



TO: GENERAL COMMITTEE

SUBJECT: Recreation Programs and Facilities Service Review

PREPARED BY AND KEY CONTACT: Randy Watson, Manager of Business Services
Ext. 4500

SUBMITTED BY: B. Roth, Director of Leisure, Transit & Facilities 

GENERAL MANAGER APPROVAL: J. Sales, General Manager of Community Operations 

CHIEF ADMINISTRATIVE OFFICER APPROVAL: CARLA LADD, CHIEF ADMINISTRATIVE OFFICER 

RECOMMENDED MOTION

1. That staff report LTF004-12 concerning the 2011 Recreation Programs and Facilities Service Review be received.
2. That staff be authorized to implement the Service Alignment Matrix and the Cost Recovery Ladder as conceptual tools in determining the service delivery rationale and cost recovery targets for recreation services.
3. That staff undertake a one year trial of using the Cost Calculator Tool in parallel to the current pricing system for recreation services, to enable the evolution of a comprehensive methodology that effectively identifies costs and applies cost recovery targets by product.
4. That delegated authority be granted to the Director of Leisure, Transit & Facilities, in consultation with the General Manager of Community Operations, to implement various pricing techniques throughout the year as appropriate to increase utilization of programs and facilities achieving greater participation rates towards a healthier citizenry while reducing overall operating costs to deliver recreation services.
5. That staff be authorized to implement a recreation access assistance program effective January 2013 that enables eligible individuals and families access to recreation services by using surplus capacity spots at no additional cost to the City.
6. That delegated authority be granted to the Director of Leisure, Transit & Facilities, in consultation with the General Manager of Community Operations, to continue the various partnership contracts and work in cooperation with the various partners and social service agencies in the delivery of program services.
7. That effective September 1, 2013 the discounts for 55+ recreation passes and pay-as-you-go admissions for individuals less than 60 years of age be eliminated. To facilitate the change existing 55+ pass holders as of August 31, 2013 that are residents age 55 to 59 would continue to receive applicable discounts while new customers would not be eligible. Those individuals that do not have the ability to pay would still be eligible to apply for recreation access assistance through the designated program to ensure their ability to participate in a healthy active lifestyle.

8. That the Leisure, Transit and Facilities Department be renamed to the Recreation, Facilities and Transit Department to assist the promotion of recreation services in bringing it to a higher profile to better align with the community's feedback and understanding of the recreation services provided.
9. That delegated authority be granted to the Director of Leisure, Transit & Facilities, in consultation with the General Manager of Community Operations, to execute an agreement between the City of Barrie and the Barrie Skating Club for the provision of instructional skating lessons to the community by the Barrie Skating Club.
10. That public consultation on the future of Dorian Parker Centre be deferred until construction of the reservoir has been completed.

PURPOSE & BACKGROUND

Report Overview

11. This report provides an overview of the Recreation and Facilities Service Review which was an opportunity to evaluate service delivery and in so doing develop a methodology to align services with a philosophy that incorporated the City's vision, mission and values; recognize the community and individual benefits derived by citizens through those services; assess the costs to deliver the services ; and apply pricing techniques to meet the desired goals of increased participation and utilization of recreation services, thereby reducing net operating costs, while balancing the need for an accessible, affordable position in the recreation marketplace.

Purpose

12. The purpose of this staff report is:
 - a) Report on the 2011 Recreation Programs and Facilities Service Review process, findings and recommendations;
 - b) Seek Council's support on the concepts of aligning services, setting cost recovery targets, and the implementation of business tools and pricing techniques to manage the City's recreation business towards the goal of increasing utilization of the recreation programs and facilities;
 - c) Provide an update on the status of actions taken to date by staff on report recommendations and the next steps staff have initiated.

Background

13. Council directed that a service review of the recreation programs and facilities be conducted during 2011 with the goal of identifying service delivery cost savings that could be incorporated into the 2012 Business Plan and beyond.
14. The Department began a comprehensive process of reviewing the alignment of services with the Corporation's and Department's vision, mission and values, examining the current service delivery, identifying services by virtue of their community and/or individual benefits, determining the full costs of service delivery, and developing a pricing strategy that integrates all of this information.

15. Having reviewed the current service delivery as the initial step, the focus of the Service Review was conducted to achieve three key objectives:
 - Determine the Cost of Services
 - Develop a Pricing Strategy
 - Identify Opportunities for Increased Utilization for Recreation Programs & Facilities
16. The Service Review process included:
 - a) Review of Current Service Delivery
 - b) Aligning Services with Corporate and Department Vision, Mission & Values
 - c) Determining the Cost of Services
 - d) Developing a Pricing Strategy including Purpose & Principles
 - e) Allocation of Cost Recovery Targets
 - f) Identification of Increased Utilization for Recreation Programs & Facilities
 - g) Review of Statistical & Comparator Information
 - h) Conclusions
 - i) Recommendations with Implementation Timelines
17. In addition, as part of the 2012 Business Plan deliberations, Motion 12-G-010 as amended, paragraph 1.m) was approved which stated, "That savings associated with additional service review findings be accelerated, resulting in a net reduction of \$200,000."
18. As part of the 2012 Business Plan deliberations, Motion 12-G-010 as amended, paragraph 21 was approved which stated, "That staff in the Leisure, Transit and Facilities Department develop a strategy to achieve cost recovery levels of 70% of the total costs for recreation fees by 2018, and report to General Committee by September 2012 concerning the anticipated implications of the implementation of the strategy."
19. As part of the 2012 Business Plan deliberations, Motion 12-G-010 as amended, paragraph 23 was approved which stated, "That staff in the Leisure, Transit and Facilities Department consult with representatives of Victoria Village regarding the discontinuance of programming at the Victoria Village Activity Centre and with representatives of the youth services organizations regarding the discontinuance of the Maple Youth Centre Program and Facility Operations prior to implementing the recommendations from the service review"

ANALYSIS

Program Product Mix

20. An overview of the 2011 recreation program product mix is provided as Appendix "A" outlining the program revenues by business unit as a percentage of the total program revenue [\$4M] in 2011. Two program products, aquatics and fitness, represent two thirds [\$2.6M] of all program revenues. Other recreation program products included day camps, sports, skating, dance, children, youth, adult & seniors related programs.

Aligning Services

21. In an effort to ensure that the service review tasks were viewed in the context of the municipal role in delivering recreation services and building healthy communities, it was important to first establish an alignment of the services to the City's and the Leisure, Transit & Facilities Department's vision, mission and values, the 2010 Parks & Recreation Master Plan, the Plan's identified service priorities, community and individual benefits derived from recreation services, the identification of core services and resource allocations and ultimately the development of a pricing strategy, including a fee assistance program to enable all residents the opportunity to access recreation services. This alignment is presented in Appendix "B" – Aligning Services with Community Vision, Mission & Values.
22. Having confirmed the key alignment of the process and guiding documents an **Aligning Services Matrix** was employed to assist staff in evaluating each area of service and in providing a rationale for the continued or revised delivery of a service. The matrix examines - the service/program's alignment to the guiding vision, mission and values; the attractiveness of that service as it relates to its ability to generate revenue and/or it is a good use of resources; the ability of the Department to manage the service; the availability of alternate service providers. This provides a decision making tool to determine the most effective manner in which to deliver the service and the rationale for the municipality's involvement.
23. Key service areas have been aligned by use of the Aligning Services Matrix as presented in Appendix C of the report. In general the various recreation products of aquatics, fitness, sports, skating, dance, and general interest programming for children, youth, adults and seniors were considered to be good fits as healthy active lifestyle activities for all ages. Where the matrix exercise identified other provision options for a service or program such as "Facilitate Best Provider" eg. Barrie Skating Club for instructional skating, those options were implemented.
24. Using the Fitness Service as an example of aligning services it provides:
 - A good fit with mandate of contributing to a healthy active lifestyle for youth to older adults including participants with special needs consisting of a variety of classes, strength & conditioning, and personal training that positions it well among other things in addressing one of today's most prevalent health concerns – obesity;
 - Community benefits (reduced health care costs) & personal benefits(social, emotional, physical well being);
 - Opportunities to foster community building (eg. 95% of all Holly Community Centre fitness pass holders live within a 1km radius of the Centre) promoting interaction with neighbours, friends and family in a multi-purpose facility;
 - Fitness offerings geared to no frills affordable access with an emphasis on learn to instructional lessons and inclusion services;
 - Memberships, intermediate and advanced instructional programs as opportunities to compete with other service providers to generate additional revenues to help off-set the costs of other programs areas with minimal or no funding sources i.e. youth centres;
 - 7,116 memberships sold representing 8,721 members/ 3,433 registered participants and 205,550 drop-in participant visits in 2011;
 - 31% of total revenues from all recreation programs, while representing only 23% of direct costs and presents an opportunity utilizing pricing techniques for improved financial performance.

Determining the Cost of Services

25. Integral to developing pricing for services is the understanding of the cost of providing those services. The Service Costing Model developed by staff demonstrates the full cost of services inclusive of all overhead in accordance with City financial policies, that will provide a management tool for cost based decisions. The model will serve as the underpinning for management analysis and decision making in relation to service cost. The model is intended to be leveraged for the production of management defined reports e.g. Recreation Facility Cost per Revenue Hour.
26. Once all service costs were determined a summary cost report was prepared integrating all costs associated with a recreation program and the facility component used by each program unit e.g. Aquatics and pool facility; skating and ice arena; etc.
27. The chart below is a high level overview of the 2011 Program Cost Recovery and Subsidy. For the full details please refer to Appendix "D" – Program Cost Recovery and Subsidy.

Program Cost Recovery & Subsidy Levels

Product Group	Aquatics	Fitness	Day Camps	Sports	Skating	Dance	Preschool & Child	Youth Centres	55+ & Adults	Total
Program Cost Recovery <ul style="list-style-type: none"> • Direct costs • Program Overheads • Minor Capital • Amortization 	70%	94%	71%	48%	99%	99%	45%	2%	46%	68%
Subsidy	30%	6%	29%	52%	1%	1%	55%	98%	54%	32%

Combined Program & Facility Cost Recovery & Subsidy Levels

Product Group	Aquatics	Fitness	Day Camps	Sports	Skating	Dance	Preschool & Child	Youth Centres	55+ & Adults	Total
Program & Facility Cost Recovery <ul style="list-style-type: none"> • Direct costs • Facility Overheads • Minor Capital • Amortization 	36%	58%	64%	39%	30%	82%	41%	2%	39%	43%
Subsidy	64%	42%	36%	61%	70%	18%	59%	98%	61%	57%

28. The model has been developed to include a cost calculator application that will enable staff to input responses to predetermined questions that will automatically provide a fee for considering a charge per participant for a given program/service based on the costs associated with the program/service and the application of the allocation ladder attributing community versus individual benefits. Although debt and interest are cost factors they are not included as part of the fee calculation as long term debt is a financing choice by Council on what projects will be debt financed and it is generally accepted that provision of municipal recreation facilities is a community responsibility often supported in part by the tax base.

29. It is important to note that although the model uses a full cost recovery approach, only the costs within the Department are within the control of the Department's staff to manage. Corporate overhead as it applies to Recreation Services is a methodology of applying the MPMP Program Support of its percentage of costs attributed to operating the Corporation as a whole. This is significant in two ways;
- a) Full Cost Recovery does not reflect costs that can be avoided through discontinuation of an activity, as an example should a portion of recreation services be eliminated it does not necessarily mean that the corporate overhead would decrease, it may only be reallocated to another municipal service if there is no reduction in corporate expenditures. The closing of Maple Avenue Youth Centre and Victoria Village Activity Centre are examples where the overhead is not reduced or eliminated, but rather reallocated.
 - b) Regardless of the full costs of a service, depending on the pricing strategy as explained in the next section of the report, the market may or may not bear pricing that attempts to capture all such costs.

Development of the Pricing Strategy

30. To better understand the research into pricing of products and services expert knowledge was sought from Dr. John Crompton, Professor, Texas A&M University and Dr. Ron McCarville, Associate Dean, Undergraduate Studies, Faculty of Applied Health Sciences, University of Waterloo. These gentlemen having spent several years conducting research into the psychology of pricing were able to offer a number of insights that can be applied to the pricing of Barrie's recreation services.
31. There are three pricing frames to be attentive to when establishing service fees - fairness, value and choice. Users seek within these "frames" fairness in the application of fees; appreciate the difference in who benefits most from the service – community and/or individual; and seek value from the service to them as a solution to their needs. Choices must be made available in type and level of costs that helps the customer deal with their personal participation constraints. Access assistance to recreation is an important role of the municipality to ensure all citizens have the opportunity to participate.
32. When establishing a price for a service, there are essentially three responsible strategies that can be used:
- a) Market Pricing – a fee based on demand for a service for which the target market is willing to pay
 - b) Competitive Pricing – a fee based on what similar service providers are charging for services
 - c) Cost Recovery Pricing – a fee based on cost recovery goals
33. During a two day workshop staff developed a purpose and set of principles for use in the Pricing Strategy.

Pricing Strategy Purpose

34. The purpose of the pricing strategy is to support the City's efforts to provide meaningful recreation opportunities to each of its citizens. The City of Barrie's pricing strategies will be based on the core values of:
- Access
 - Fairness
 - Value
 - Choice
 - Fiscal Responsibility
 - Transparency

Pricing Strategy Principles

35. The pricing principles as developed by staff include:
- a) Prices will be used strategically to build participation in all programs at all facilities.
 - b) Emphasis will be placed on flexibility and innovation to retain participants and attract non-traditional users.
 - c) Communication and programming efforts will be coordinated in conjunction with pricing initiatives to ensure that participants are aware and have access to a variety of quality options.
 - d) Support will be allocated to qualifying individuals, families, groups to access programs and services in accordance with core values.
 - e) Strategy will balance community need and the cost of the service delivery.
 - f) Cost will be calculated using a full cost recovery approach (excluding debt/interest)
 - g) Cost recovery levels to be applied for each product group, as endorsed by Council.
36. **Cost recovery** is the degree to which operational and maintenance costs are recovered from user fees, and other funding sources such as grants, sponsorships, partnerships, etc. **Subsidy**, conversely is the degree to which the tax base supports the provision of services above and beyond cost recoveries and represents the City's "Investment in Recreation".
37. An **Allocation Ladder** outlining the level of cost recovery expectation for recreation services was developed, predicated on the degree to which a recreation service is deemed to be of a community and/or individual benefit. This model will provide Council with the ability to determine cost recovery and subsidy levels for each recreation service.
38. The Allocation Ladder represents the target cost recovery for each product area in relationship to the direct and indirect costs associated with the "full cost recovery" methodology of costing services. There is recognition that the municipality's investment in recreation services will utilize subsidies where appropriate, to achieve its objectives of building a healthy and vibrant community where all of its citizens can access the community, personal, economic and environmental benefits of recreation services and its unique contributions to the quality of life for Barrie residents. Appendix "E" is an example of the allocation ladder for Aquatics.

39. Pricing techniques available to generate increased utilization of programs and facilities include:
- *Differential Pricing* Price varies with time, convenience
 - *Bundling* Create convenience to instil interest
 - *Product Tie-Ins* Offer discounts for multiple purchases, trials etc.
 - *Premiums* Offer premiums/extras, added value
40. It has been a traditional practice in municipal recreation service delivery to provide discounts to selected groups based on the benefits and assumed ability of these groups to pay for service. As such discounts have been provided to children, youth, individuals with special needs, and older adults.
41. For the purposes of the older adult sector, the City adopted the age of 55 a number of years ago which aligned with the anticipated trend of early retirement. Since that time a number of factors have changed which would suggest that a review is warranted. There is a large "Baby Boom" population entering the older adult sector and this sector is the wealthiest cohort in Canada. They typically have a higher level of education, better consumer awareness, are more willing to spend money on services, and are more likely to engage in physical activity although not necessarily of the organized kind. To continue to provide tax based support for their recreation participation from age 55 to 59 may not be sustainable, or financially required.
42. Consideration should be given to eliminating the discounts for 55+ recreation passes and pay-as-you-go admissions for individuals less than 60 years of age. To facilitate the change it is recommended that existing 55+ pass holders that are residents age 55 to 59 would continue to receive applicable discounts while new customers would not be eligible. Those individuals that do not have the ability to pay would still be eligible to apply for recreation access assistance through the designated program to ensure their ability to participate in a healthy active lifestyle.

Increased Utilization Opportunities for Recreation Programs & Facilities

43. Staff analysis of data indicates that there are opportunities to increase utilization rates in programs and facility rentals through the use of a pricing strategy that enables staff to have delegated authority to implement pricing techniques towards that goal.
44. Increased utilization rates ultimately lower operating costs by recovering variable costs at minimum and generating new revenues. There is a key opportunity available for differential pricing as it relates to facility rental rates. As an example, the application of differential pricing for ice rentals during weekdays has the potential to generate additional revenue of \$30,000 to \$40,000 per year.
45. The goal of applying pricing techniques such as differential pricing is the retention of existing clients and the attraction of new clients to drive utilization. In the case of ice rentals such techniques would be applied to low demand times such as - 8:00am – 4:00pm and 11:00pm onwards weekdays, shoulder ice seasons (including spring and summer minor tryouts) of September and April; Saturday evenings during October to March; and summer ice on weekends. See Appendix "F" for details.
46. To coincide with the standard recreation programming season September to June for both City and community group operated recreation programs, primary pricing changes would be targeted to take effect September 1st of each year.

47. Notwithstanding that date, staff would employ the various pricing techniques throughout the year as appropriate to increase utilization of programs and facilities achieving greater participation rates towards a healthier citizenry while reducing overall operating costs to deliver recreation services. It is anticipated that positive results would build each year while recognizing that the implications of implementing the Pricing Strategy will become most evident within 3 years.
48. A Recreation Access Assistance Program should be implemented that enables eligible individuals and families access to recreation services by using surplus capacity spots at no additional cost to the City.

Data Analysis Observations

49. In preparing to undertake the Service Review staff conducted a data collection and analysis phase that incorporated among other things OMBI data review, service provider comparisons, fees survey and partnership review.
50. A review of the 2010 OMBI performance measures for Sports and Recreation (includes recreation programs and facilities)
- 1) Barrie recovers more costs (53%) through user fees than any of its' OMBI comparators (31%) (SREC312) while having the third lowest operating cost per capita (SREC909M).

Municipality	User Fees as % of Operating Cost
Barrie	52.6%
London	24.3%
Ottawa	22.9%
Sudbury	35.8%
Thunder Bay	30.8%
Windsor	34.9%
Median	30.8%

- 2) Barrie has average utilization rates for its programs and facilities (SREC410, SREC110) while having the second lowest operating cost per participant (SREC310).
 - 3) Barrie has the second highest number of unique participants (SREC140) despite having pricing at the high end of the range.
51. Staff gathered information on other Barrie area recreation service providers to compare service levels and costing of programs such as fitness (refer to Appendix G), skating and day camps. The City's programs incorporate two unique quality protocols in service delivery:
- 1) For children's (ages 5-12) recreation programs a provincial recreation quality accreditation program High5 is utilized to ensure quality programming standards. This incorporates staff training, program delivery and evaluation standards to ensure a safe and healthy child development appropriate recreation activity. (Similar to the concept of a CSA approved product assures tested safety standards have been met).

- 2) The City has the most comprehensive inclusion programming which enables customers of all ages with exceptionalities, to participate in a wide range of recreational activities adapted to their requirements. The City has dedicated resources and continues to be at the forefront in delivering inclusive recreational opportunities.
 - 3) It was also noted that the City's current fees are competitive with or in some cases higher than other local service providers.
52. A fees survey review was conducted on sample registered and drop-in recreation programs which indicated that Barrie's fees were consistently higher than the median price of the comparable municipalities of London, Markham, Oakville, Oshawa, Richmond Hill and Thunder Bay. Details are presented in Appendix H.
53. Partnerships are a significant tool in the City's delivery and facilitation of recreation services. To that end a compilation of these partnerships was prepared as an appendix of the Service Review Report, outlining the partner, recreation area beneficiary, service provided and the benefits derived from that partnership. There are over 100 partnerships described covering a wide range of small to large contributions across all service areas – 55+, youth centres, sports, pre-school activities, inclusion services, camps, dance, children, aquatics, fitness and skating. To continue the various partnership contracts and work in cooperation with the various partners and social service agencies in the delivery of program services it is recommended that delegated authority be granted to staff.
54. A Recreation Access Assistance Program is a means of providing access to general recreation services for low income individuals and families that may not otherwise be able to participate in recreational activities operated by the City. Staff have investigated other municipal recreation access assistance programs and recommend the development and implementation of such a program for Barrie's recreation services on the basis that such support is provided through access to programs with surplus capacity thereby ensuring no additional net operating costs to provide the program. A draft sample of **recAccess Barrie** is provided as Appendix I.

Conclusion

55. The Recreation and Facilities Service Review was an opportunity to evaluate service delivery and in so doing develop a methodology to align services with a philosophy that incorporated the City's vision, mission and values; recognize the community and individual benefits derived by citizens through those services; assess the costs to deliver the services ; and apply a Pricing Strategy to meet the desired goals of increased participation and utilization of recreation service, thereby reducing net operating costs.
56. To realize this opportunity, key steps were undertaken in the process:
- ✓ Aligned Services - Identified Services Delivered & Rationale for Municipality
 - ✓ Determined the Costs of Services - Full Cost Recovery Model Developed
 - ✓ Pricing Strategy Developed - Purpose, Principles & Allocation Ladder Developed
 - ✓ Identified Increased Utilization Opportunities – Pricing Techniques to be Employed
 - ✓ Data Analysis Conducted – Concluded City Delivery Efficient While Being Cost Effective

57. Having taken these steps and developed a variety of tools that integrate and align all of the information and objectives, the adoption and application of the project outcomes will increase utilization of recreation programs and facilities with the result becoming most evident within three years. Consequently staff will focus on increasing utilization and continued managing of costs rather than on an overall percentage increase of cost recovery to achieve Council's goal of reduced tax based funding. Results will be reported annually.
58. To assist the promotion of recreation services and bring it to a higher profile, it is recommended that the department be renamed to the Recreation, Facilities and Transit Department. This will better align with the community's feedback and understanding of the services provided. In addition staff will be commencing a branding of the service using "Play Barrie" as the key message.

Actions Taken To Date on Service Review Recommendations

59. Recommendations categorized as "Net Operational Savings Opportunities" and "Process Improvements" are provided as Appendices "J" and "K". A summary of these initiatives follows.

Net Operational Savings Opportunities

60. A summary on the status of the net operational savings opportunities is provided below:

Recommendation	Action To Date	Comments
Ice Rentals	Implementation of differential pricing for non-prime day time ice.	A variety of pricing techniques will be tested over 2012.
Closure of Dorian Parker Centre	Staff directed to undertake community consultation on centre's future and report back to Council.	No action to date. Staff recommend deferring public consultation until after the construction of the reservoir is completed.
Instructional Skating by Barrie Skating Club	Agreement to transfer instructional skating programs from City to Club effective September 2012.	Final details for transfer are being arranged including communication plan to public.
Closure of Maple Avenue Youth Centre	Centre closed effective March 31, 2012. Originally scheduled for June 30, 2012.	Advanced closure per Council's direction to advance cost savings. Lease expires Aug.31/13 (Landlord to sublet if possible)
Closure of Victoria Village Activity Centre	Centre scheduled to close June 1, 2012 for spring recreation programs. Originally scheduled for September 1, 2012.	Advanced closure per Council's direction to advance cost savings. Woodworking shop will continue to operate.

Process Improvements

61. A summary on the status of the process improvements is provided below:

Recommendation	Action To Date	Comments
<p>Implement Service Review Tools :</p> <ul style="list-style-type: none"> ▪ Service Alignment Matrix ▪ Cost Recovery Ladder ▪ Service Costing/ Cost Calculator Tool ▪ Program Development Tool ▪ Pricing Purpose and Principles ▪ Pricing Techniques ▪ Annual Price Increases ▪ Utilization/Fee Surveys 	<p>Updated in spring 2012</p> <p>Ladders concept completed</p> <p>Updated with 2011 data</p> <p>Implement for Fall 2012</p> <p>Implement for fall 2012</p> <p>Implement for fall 2012</p> <p>Implement September 2012</p> <p>Completed in 2011</p>	<p>Seeking Council's approval</p> <p>Seeking Council's approval</p> <p>Will run parallel to current pricing for a year</p> <p>Staff to commence use</p> <p>Seeking Council's approval</p> <p>Seeking Council's approval</p> <p>Part of the Annual Budget Process</p> <p>Next review in 2013</p>
<p>Implement Customer Service Improvements:</p> <ul style="list-style-type: none"> ▪ Recreation Access Assistance Program ▪ Rename Department to Recreation, Facilities & Transit ▪ Recreation Barrie Guide ▪ Recreation Program Electronic Registration 	<p>Draft developed, activating software module to track</p> <p>Pending approval of Council</p> <p>Realign guide to enable user to cross reference activity & age</p> <p>Activated on-line account creation, EFT payments & hosted server solution in progress</p>	<p>Seeking Council's approval</p> <p>Seeking Council's approval for implementing fall 2012</p> <p>Implementing for 2012 Fall/Winter guide</p> <p>Will enhance customer service options for registering & payment plans</p>

Next Steps

62. Staff has approached the Service Review process as a continuous, dynamic and evolving methodology of managing the business of Recreation service delivery. The 2011 Service Review and subsequent report represented Phase I of the process. Actioning of the report recommendations, that formed a part of the 2012 Business Plan, represented Phase II of the process. Phase III will be the next steps in identifying and addressing long term strategies to driving utilization of programs and facilities towards the goal of "Being the Recreation Experience Provider of Choice in the City of Barrie" for its residents.
63. Each product group will undergo a comprehensive review of responding to four key questions:
- 1) How are we doing?
 - Focus groups
 - Surveys
 - Interviews
 - 2) Where are we?
 - Benchmarks
 - Pricing
 - Service offerings
 - 3) Where do we/customers want us to be?
 - Identification of desired customer experience
 - Strategy development to achieve
 - Identification of performance measures
 - Marketing initiatives
 - 4) How did we do?
 - Focus groups/surveys/interviews
 - Analysis of performance measures
 - Identification of performance improvements
 - Strategies to achieve performance improvements
64. Currently staff are focusing this step on two product groups which generate significant revenues and present opportunities for improved financial performance – fitness and ice rentals. In turn each of the remaining product groups will be examined in the same manner over the next year.
65. Staff are confident that this continuous evaluation of service delivery along with the implementation of the previously identified tools for managing the business and flexible pricing techniques to adapt to the recreation market will achieve the desired results of meeting customers' experience expectations, increasing service utilization and in so doing reduce the net operating costs for service delivery.

ENVIRONMENTAL MATTERS

66. There are no environmental matters related to the recommendation.

ALTERNATIVES

67. The following alternative is available to the General Committee in regard to this report:

Alternative #1

1. General Committee could choose to recommend any number of combinations of some or none of the recommendations in this staff report. Although it is feasible to do so, separating the package of recommendations is not recommended.

The Recreation Programs and Facilities Service Review report is the culmination of a significant effort by staff to evaluate service delivery and in so doing develop a methodology to align services with a philosophy that incorporated the City's vision, mission and values; recognize the community and individual benefits derived by citizens through those services; assess the costs to deliver the services ; and apply a Pricing Strategy to meet the desired goals of increased participation and utilization of recreation service, thereby reducing net operating costs. The recommendations provided as a whole will enable staff to achieve Council's intended goals for recreation services.

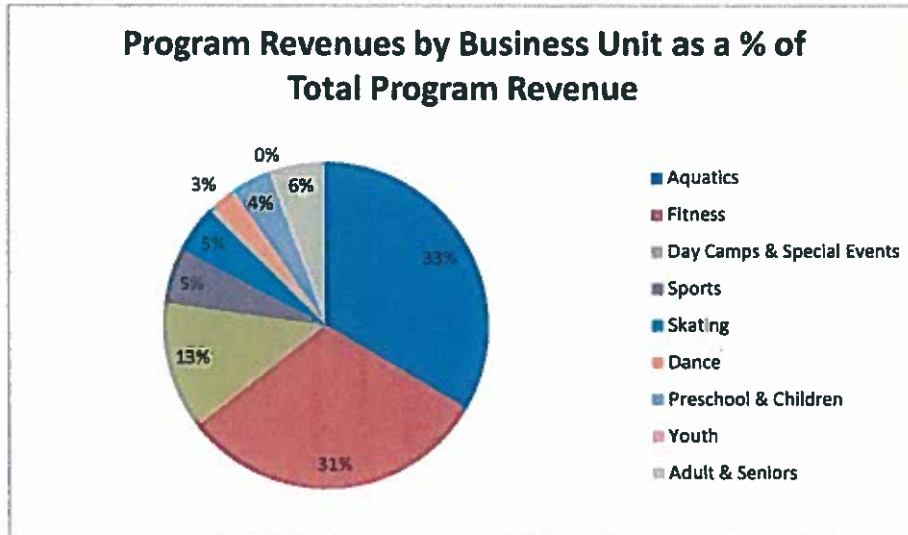
FINANCIAL

68. There are no financial risks to the City associated with any of the recommendations provided in this report. The recommendations are, as a package, intended to increase utilization of recreation programs and facilities service and thereby reduce net operating costs in the future.

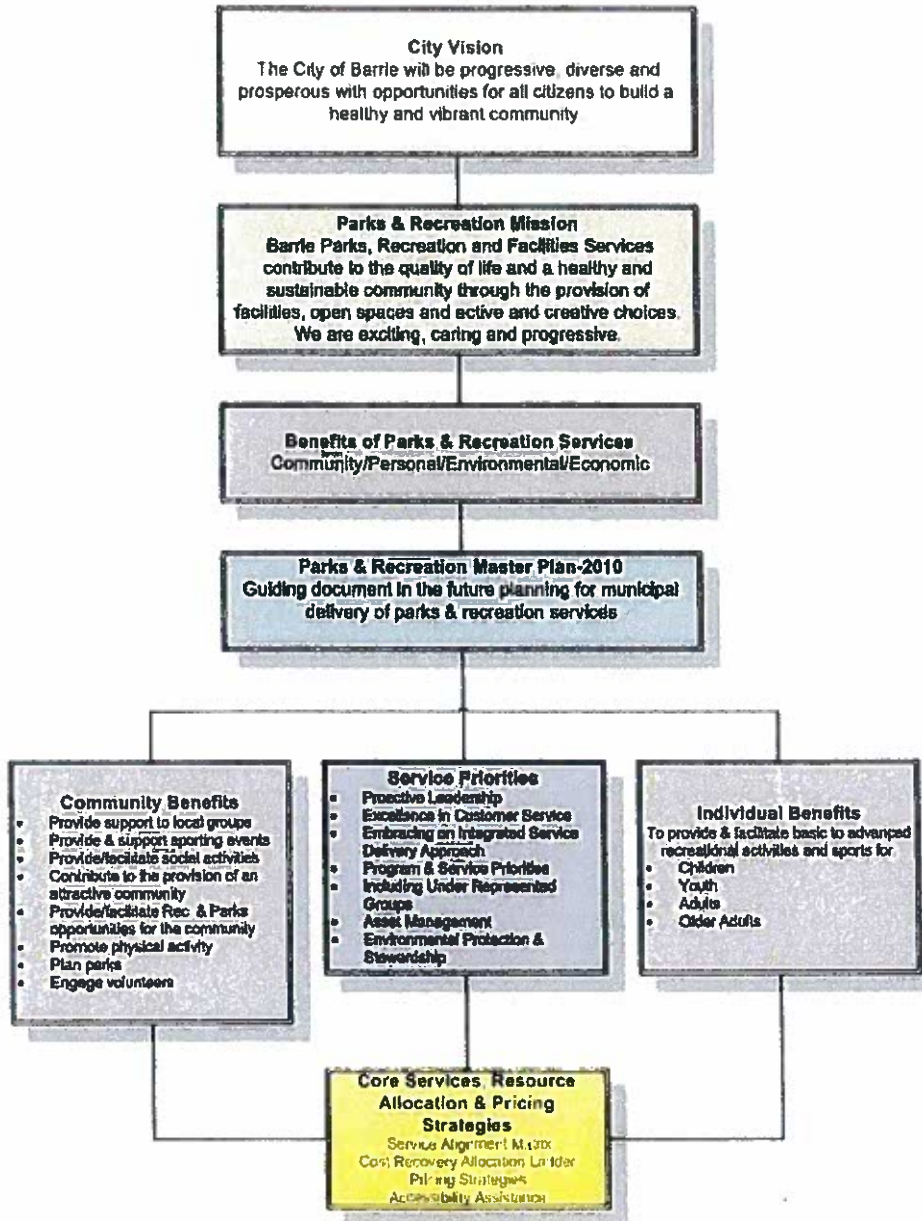
LINKAGE TO 2010 – 2014 COUNCIL STRATEGIC PLAN

69. The recommendations included in this Staff Report are related to the goal of Strengthening Barrie's Financial Condition by balancing recreation service demands with financial resources and diversifying recreation revenues while aligning with Council's vision of "The City of Barrie being progressive, diverse and prosperous with opportunities for all citizens to build a healthy and vibrant community".

Recreation Program Product Mix



ALIGNING SERVICES WITH COMMUNITY VISION, MISSION AND VALUES



Aligning Services Matrix – Sample Aquatics

REVISED MAR 2012 Services Alignment		Services - City of Barrie LTF Dept.									
Key Service	Category of Service	Fit		S Service Attractiveness		Competitive Position		Alternative Coverage		Cell	Service Delivery Strategy
		Good	Bad	High	Low	Strong	Weak	High	Low		
		x		x		x		x		1	Seek to Complete
		x		x		x		x		2	Seek to Grow
		x		x				x		3	Discontinue
		x		x				x		4	Invest, Collaborate, Dvest
		x			x	x		x		5	Facilitate Best Provider Delivery
		x						x		6	Core Service
		x						x		7	Collaborate, Dvest
		x						x		8	Collaborate, Dvest
			x			na	na	x		9	Discontinue
			x	x		na	na	x		10	Orderly Divestment
Aquatics											
	Memberships					x		x		6	Core Service
	Drop In Recreational Swims					x		x		6	Core Service
	Inclusion - Low Sensory Classes	x				x		x		6	Core Service
	Instructional Lessons (Learn to)	x				x		x		6	Core Service
	Adult Instructional	x		x		x		x		2	Core Service- SEEK TO GROW
	Instructional Lessons (Intermediate)	x		x		x		x		2	Core Service- SEEK TO GROW - Feeder for staffing
	Premium Drop In (Instructional)	x				x		x		2	Seek to Grow
	Semi Private Instructional Lessons	x				x		x		2	Seek to Grow
	Private Instructional Lessons	x				x		x		2	Seek to Grow
	Leadership Programs	x				x		x		2	Seek to Grow
	Specialized Courses	x				x		x		2	Seek to Grow
	NEW MEMBERSHIP	x				x		x		2	Seek to Grow
	Recreational Swims - Drop-ins	x				x		x		6	Core Service
	Inclusion - Low Sensory Classes	x				x		x		6	Core Service
	NEW - PREMIUM DROP IN AQUA FIT CLASSES (fin/bc)	x		x		x		x		2	Seek to Grow
	NEW - PREMIUM DROP IN STROKE MAP	x		x		x		x		2	Seek to Grow
	Inclusion - Low Sensory Classes	x				x		x		6	Core Service
	Instructional Lessons (Learn to)										
	Waterables	x				x		x		6	Core Service
	Kinderswim	x				x		x		6	Core Service
	Preschool Prep - 5	x				x		x		6	Core Service
	Swimmer 1- 6	x				x		x		6	Core Service
	Family Group Lessons	x				x		x		6	Core Service
	NEW - ADAPTIVE AQUATICS LESSION (Inclusion)	x				x		x		6	Core Service
	NEW - SWIM TO SURVIVE (GRANT PROGRAM)	x				x		x		6	Core Service
	Adult 1 - 3	x		x		x		x		2	Core Service- SEEK TO GROW
	Instructional Lessons (Intermediate)										
	Rookie Patrol	x				x		x		2	Core Service- SEEK TO GROW - Feeder for staffing
	Ranger Patrol	x				x		x		2	Core Service- SEEK TO GROW - Feeder for staffing
	Star Patrol	x				x		x		2	Core Service- SEEK TO GROW - Feeder for staffing
	Bronze Star	x				x		x		2	Core Service- SEEK TO GROW - Feeder for staffing
	Semi - Private Lessons										
	H30	x				x		x		2	Seek to Grow
	Private Lessons										
	Private Lessons - Child	x				x		x		2	Seek to Grow
	Private Lessons - Adult	x				x		x		2	Seek to Grow
	Aquatic Leadership Courses										
	Bronze Star	x				x		x		2	Seek to Grow
	Bronze Medalion	x				x		x		2	Seek to Grow
	Bronze Cross	x				x		x		2	Seek to Grow
	National Lifeguard & AED	x				x		x		2	Seek to Grow
	Assistant Instructor	x				x		x		2	Seek to Grow
	Swim & Lifesaving Instructor	x				x		x		2	Seek to Grow
	Specialized Courses										
	Spring Board Diving	x				x		x		2	Seek to Grow
	Synchronized Swimming	x				x		x		2	Seek to Grow
	S.W.I.M (Stroke Improvement)	x				x		x		2	Seek to Grow
	NEW - LSS SPORT	x				x		x		2	Seek to Grow
	NEW - AQUA THERAPY	x				x		x		2	Seek to Grow

2011 Program Subsidy and Cost Recovery

	Aquatics	Fitness	Day Camps & Special Events	Sports	Skating	Dance	Preschool & Children	Youth	Adult & Seniors	Total
PROGRAM REVENUES										
Program revenue	1,337,555	1,235,098	512,853	220,006	187,156	118,276	155,531	7,131	221,601	3,995,208
Total program revenues	1,337,555	1,235,098	512,853	220,006	187,156	118,276	155,531	7,131	221,601	3,995,208
PROGRAM EXPENDITURES										
Program direct costs	1,412,049	779,653	571,253	319,249	133,815	82,110	256,697	308,768	270,555	4,134,149
Program O/H:										
Branch	140,737	97,601	58,396	31,451	21,097	17,415	30,717	48,035	80,448	525,897
Department	108,911	102,781	32,446	28,851	13,271	7,730	9,270	1,514	50,286	355,059
Corporate	171,349	161,705	51,047	45,391	20,878	12,161	14,585	2,381	79,115	558,611
Minor capital	26,203	65,507	13,101	6,551	-	-	6,551	6,551	6,551	131,015
Amortization	52,794	104,592	-	26,149	-	-	26,148	-	-	209,185
Total program expenditures	1,911,544	1,311,839	726,243	457,641	189,061	119,415	343,968	367,249	486,954	5,913,915
Net revenues (expenses) before facility costs	(573,990)	(76,741)	(213,390)	(237,635)	(1,905)	(1,139)	(188,436)	(360,118)	(265,354)	(1,918,707)
FACILITY EXPENDITURES										
Facility direct costs	1,133,028	536,985	50,682	57,175	275,615	17,210	20,514	22,141	59,477	2,172,827
Facility O/H:										
Branch	54,326	25,371	3,499	4,186	16,457	1,300	1,529	1,661	4,484	112,812
Department	36,117	16,908	2,284	3,465	10,633	666	985	956	2,301	74,315
Corporate	77,197	36,139	4,881	7,406	22,726	1,425	2,106	2,044	4,919	158,843
Minor capital	113,591	22,819	704	1,198	9,271	173	301	272	607	148,937
Amortization	408,324	165,163	18,601	33,920	94,418	4,018	7,927	6,796	13,908	753,077
Total Rec Facility expenditures	1,822,583	801,386	80,651	107,349	429,120	24,792	33,363	33,871	85,696	3,421,810
Total expenditures	3,734,127	2,115,225	806,894	564,990	618,181	144,206	377,330	401,120	572,650	9,334,725
Surplus (Deficit)	(2,396,572)	(880,127)	(294,041)	(344,984)	(431,026)	(25,931)	(221,799)	(393,989)	(351,050)	(5,339,517)

Program Subsidy & Cost Recovery before facility costs

Program Cost Recovery %	70%	94%	71%	48%	99%	99%	45%	2%	46%	68%
Program Subsidy %	30%	6%	29%	52%	1%	1%	55%	98%	54%	32%

Program Subsidy & Cost Recovery including facility costs

Current Cost Recovery	36%	58%	64%	39%	30%	82%	41%	2%	39%	43%
Current Subsidy	64%	42%	36%	61%	70%	18%	59%	98%	61%	57%

COST RECOVERY ALLOCATION LADDER

Program Service Area: Aquatics

		Benefit Category:	Program Type:	% of Cost Recovery	% of Subsidy
Full Recovery	No Subsidy	Highly Individual	Private/Elite/Adv. Skill	100+	0
		<ul style="list-style-type: none"> *Private Lessons (Child/Adult) *Semi-private Lessons *P80 *Bronze Medalion *Bronze Open *National Lifeguard *AED *Assistant Instructor/Lifeguarding Instructor *Boatboard Diving *Synchronized Swimming *S.W.I.M. (Stroke Improvement) 			
Partial Recovery	Some Subsidy	Mostly Individual	Specialized (Int. Skill)	75-100	0-25
		<ul style="list-style-type: none"> *Rookie Patrol *Ranger Patrol *Star Patrol *Bronze Star 			
		Individual/Community	General (Rec. Skill)	65-75	25-50
Partial Recovery	Some Subsidy	<ul style="list-style-type: none"> *Waterbabes *Waterfun *Recreational Drop-in *Swimland *Family Group Lessons *Adults-It 			
		Community/Individual	Basic/Drop-In (Controlled access)	25-50	50-75
No Recovery	Full Subsidy	<ul style="list-style-type: none"> *Public Swims 			
		Community	Public (Open Access)	0-25	75-100
		<ul style="list-style-type: none"> *Beaches *Splash Pads 			

Ice Rental Differential Pricing Trial for 2012

Low Demand Times	2011 Rates	2012 Differential Pricing
Monday – Friday 8:00 a.m. to 4:00, 11:00 p.m. onwards September to April (regular season)	\$178.15 - \$213.48	\$147.50
Saturday Evenings October to March 8:00 pm to midnight	\$178.15 - \$213.48	\$147.50
Saturdays and Sundays during summer May – August	\$213.48	\$177.23

Ice Rental Fees – Winter (2011/2012)

Municipality	Youth Rate (PT)	Adult Rate (PT)	Youth (NPT)	Adult (NPT)
Barrie	\$178.15	\$213.48	\$147.50	\$147.50
Innisfil	\$155.00	\$180.00	\$140.00	\$
Oro	\$109.74	\$148.68	\$92.04	\$92.04
Burlington	\$157.94	\$253.16	-	\$223.28
London	\$146.27	\$192.94	-	-
Markham	\$150.59	\$192.51	\$103.85	-
Oakville	\$213.00	\$286.00	-	\$190.00
Oshawa	\$128.37	\$167.62	\$100.94	\$143.16
Peterborough	\$167.00	\$193.25	-	\$151.25
Richmond Hill	\$178.67	\$206.82	\$116.50	-
St. Catharines	\$145.00	\$174.00	-	\$87.00
Thunder Bay	\$133.64	\$174.52	-	\$133.64
Vaughan	\$150.97	\$192.51	\$139.82	\$158.57

Ice Rental Fees – Summer (2012)

Municipality	Youth Rate (PT)	Adult Rate (PT)	Youth (NPT)	Adult (NPT)
Barrie	\$223.78	\$223.78	\$177.23	\$177.23
Innisfil	\$185.00	\$190.00	\$165.00	\$190.00

Fitness Pass Fees (*Monthly Fee as of Fall 2011)

Pass Type*	City of Barrie	YMCA	Georgian College	Good Life	Barrie Athletic Club
Adult (Annual)	\$37.98	\$47.00	\$26.67	\$59.00/\$88.50	\$62.50
Youth	\$25.74	\$25.50	n/a	n/a	n/a
Child	n/a	\$20.50	n/a	n/a	n/a
Student	n/a	\$35.00	\$7.50	n/a/	n/a
+55/Special Needs	\$22.47	n/a	n/a	n/a	n/a
Seniors 60/65	As above	\$63.00/\$41.00	n/a	n/a	n/a
Family	\$57.88	\$91.00	n/a	\$136.00 (for 3)	n/a
Couple	\$50.22	\$88.00	n/a	\$106.00	n/a
Paid Admission	\$6.94	\$10.00	\$9.5	n/a	n/a

Program Fees Comparison		
Comparator	Adult	Cost Per Hour
	Barrie	\$16.86
Thunder Bay	Lowest	\$6.10
Markham	Highest	\$18.08
	Median	\$14.89
	Average	\$13.08
	% Above or Below Median	13%
	Dance	
	Barrie	\$11.11
London	Lowest	\$4.50
Dance Vision Canada	Highest	\$18.65
	Median	\$10.89
	Average	\$10.44
	% Above or Below Median	2%
	Fitness	
	Barrie	\$9.94
Thunder Bay	Lowest	\$6.78
Oakville	Highest	\$11.58
	Median	\$9.01
	Average	\$8.93
	% Above or Below Median	10%
	Preschool	
	Barrie	\$10.20
London	Lowest	\$3.64
Barrie	Highest	\$10.20
	Median	\$8.12
	Average	\$7.02
	% Above or Below Median	45%
	Skating	
	Barrie	\$17.50
Thunder Bay	Lowest	\$9.50
Richmond Hill	Highest	\$23.93
	Median	\$10.31
	Average	\$13.51
	% Above or Below Median	30%
	Sports	
	Barrie	\$8.50
London	Lowest	\$3.38
Barrie	Highest	\$9.25
	Median	\$8.18
	Average	\$7.31
	% Above or Below Median	4%
	Swimming	
	Barrie	\$11.40
Barrie	Lowest	\$11.40
Oakville	Highest	\$19.07
	Median	\$16.00
	Average	\$15.31
	% Above or Below Median	-29%

2011 DROP-IN FEES SURVEY

	Fitness	Swim	Gym	Skate	Senior Centres	Source of info
Barrie	Family	NA	\$19.41	\$9.96	\$9.96	NA
	Adult (18-54)	\$8.04	\$5.38	\$4.58	\$4.58	NA
	55+	\$5.81	\$4.52	\$2.54	\$2.54	\$2.54
	Youth (15-17)	\$5.81	\$4.58	\$3.50	\$3.50	NA
	Child (under 14yrs)	NA	\$4.00	\$2.25	\$2.25	NA
London	Family (2 adults & 2 children)	NA	\$13.25	\$6.25	\$8.00	Must be a member to attend drop-ins and register for seniors programs.
	Adult (15-64) (18-64) for Skating	\$5.50	\$5.00	\$4.00	\$4.25	Member Prices Individual \$37.75 Couple \$47.95
	Senior (55+)	\$4.50	\$4.00	\$4.00	\$3.50	
	Youth (13-17)	\$4.25	NA	\$2.50	\$3.50	
	Child (17 and under) (12 and under) for Skating	NA	\$3.50	\$2.50	\$3.25	
Markham	Family	Membership only no drop-ins	\$9.50	Fees vary depending on drop-in type and facility. They range from Free, \$1.50, \$3.40, \$5.50.	\$9.50	
	Adult		\$3.85		\$3.85	
	55+		\$2.35		\$2.35	
	Child 15 & under		\$2.25		\$2.25	
	Parent and Tot		na		free	
	Shirley		na		\$4.50	
Oakville	Group	NA	\$12.00	Insufficient data	NA	Must be a member to attend drop-ins and register for seniors programs.
	Adult	\$9.75	\$4.00		\$4.00	Member Prices 50yrs-79yrs \$33.00 80-89yrs. \$16.50 90yrs + Free
	Senior	\$6.34	\$2.80		\$4.00	
	Child	NA	\$4.00		\$4.00	
	Shirley	NA	NA		\$7.50	
Oshawa	Family	\$14.15	NA	\$8.15	\$8.15	Must be a member to attend drop-ins. Base Fee
	Adult	\$6.50	\$3.80	\$3.80	\$3.80	\$23.81/NR\$42.86
	Youth/55+	\$4.35	NA	NA	NA	Fee Per Drop-In \$0.55
	55+	NA	\$1.20	\$1.20	\$1.20	Day Pass Fee \$1.10
	Child/Youth/Full-time Student/Adult with Preschooler	NA	\$2.45	\$2.45	NA	Unlimited Drop-in Membership \$5119.45/NR \$140.98
	Shirley	NA			\$5.59	
Richmond Hill	Group	NA	\$9.00	NA	\$9.00	Must be a member to attend drop-ins. Base Fee
	Adult (18-64) (18+ for fitness)	\$7.14	\$3.75	\$4.00	\$4.50	\$23.81/NR\$42.86
	Senior (65+)	\$5.00	\$2.80	\$4.00	\$2.75	Fee Per Drop-In \$0.55
	Youth (16-17)	\$5.00	NA	\$4.00	\$2.50	Day Pass Fee \$1.10
	Child (3-15)	NA	\$2.50	\$4.00	NA	Unlimited Drop-in Membership \$5119.45/NR \$140.98
Child (under 3)	NA	FREE	NA	FREE		
Thunder Bay Churchill Pool & All Arenas	Family (2 adults & 2 children or 1 adult & 3 children)	NA	\$9.25	NA	\$12.50	
	Adult 18+		\$5.40		\$4.50	
	55+ for skate		\$4.25		\$3.50	
	Student (14 and over) (16-18 for skate)		\$3.45		\$3.50	
	Child (3-13yrs) (14 & under for skate)		\$2.25		\$3.00	
	Child under 2		free			
						Fall Rec Guide p. 143
Thunder Bay CANADA Games Complex	General Admission to Centre					
	Family			\$17.14		
	Adult (5:45am-3:00pm)			\$5.75		
	Adult (After 3pm and weekends)			\$8.07		
	60+ Student (18+ with proof of full-time student status)			\$5.00		
Child 3-14 years			\$3.00			



reACCESS Barrie
fee assistance program

Prepared information on this form is submitted pursuant to the Access to Information Act (R.S.O. 1990, as amended), and will be used for the purpose of reACCESS Barrie fee assistance program administration, program evaluation, and reporting to reACCESS Barrie & registered programs.

Questions about this collection should be directed to:

Manager of Recreation
70 Collier Street
Barrie, ON L4M 4T5
Tel: 705-738-4328
or visit

www.barrie.ca/fitness/recreation

reACCESS Barrie applications may be submitted at:

City Hall, 3rd Floor,
70 Collier Street, Barrie, ON
Or mail to: CONFIDENCE re:
City of Barrie
City Hall, 3rd Floor,
70 Collier Street, P.O. Box 400
Barrie, ON L4M 4T5

The City of
BARRIE



2 Frequently Asked Questions

Can I use my credit towards my child's membership?
No. Your individual credit cannot be transferred to other family members or individuals.

Can I use secondary and tertiary credits with my credit?
Yes. Please see the program manager use the credit to cover the membership or membership cost or to pay a portion of your credit on accepted program method.

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VISION
Everyone should be able to participate in recreation as a large community together and improve lives.

Recreational programs provide opportunities for you to have fun, reduce your stress level, increase your energy level, express your creativity, learn new skills and meet new people.

reACCESS Barrie can help you and your family enjoy the benefits of recreation today!

2 What is reACCESS Barrie?

reACCESS Barrie is a fee assistance program designed to help low-income and individuals in Barrie participate in City of Barrie Recreation programs and activities. Confidentiality is maintained.

This initiative provides you with a credit to your individual account.

2 How much do I get??

Your application is reviewed and approved your account will be adjusted.

Each family member on your application will receive a credit of \$25 which is valid for one year.

You will receive an approval letter with account details and registration information. You may apply for and receive the credit once per year.

The credit can be used each week.

Any credits from credits or withdrawn programs will be returned to your account at the end of your approval period. Any credits from other programs or individuals to another individual or family member or returned for cash.

www.barrie.ca/fitness/recreation/reACCESSBarrie

For more information on the reACCESS Barrie fee assistance program please call 705-738-4328 or visit

For online information and to see a complete listing of all Recreation programs & activities visit

Applications for the next year may be made 60 days prior to the end of your current approval period.

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Recreation Programs & Facilities Service Review
Net Operational Savings Opportunities

SERVICE			OPPORTUNITIES			
PROGRAM SERVICE AREA	Gross Budget (2012)	Net Budget (2012)	Comments on Opportunity	Potential Savings/Revenues	Risks/Implications	Barriers
Recreation Facilities	\$10.1M (excluding debt)	\$8.1M	<p>Implement differential pricing for recreation facility rentals to increase utilization rates to reduce net operating costs.</p> <p>Eg Non prime time for ice rentals during weekdays 8am – 4pm effective September 2012</p> <p>(Will be expanded to include various types of rentals – gym, pool, meeting rooms)</p>	<p>To be determined</p> <p>\$30,000 to \$40,000/yr additional revenues</p>	Low	Low
Facility Rentals – Dorian Parker Centre	\$60,000	\$40,000	<p>Eliminate or lease out Dorian Parker Centre until such time as major capital expenditures are required. The facility is surplus to recreational needs for space.</p>	<p>\$18,600/yr operating costs</p> <p>\$1.7M in future capital expenditures</p>	Low	Medium

Recreation Programs & Facilities Service Review
Net Operational Savings Opportunities

SERVICE			OPPORTUNITIES			
PROGRAM SERVICE AREA	Gross Budget (2012)	Net Budget (2012)	Comments on Opportunity	Potential Savings/Revenues	Risks/Implications	Barriers
Recreation Program - Skating	(\$178,500)	(\$25,600)	Implement in partnership with Barrie Skating Club delivery of appropriate instructional skating programs for September 2012	\$20,000 in additional revenues for ice rentals	Low - Medium	Low - Medium
Recreation Program – Maple Youth Centre	\$333,800	\$327,600	Eliminate service provision or facilitate best provider through collaboration with other youth service agencies. Steady decline in annual participant visits and older client group than served through other City youth centres	\$300,000	Low - Medium	Low - Medium

Recreation Programs & Facilities Service Review
Net Operational Savings Opportunities

SERVICE			OPPORTUNITIES			
PROGRAM SERVICE AREA	Gross Budget (2012)	Net Budget (2012)	Comments on Opportunity	Potential Savings/Revenues	Risks/Implications	Barriers
Recreation Programs – Victoria Village Activity Centre	\$784,900	\$700,400	Eliminate service provision or facilitate lease transfer to a compatible agency/organization. All recreation programming offered at this centre can be accommodated at other recreation centres for more effective use of current inventory. City would continue to make debt/interest payments (\$385,000) as obligated under development agreement for Victoria Village Project. Debt payment completed in 2014.	\$283,800 (with debt payments of \$384,331 in 2012,2013 & 2014) \$668,800 (without debt after 2014)	Low	Medium

PROCESS IMPROVEMENT	COMMENTS	OBJECTIVE / BENEFIT	AUTHORITY REQUIRED	IMPLEMENTATION SCHEDULE
Service Alignment Matrix	Service Alignment Matrix be adopted as a method of aligning services to determine most effective manner in which to deliver the service and provide rationale for municipality's involvement.	To provide a tool to align service with Corporate & Department vision, mission & values.	Council approval	2012
Cost Recovery Allocation Ladder	Cost Recovery Allocation Ladder be adopted in principle for use in determining the level of cost recovery for recreation and facilities services.	To provide a tool that allocates cost recovery targets by product group in accordance with Council's direction.	Council approval	Run parallel with current system in 2012 to finalize implementation logistics Implement for 2013.
Pricing Purpose & Principles	Pricing purpose and principles as developed in Service Review be approved to provide guidance in the establishment of pricing of recreation and facility services.	To provide guidance in the development and application of a pricing strategy	Council approval	2012
Pricing Techniques	That delegated authority be granted to staff to implement pricing techniques as appropriate to increase utilization of recreation programs and facilities.	To enable staff to identify opportunities and implement pricing initiatives in a timely manner that increase use of services thereby maximizing facility usage.	Council approval	2012
Recreation Access Assistance Program	Develop and implement a Recreation Access Assistance Program to provide eligible applicants with affordable access to recreation services while incurring no additional net operating costs.	To enable qualified applicants (lower income individuals & families) access to recreational opportunities for social integration & physical health benefits.	Council approval	2012

PROCESS IMPROVEMENT	COMMENTS	OBJECTIVE / BENEFIT	AUTHORITY REQUIRED	IMPLEMENTATION SCHEDULE
Annual Price Increases	Primary annual price increases for recreation services be implemented September 1 st to coincide with the standard recreation programming season September to June for City and community operated programs. Any fee increases not to exceed 5% per year or Council's annual business plan guideline, whichever is the greater.	To implement annual price increases as required that integrate with the timing of program delivery enabling user groups to know effective date of fee increases.	Council approval	September 1, 2012
Department Name	To better reflect the community's expectations for recreation service delivery responsibility and enable more effective marketing strategies the department be renamed to Recreation, Facilities & Transit Department.	To align with the community understanding of service delivery	Council approval	September 1, 2012
Recreation Barrie Guide	Implement a new customer friendly format to integrate an activity based classification guide cross referenced with target age for each activity area	To improve customer service in the ease of using the brochure, enabling customers to find their desired information more quickly.	Administrative authority resides with staff to implement.	September 1, 2012
Service Costing	Update service costing data annually to enable accurate fee determination in conjunction with the implementation of the cost calculator tool	To provide staff with up to date costing of services for annual price setting process.	Administrative authority resides with staff to implement.	2012 - Commence annual update 2013 - Implementation of cost calculator tool after running parallel with current system

PROCESS IMPROVEMENT	COMMENTS	OBJECTIVE / BENEFIT	AUTHORITY REQUIRED	IMPLEMENTATION SCHEDULE
Recreation Program Electronic Registration	<p>Implement hosted server solution for CLASS computerized program registration system to increase electronic registration access during peak registration periods enabling a single registration date for all programs.</p> <p>Develop and implement a customer focused strategy to enhance customer access, self service options and promotions for recreation programs and facility rentals.</p>	<p>To enable customers to register for recreation programs on a single date without experiencing computer system overload.</p> <p>To enable customers the ability to manage their on-line account and receive timely reminders and information on programs.</p>	Administrative authority resides with staff to implement.	<p>September 1, 2012</p> <p>2012 - Development 2013-14 - Implementation</p>
Recreation Program Development	Implement a standardized program development tool that incorporates key steps including program objective, service alignment matrix review, cost, % fill rate past 2 sessions, product life cycle, target cost recovery, competition if applicable, comparator pricing info, marketing options.	To provide staff a consistent approach across all product groups to evaluate each specific program for alignment and refreshing the program menu selection.	Administrative authority resides with staff to implement.	2012
Utilization Rates Review and Fees Survey	A utilization rate review and market fee survey be conducted every two years and report findings to Council.	To provide timely data collection to review services performance and benchmark Barrie's position in the marketplace.	Administrative authority resides with staff to implement.	2013