



The Municipal Officials Seminar & Trade Show 2007



How We Spend our Recreation Dollar?



A Rationale for the Delivery of Municipal Leisure Service

Mr. Brian Johnston

- AMM Trade Show 2006
- Recreation Conference for Community Volunteers
- Recreation Connections



The Important Basic Questions

How do we justify spending public tax dollars on recreation services?

How do we know which need is higher priority?

What portion of the cost should we charge users?

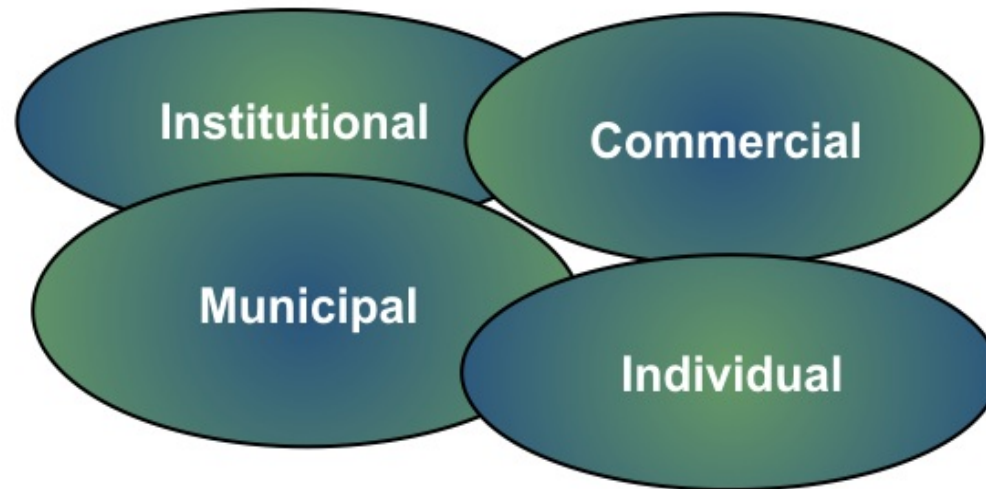
Back to First Principles

- In order to answer these and other important questions, we must go back to basics.



Who Sponsors Leisure Services?

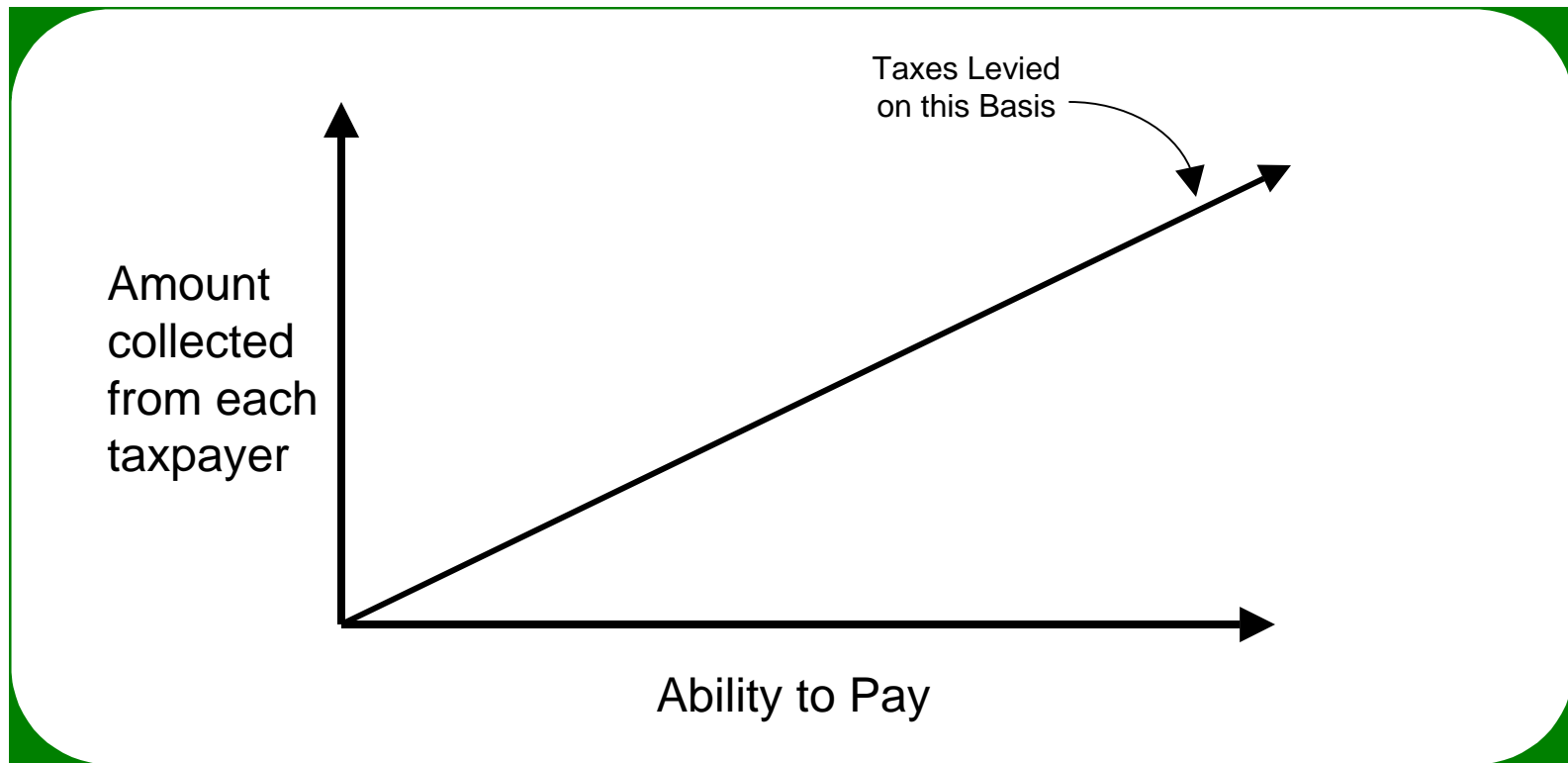
All Recreation Services



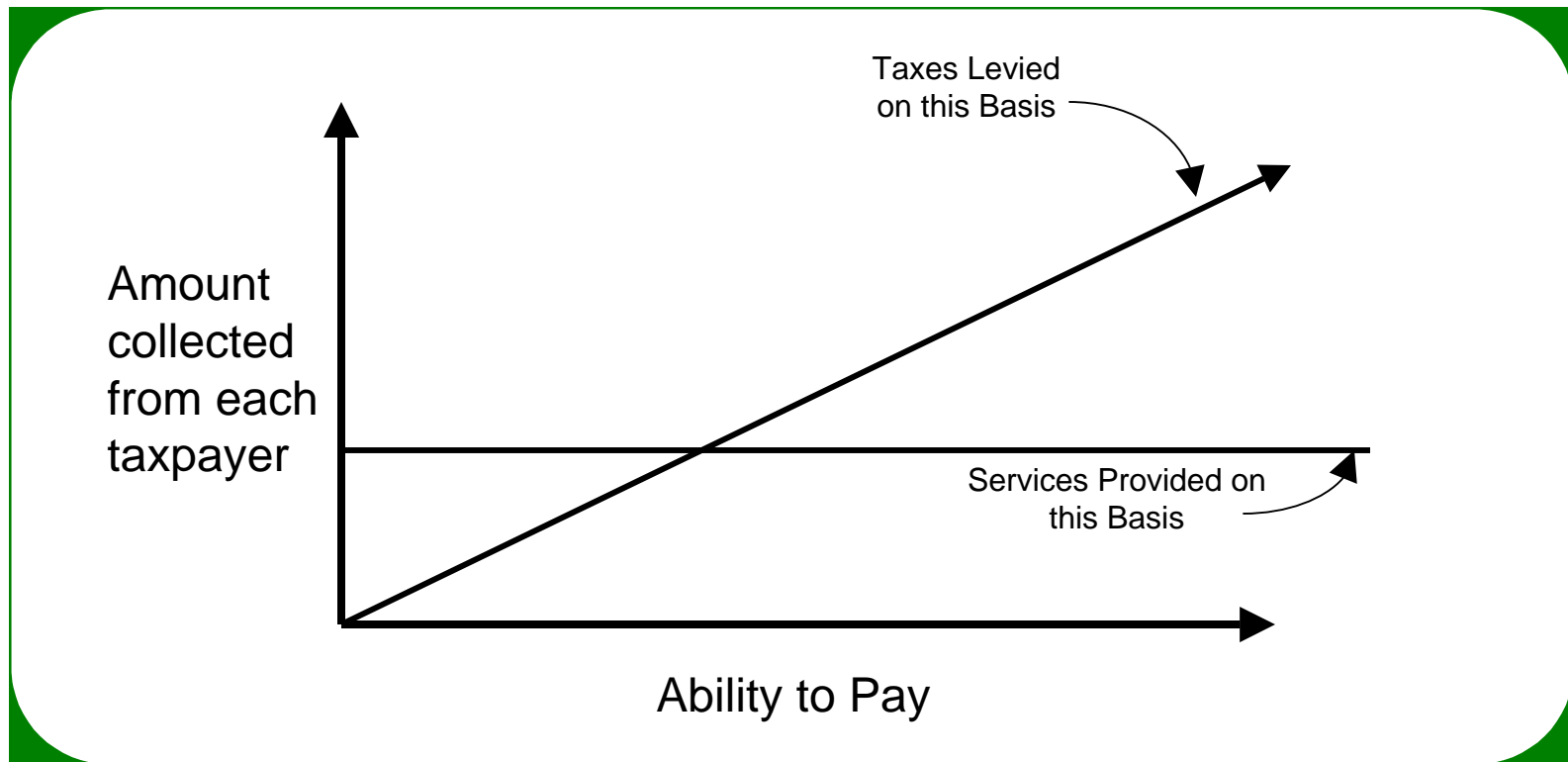
Role of Local Government

- Legislate an Appropriate Framework within which to live, work and play.
- Collect Taxes on one basis and use funds to deliver services back to taxpayers on a different basis.

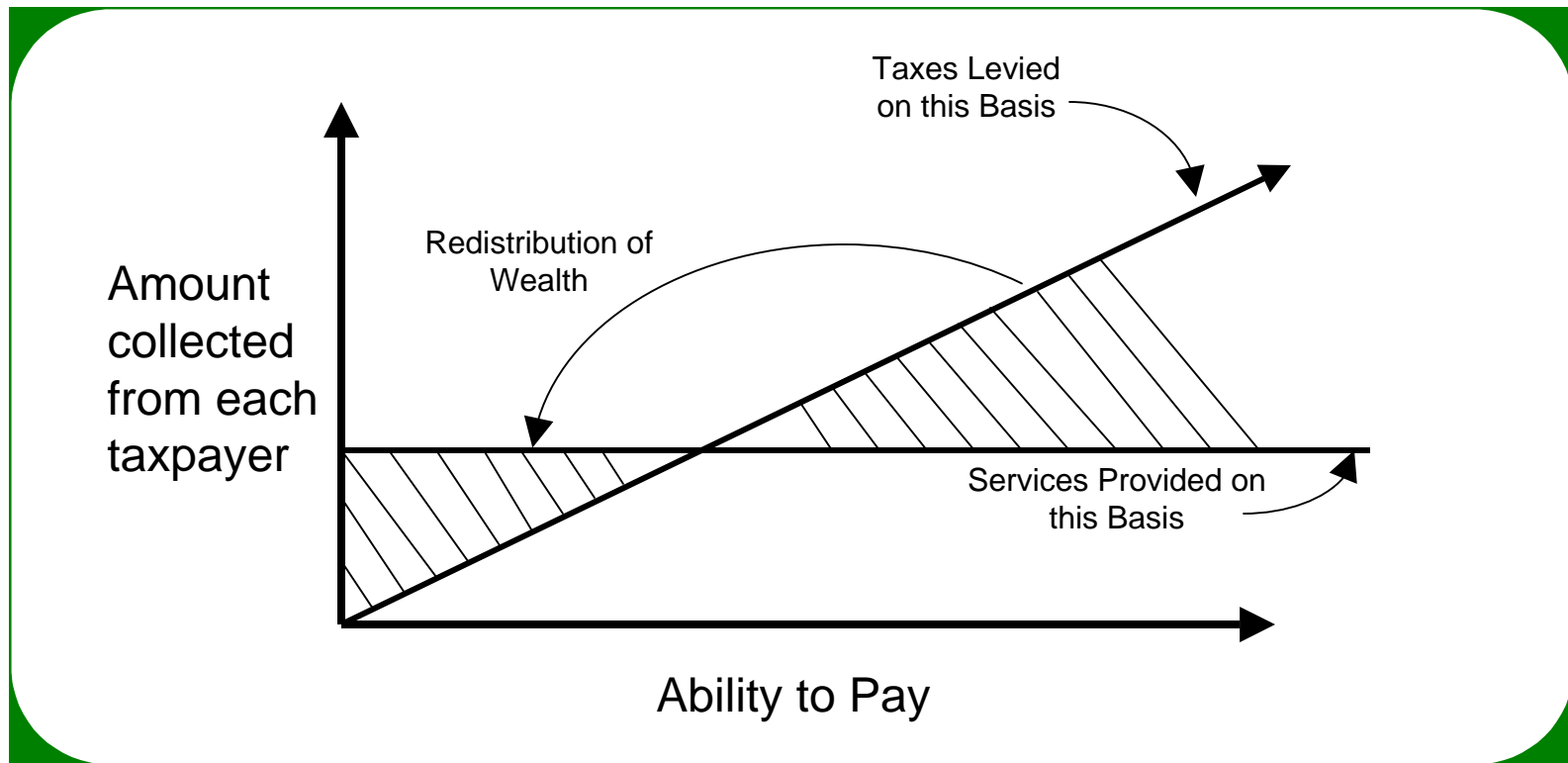
Tax System



Tax System



Tax System



Why Transfer Wealth?

Direct Benefit
to Users of a Service



Indirect Benefits
to All Citizens

A Public Good

- Accrues to all citizens and is inescapable.

Examples of Public Goods

- Fire Department
- Police Protection
- Garbage Management
- Public Schools
- Streets and Roads
- Public Baths

In Terms of Recreation and Parks?

A local government should use recreation as a vehicle for achieving certain socially worthwhile goals and objectives, where such achievement clearly results in some form of indirect benefit to all residents of the community.

Moving the Rationale to the



Council Table



Decision-Making Framework

- Philosophy
- Mission Statement
- Goals
- Objectives

Philosophy

The community will direct its efforts toward achieving the greatest “public good” possible in return for the investment of limited available public resources designated by council each year.

Mission Statement

The community will use leisure services as a vehicle in achieving socially worthwhile goals and objectives, where the achievement of such goals and objectives clearly results in some form of indirect benefit (ie. public good) to all citizens.

Two Socially Worthwhile Goals

1. Use the delivery of public leisure services to further the growth and development of the community

- Community Identity, Community Spirit, Community Culture

2. Use the delivery of public leisure services to further the growth and development of the individual

- Physically, Emotionally, Morally, Creatively

21 Service Objectives - Community

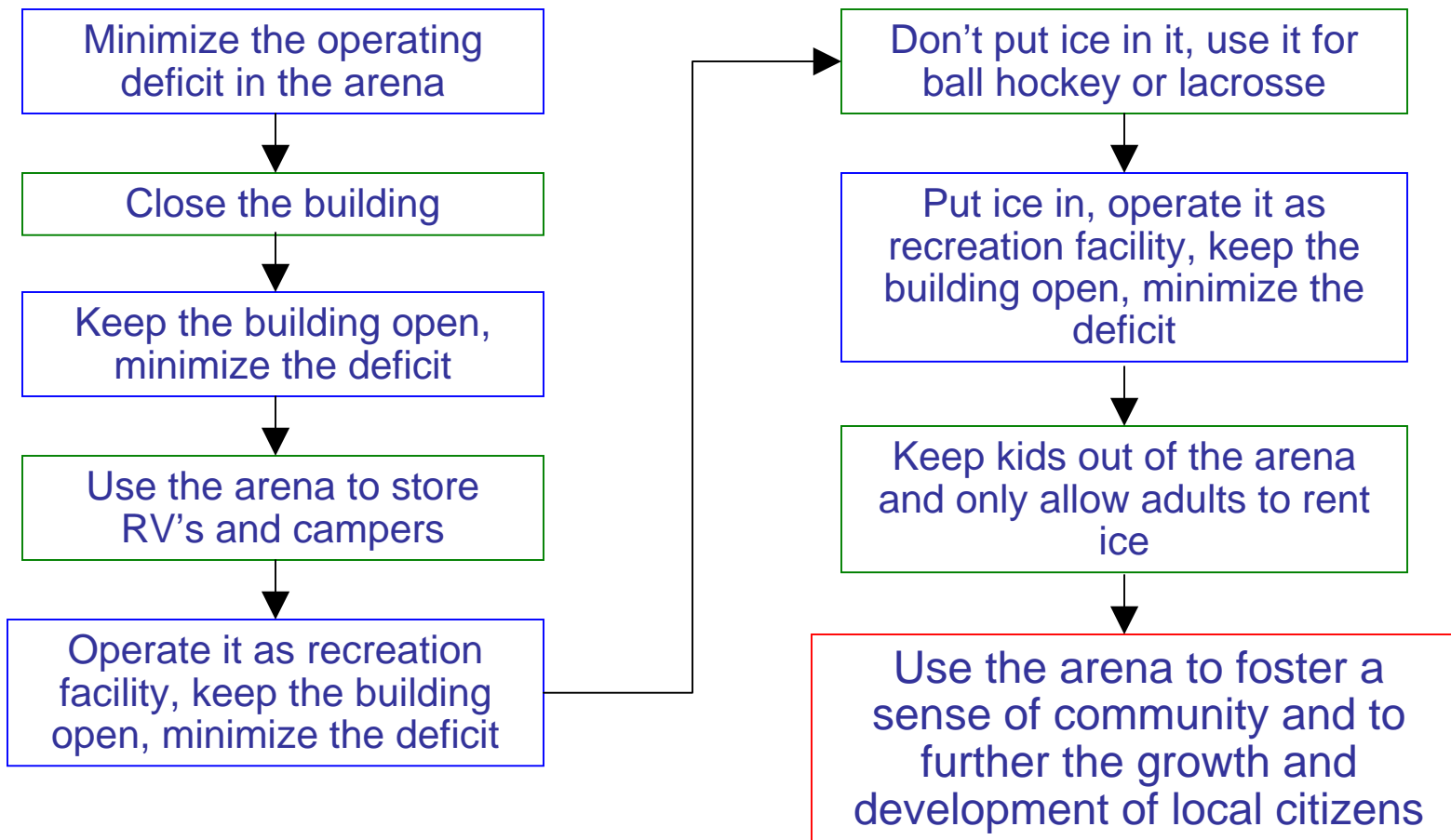
1. Encourage special events
2. Support local groups
3. Exposure to sporting events
4. Exposure to the arts
5. Social functions
6. Integrating of generations and sub groups
7. Beautify the community
8. Protecting the communities natural resources
9. Family oriented leisure services

21 Service Objectives - Individual

10. Fitness and wellbeing
11. Pre-school leisure opportunities
12. Basic skill development for school age children
13. Advanced skill development for school age children
14. Social opportunities for teens
15. Basic skill development for adults
16. Advanced skill development for adults
17. Opportunities for seniors
18. Interpret the environment
19. Opportunities for reflection/escape
20. Leisure education
21. Communication system

Understanding Goals and Objectives!!

EXAMPLE: What is the single most important goal that you as the Arena Manager set out to achieve?



Application of this Rationale



1. Evaluating Municipal Services

- Catalogue the resources that are being used now and show what kinds of benefits are being realized as a result.
- Prioritize which benefits most need to be improved
- Strategize (and budget) to achieve the highest priority benefits to a greater degree



Service Benefits Matrix

Service objectives		Arena	Pool	Festival	Park	Programs
1	Special events	3	2	3	1	2
2	Support to local groups	3	1	1	2	0
3	Exposure to sporting events	3	1	0	1	0
4	Exposure to the arts	0	0	1	1	1
5	Social functions	1	1	1	3	3
6	Protect natural resources	0	0	0	3	0
7	Beautify the community	0	0	1	3	0
8	Family oriented leisure services	2	2	3	3	0
9	Mixing generations and sub-groups	1	1	3	2	0
10	Fitness	3	3	0	2	1
11	Pre-school opportunities	2	3	1	2	0
12	Basic skill development for school age children	2	3	1	0	0
13	Advanced skill development for school age children	3	3	0	0	0
14	Opportunities for teens	2	1	2	0	3
15	Basic skill development for adults	2	1	0	0	0
16	Advanced skill development for adults	1	0	0	0	0
17	Opportunities for seniors	2	2	2	1	0
18	Interpreting the environment	0	1	0	1	0
19	Leisure and social education	0	2	0	0	2
20	Reflection escape	0	0	0	3	0
21	Communication	1	0	0	0	1
3-in a major way		2-in a moderate way		1-in a modest way		0-not at all

2. Setting Community Priorities

- Through public consultation identify which of the 21 Service Objectives are a priority to local citizens.
- Allocate resources to those that are higher priority



Setting Community Priorities

Community		Score	Rank
1	Special events	1	8
2	Support to local groups	0	9
3	Exposure to sporting events	5	4
4	Exposure to the arts	3	6
5	Social functions	6	3
6	Protect natural resources	2	7
7	Beautify the community	3	6
8	Family oriented leisure services	8	1
9	Mixing generations and sub-groups	5	4
Individual		Score	Rank
10	Fitness	7	2
11	Pre-school opportunities	2	7
12	Basic skill development for school age children	3	6
13	Advanced skill development for school age children	2	7
14	Opportunities for teens	6	3
15	Basic skill development for adults	1	8
16	Advanced skill development for adults	0	9
17	Opportunities for seniors	4	5
18	Interpreting the environment	3	6
19	Leisure and social education	3	6
20	Reflection escape	0	9
21	Communication	5	4
3-in a major way		2-in a moderate way	1-in a modest way
		0-not at all	

3. Grants to Organizations

- Criteria for funding
 - rationale: The greater the public good the more justification for subsidy
- Justify spending to taxpayers



4. Assist Local Board Planning

Recreation Complex		Score	Suggestions for Improvements	
1	Special events	3		
2	Support to local groups	3		
3	Exposure to sporting events	3		
4	Exposure to the arts	0		
5	Social functions	3		
6	Protect natural resources	0		
7	Beautify the community	0		
8	Family oriented leisure services	3		
9	Mixing generations and sub-groups	1		
10	Fitness	3		
11	Pre-school opportunities	2		
12	Basic skill development for school age children	3		
13	Advanced skill development for school age children	2		
14	Opportunities for teens	2		
15	Basic skill development for adults	2		
16	Advanced skill development for adults	1		
17	Opportunities for seniors	2		
18	Interpreting the environment	0		
19	Leisure and social education	0		
20	Reflection escape	0		
21	Communication	1		
3-in a major way		2-in a moderate way	1-in a modest way	0-not at all

5. Subsidizing Leisure Services

Publicly Sponsored Leisure Service must:

- Meet socially worthwhile goals and objectives and clearly demonstrate a benefit to all residents of the community;
- and
- As far as reasonably possible be accessible to all residents of the community.

Summary

It all comes back to a clearer understanding of what business we are in.

We are in the citizen building and community building business; not the fun and games business.