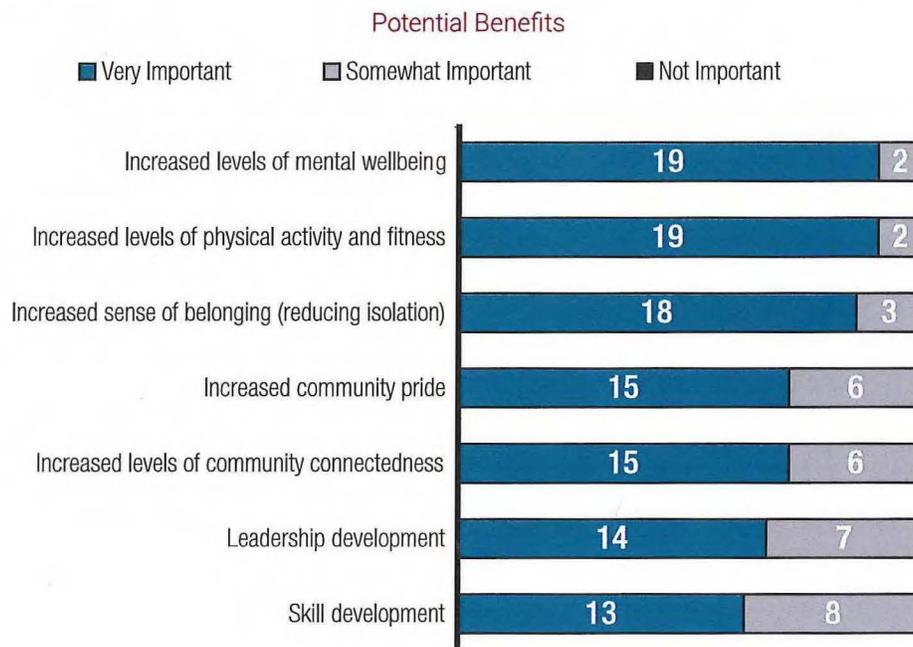
The same question was asked for a list of potential uses. Just over half (12 out of 21) of groups believe that regular programming (e.g. league play, programming) provides a high amount of community benefit. Tournaments, public special events, and school are perceived to provide a high amount of community benefit for forty-eight percent of the groups (10 out of 21)

Types of Uses



Potential Benefits

Respondents were presented a list of potential benefits a user group could provide to the community through its use of City facilities and spaces. For each potential benefit, the groups were asked to indicate its level of importance. Each potential benefit was indicated to be very or somewhat important. The top two were increased levels of mental wellbeing and increased levels of physical activity and fitness as ninety percent (19 out of 21) believe they are very important. Increased sense of belonging (reducing isolation) was noted as very important by eighteen (18) respondents.

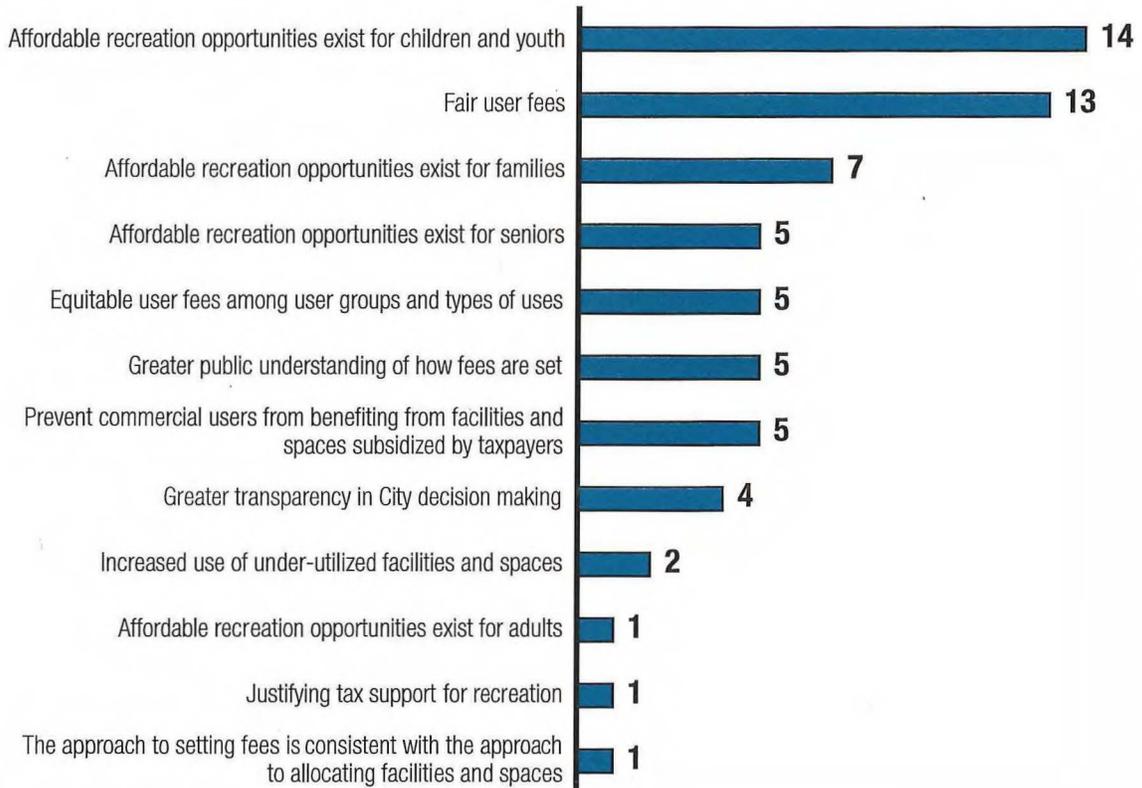


Outcomes of the Fees and Charges Strategy

To help ensure that the strategy meets the needs of community organizations and user groups, they were asked to select their three most important outcomes that they would like to see achieved by the Recreation Fees and Charges Strategy. The top two most important outcomes are to make sure that affordable recreation opportunities exist for children and youth (14 out of 21) as well as fair user fees (13 out of 21). One-third (7 out of 21) selected affordable opportunities for families as one of their top three choices.

Most Important Potential Outcomes

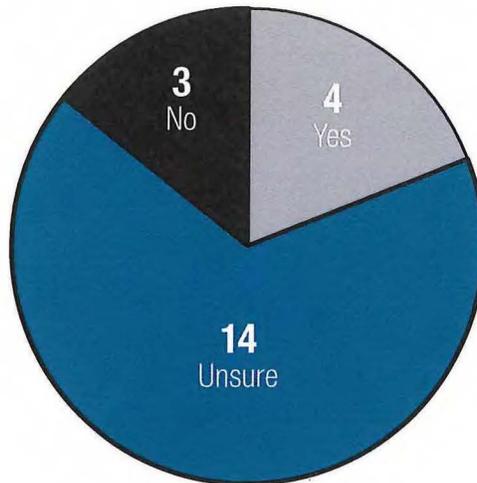
(select top 3)



Free Services

Groups were asked if they think there are any existing services that have a fee attached that should be provided free to the public. Most respondent were unsure (14 out of 21). The indoor walking track was mentioned by two of the four respondents who indicated yes. None of the groups suggested free user fees for regular programming.

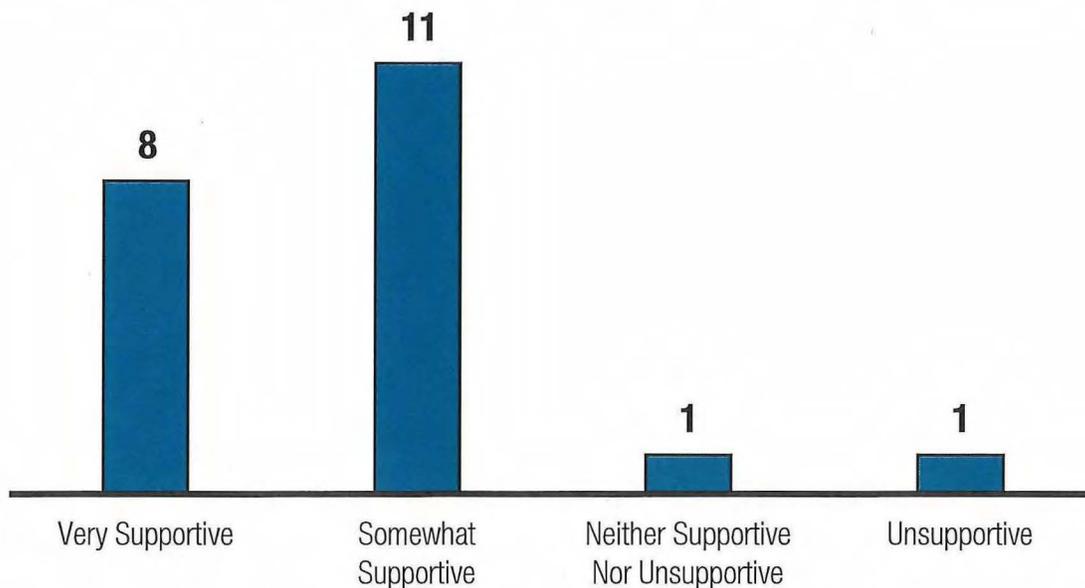
Are there any existing services that have a fee attached that should be provided free to the public?



Level of Support with the Approach

The questionnaire provided information about the benefits based approach to setting fees and charges which was highlighted by the following statement: Those who benefit from a good or service should pay in proportion to the benefit they receive. Respondents were then asked to indicate the level to which they support the benefits based approach to setting fees and charges as a philosophical foundation to setting user fees in the City of Leduc. Ninety percent (19 out of 21) of the groups are supportive including eight (8) who are very supportive and eleven (11) who are somewhat supportive.

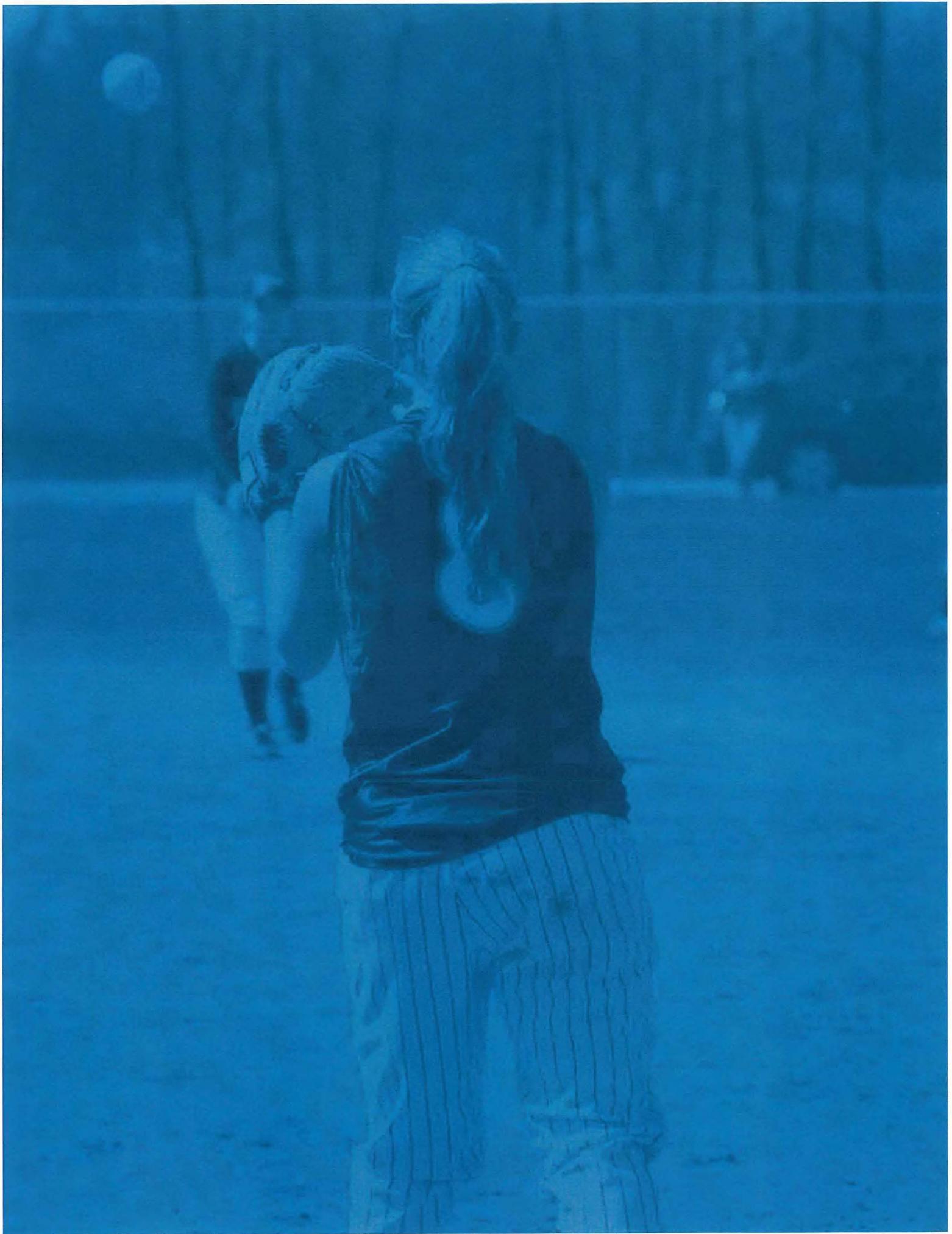
To what level do you support the Benefits Based Approach to Setting Fees & Charges as a philosophical foundation to setting user fees in the City of Leduc?



General Comments

An opportunity was provided at the end of the survey for respondents to provide any comments they may have about the proposed approach to setting fees and charges. Seven comments were provided and the key points are as follows.

- Generally, Leduc seems to strike a good balance.
- Seniors in our community are major recreation users and could participate even more. However, due to retirement and low incomes, fees can be a major deterrent from participation and use of our amazing recreation facilities. I think that a benefits based approach is a very solid way to base user fees and am pleased the City is looking at this as new way of thinking for recreation in our community!
- Overall, I support the approach and hope it leads to affordable programming for Leduc citizens. My biggest concern with the Benefits Based Approach is that it seems to be very subjective. My fear is that higher profile sports will reap the benefits of the approach while sports with lower participation numbers are not deemed to be as worthy. I would like to see a community which promotes diversity and choice in its recreation opportunities. I believe that it is those that are not well suited to the most mainstream recreation activities that are often the ones most in need of unique programming.
- Facility booking is difficult as the priorities are set for tournaments that bring in large amounts of money. We have been using less City facilities for this reason. We would like to but the costs and difficulty using facilities for non-sports related groups is very challenging. There is a very strong feeling we get that local groups within the city are dealt with second to tournaments. I hope we can work together however, we recognize we don't have the monetary pull that these groups and tournaments do.
- We are considered a for-profit organization, however we are just trying to recover costs for some of our time. I believe we fall into the spectrum "mostly community, partially the user."
- Great work. Recreation has grand community benefit and is a service that should be available to all.
- The fees need to reflect non-profit organizations, public and private pricing levels. In order for the NPO's to keep their fees low we need to be sure the facilities fees stay low.



REPORTS FROM COMMITTEE & ADMINISTRATION

Edmonton Metropolitan Region
Board "Road Show"

Presented by:

Dr. J. Abbott, Chair EMRB and President & CEO,
NorQuest College; K. Wichuk, CEO EMRB

REPORTS FROM COMMITTEE & ADMINISTRATION

Edmonton Global

Presented by:

Malcolm Bruce, CEO

MEETING DATE: January 21, 2019

SUBMITTED BY: Joanne Graham, Chief Information Officer, Corporate Services

PREPARED BY: Joanne Graham, Chief Information Officer, Corporate Services

REPORT TITLE: Council IT Support Plan Progress Report

REPORT SUMMARY

On September 28, 2019, a report entitled "Information Technology Services and Support Model for Leduc City Council" was distributed to Mayor and Council. This progress report provides updates on the action plans related to the recommendations in that report.

BACKGROUND

KEY ISSUES:

Recommendations from the "*Information Technology Services and Support Model for Leduc City Council*" report fell into two categories, People and Processes and Technology as listed below. The following is a summary of the progress for each recommendation.

People & Processes

1. Service first orientation
2. Orientation and training for councillors
3. Consider the differing needs of mayor and council
4. Expand IT support for council

Technologies

5. Resolve current technical challenges
6. Provide councillors with a productivity toolkit
7. Provide training on social media guidelines
8. Review council chamber technology
9. Manage the rollout of the new meeting management system
10. Additional suggestions
 - *Consider Upgrading the City's Content Management System*
 - *Upgrade teleconferencing technologies in the Civic Centre*
 - *Evaluate Video-Conferencing Technologies*
 - *Create a Shared Contact List*

Progress Update

People & Processes

1. Service First Orientation
 - 1.1. Customer service training and coaching should be provided to IT support resources working directly with Council.
 - ✓ *In progress, target completion Q2 2019*
 - 1.2. Each Councillor should be assigned a designated primary support contact to manage their technology needs, retaining the use of the Help Desk as needed.
 - ✓ *Ongoing*
 - 1.3. Council technology needs should be a standing item on the IT organization monthly meeting with the Mayor.
 - ✓ *Completed*

2. Orientation and Training for Councillors
 - 2.1. Technology training should be included in the orientation provided to Council at the start of the term.
 - *2019 initiative, target completion Q3 2019 to coincide with completion of 3.1*
 - 2.2. Annual "refresher" training as well as ad-hoc sessions, as required, should also be provided.
 - *2019 initiative, target completion Q3 2019 to coincide with completion of 3.1*
 - 2.3. Designated IT support contacts should set up technology workshops with each Councillor, as requested.
 - *2019 initiative, target completion based on requests from Councillors*

3. Consider the Differing needs of Mayor and Council
 - 3.1. The Mayor should have network access with the ability to access file shares, printing and copying services. At this time, Councillors have indicated that they do not require network access and have asked that authentication remain simple and easy.
 - ✓ *Setup of Mayor Young's two MacBook Pros is complete*
 - *Invitation sent to Councillors Lazowski and Hansen to setup their MacBook Pros, completion pending councillors' decisions to connect to City network*
 - *iPad Pro setup is being developed for remaining councillors, target completion to be determined, pending decisions on the security architecture design for cloud based applications, such as Office 365*

4. Expand IT Support for Council
 - 4.1. Train City IT staff to support Apple as a viable part of the technology suite available to Council.
 - *In progress, target completion based on course availability, Q2 2019*
 - 4.2. Apple devices including iPads, MacBooks and iPhones should become part of the IT standard support model for Council.
 - ✓ *Complete*

- 4.3. Expand IT support at the start of Council meetings with Help Desk staff available for “break-fix” and remediation services to Councillors and include on-site support during Committee of the Whole and Council meetings.
 - ✓ *Ongoing*

- 4.4. Publicize the recent change to after hour support for Council members and maintain a cache of Apple peripherals (e.g. cords, chargers, etc.) for use as needed by Council members.
 - ✓ *Ongoing*

Technologies

- 5. Resolve Current Technical Challenges
 - 5.1. Calendar Synchronization
 - 5.1.1. Work towards standardizing on one email and on one calendar application for the Councillors.
 - ✓ *In progress, target completion to be determined, pending target completion of 3.1*
 - 5.1.2. Consult with external Apple expertise to continue to research and stabilize the calendaring service and to expedite resolution of issues as required.
 - ✓ *Ongoing as required*
 - 5.1.3. Provide education to Councillors on the type of changes that can affect synchronization and encourage them to inform their dedicated IT support contact of changes to their devices that could affect synchronization.
 - *2019 initiative, target completion to be determined, pending target completion of 3.1*
 - 5.2. Pilot Microsoft Office 365 with a group of Councillors as part of the technical trial of Microsoft Office 365.
 - *2019 initiative for iPadPro users, target completion to be determined, pending target completion of 3.1*
 - 5.3. Password Lock Out Issues
 - 5.3.1. The recommendation regarding proactive device configuration for email and calendar synchronization should mitigate occurrences of password lock out issues.
 - *No action required*
 - 5.3.2. Document and monitor best practices in the use and management of Apple password synchronization tools (i.e. keychain technology). This includes the dedicated IT support contacts providing proactive support, training and documentation to Councillors to support passwords changes and providing one-on-one support.
 - *2019 initiative to coincide with Councillor password change intervals*
 - 5.4. Investigate and set up direct printing from desktop applications on the Councillors’ devices.
 - ✓ *Complete for Mayor Young*
 - *In progress for Councillors Lazowski and Hansen, invitation extended, target completion pending their decisions to connect to the City network*
 - *In development for remaining Councillors, target completion to be determined, pending completion of 3.1*

-
6. Provide Councillors with a Productivity Toolkit
- 6.1. Define a standard set of productivity tools for Councillors to use, such as Adobe Reader, Microsoft Office and a scanning application.
- ✓ *Complete for Adobe and Microsoft Office*
 - *In progress for scanning application, target completion to be determined, pending target completion of 3.1*
- 6.2. Extend the City's licensing of Microsoft Office products to Council members devices.
- *In progress, target completion to be determined, pending target completion of 3.1*
-
7. Provide Training on Social Media Guidelines
- 7.1. Provide training on the City's social media guidelines.
- ✓ *Complete*
Oct 09, 2018 Committee of the Whole Social Media Tips & Tricks Report and Presentation by Nikki Booth
Oct 15, 2018 Committee of the Whole Issues Management Presentation by Nikki Booth
- 7.2. Encourage the City's Communication staff to push out more communication about City events as events are occurring "in the moment."
- ✓ *Ongoing, resources permitting*
-
8. Review Council Chamber Technology
- 8.1. Test the audiovisual equipment in the Council Chamber prior to the start of meetings.
- ✓ *Ongoing, in collaboration with the City Clerk's Office*
- 8.2. Provide information on the audiovisual equipment in the Council Chamber in advance to guests planning to present and, when possible, receive advance copies of presentations.
- ✓ *Ongoing, in collaboration with the City Clerk's Office*
- 8.3. Remind Councillors and guests of how to position themselves in front of the microphones so they are clearly heard.
- ✓ *Ongoing, in collaboration with the City Clerk's Office*
- 8.4. Undertake a study to determine if computing and/or audiovisual equipment in Council Chambers needs to be updated and/or replaced to alleviate technology compatibility problems.
- ✓ *In progress, target completion Q1 2019*
Site assessment by audiovisual consultant complete, awaiting report on technology recommendations
- 8.5. Develop plans and budgets to implement recommendations identified in the Council Chamber audiovisual study.
- ✓ *In progress, target completion Q1 2019 for enhancements accommodated by 2019 budget*
Major budgetary needs to be incorporated into 2020 budget cycle

- 8.6. Review projection options in the Chamber including reconfiguring screens and monitors to enable better lines of sight, improving resolution of projection equipment and recommending standard presentation styles and fonts.
- *2019 initiative, target implementation of technology plan Q3 2019, pending availability of external contractors for facilities renovations and technology installation*

9. Manage the rollout of the new Meeting Management system

- 9.1. Ensure that the new meeting management system works smoothly and can support basic meeting functions before considering and/or trialing live streaming of Council meetings.
- *✓ In progress, target implementation with Administration Q2 2019, rollout for Council Q4 2019, live streaming (if approved by Council) initiated in 2020*
- 9.2. Consider providing Council with quarterly updates on the effectiveness of live commentary on social media of Council and civic events.
- *2019 initiative, specific requirements to be identified in monthly meetings with the Mayor and Communications and Marketing Services*

10. Additional suggestions

- 10.1. Consider upgrading the City's content management system to more easily facilitate updating information when developing and/or engaging a new technology partner for Leduc.ca.
- *2019 initiative, primary focus for 2019 is upgrading the intranet for internal communications which includes a review of the City's content management system for possible upgrade to Leduc.ca platform in 2020 or 2021. Minor enhancements to Leduc.ca incorporated throughout 2019.*
- 10.2. Upgrade teleconferencing technologies in the Civic Centre.
- *✓ In progress, teleconference devices available in larger meeting rooms, target implementation in all meeting rooms to be determined by Technology Investment Review Committee*
- 10.3. Evaluate video-conferencing technologies in the Civic Centre in one or more, smaller conference rooms.
- *2019 initiative, target completion to be determined by Technology Investment Review Committee*
- 10.4. Create a shared contact list for Councillors and staff gathered from the connections made doing regional work and work with City organizations.
- *2019 initiative, target completion to be determined*

RECOMMENDATION

This item is for information only for the January 21, 2019 Committee of the Whole.

Others Who Have Reviewed the Report

P. Benedetto, City Manager / B. Loewen, City Solicitor / I. Sasyniuk, General Manager, Corporate Services

Governance

**COUNCIL CALENDAR
UPDATES**

Information Items

ADJOURNMENT