



*Association of
Manitoba Municipalities*



2006 Municipal Officials Seminar

A Rationale for the Delivery of Municipal
Leisure Services



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?
- How can we make our decisions more consistently?

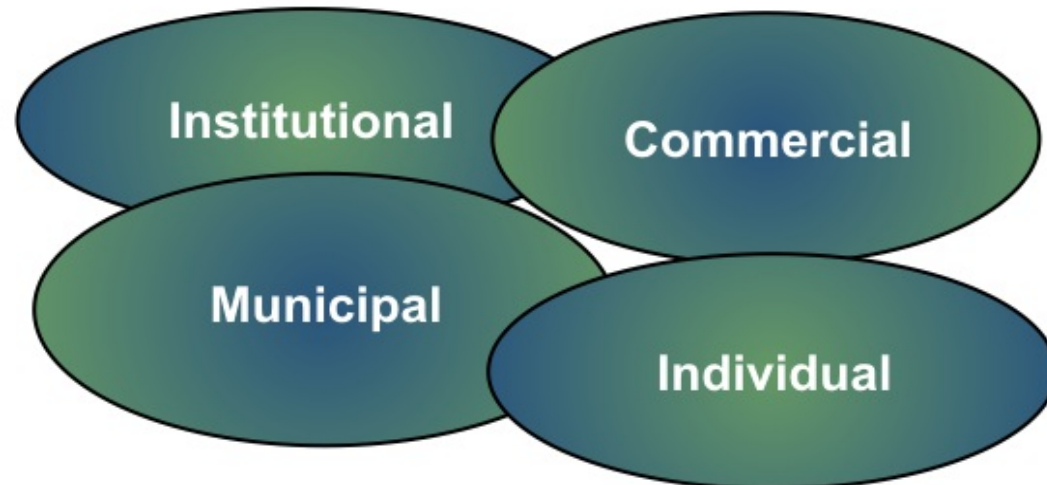


Back to First Principles

- 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

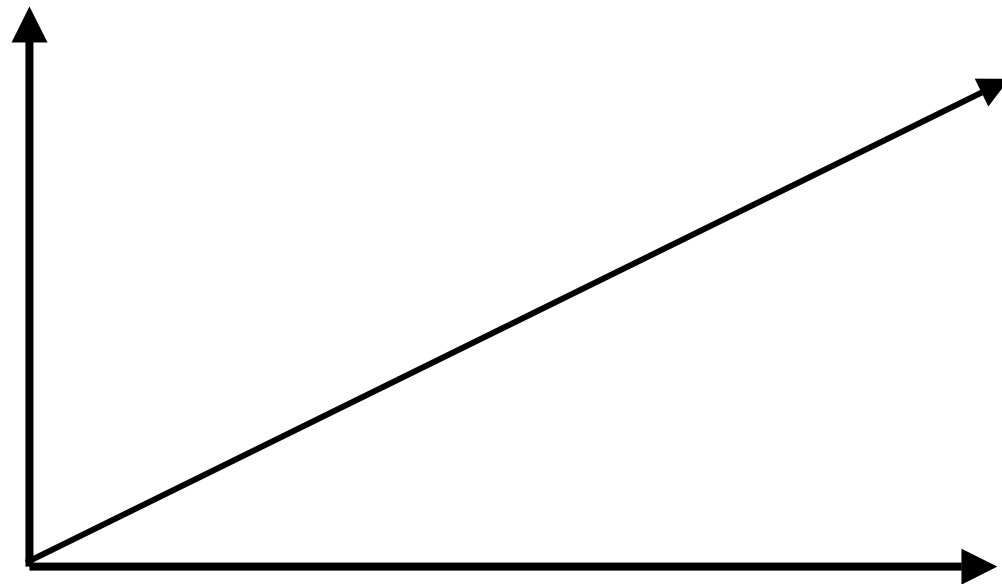
Amount
collected
from each
taxpayer



Ability to Pay

Tax System

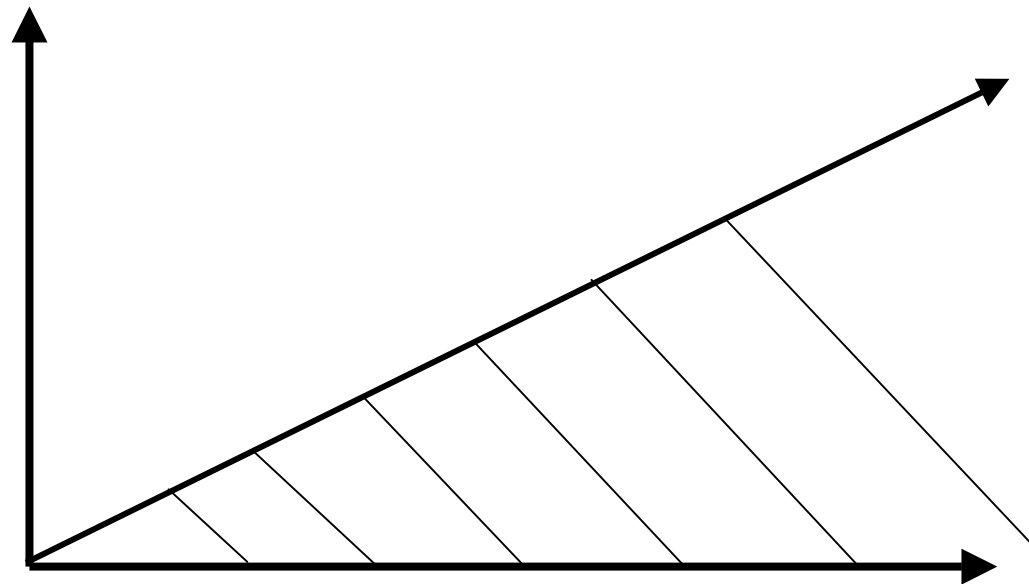
Amount
collected
from each
taxpayer



Ability to Pay

Tax System

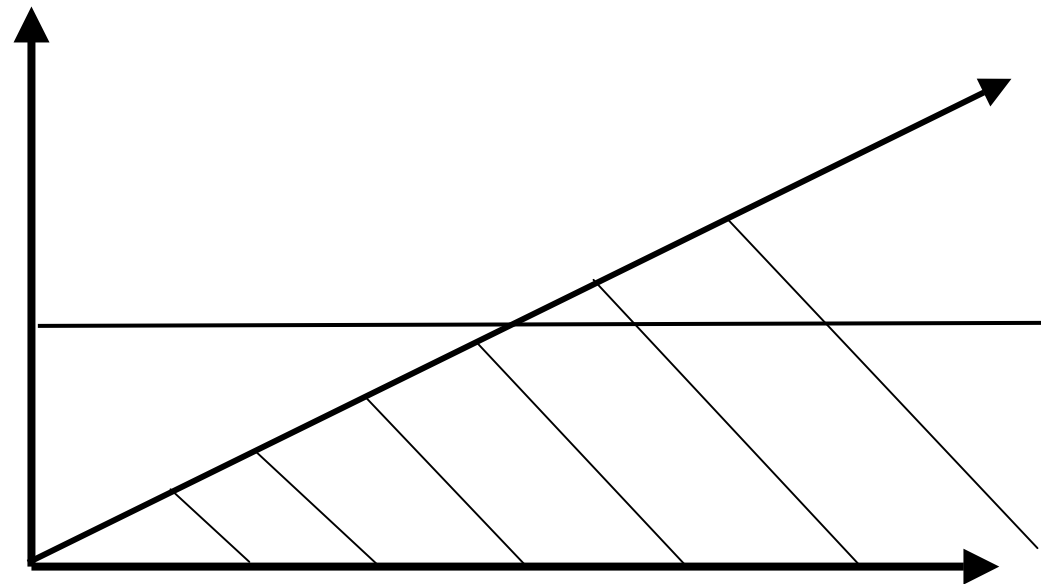
Amount
collected
from each
taxpayer



Ability to Pay

Tax System

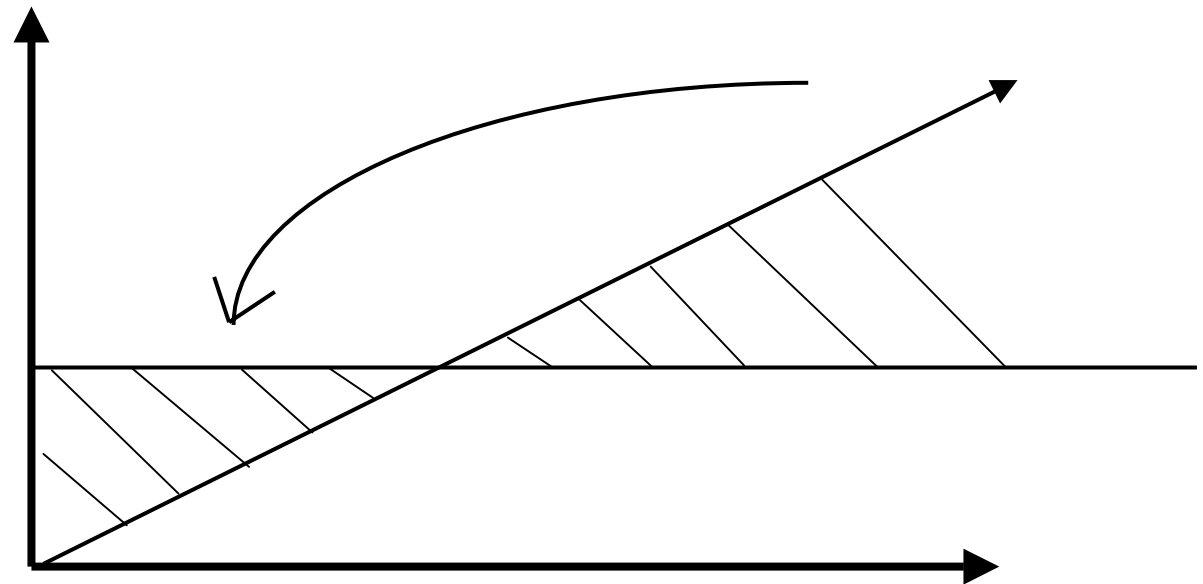
Amount
collected
from each
taxpayer



Ability to Pay

Tax System

Amount
collected
from each
taxpayer



Ability to Pay



Why Transfer Wealth?

Direct Benefits
To Users of a Service



Indirect Benefits
to All Citizens



A Public Good (Or Bad)

- Accrues to all citizens and is inescapable



Examples of Public Goods

- Fire Suppression
- Police Protection
- Garbage Management
- Public Schools
- Streets and Roads
- Public Pools (Baths)



In Terms of Parks and Recreation?

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



Example of Socially Worthwhile Goals

- Use recreation to foster a sense of community (i.e. to connect citizens to their community)
 - Community identity
 - Community spirit
 - Community culture



Example of Objectives under First Goal

- Foster Sense of Community through
 - Special events
 - Spectator sports
 - Spectator arts
 - Social occasions
 - Mixing of generations and sub groups
 - Stewardship of natural resources
 - Stewardship of historic resources
 - Serving family units

Another Example of a Goal

- Use recreation to foster growth and development of local citizens
 - Physically (whole health)
 - Creatively
 - In terms of leadership
 - In terms of responsibility
 - In terms of team work



Example of Objectives under Second Goal

- Foster Better Citizens through
 - Skill development programs
 - Fitness programs
 - Leadership development
 - Social recreation for teens
 - Seniors programs
 - Child's play



Separation of Public and Private Realm

Public Realm

- Needs driven
- Focuses on indirect benefit to all
- Measures benefits in units of social value
- Decisions protect interests of citizens

Private Realm

- Demand driven
- Focuses on direct benefits to users
- Measures benefits in dollars
- Decisions protect interests of investors



Application of this Rationale

- Be more accountable (evaluate services)
- Set Fees and Charges Policy
- Prioritize local needs
- Deal with issues
- Justify decisions to taxpayers
- Make long range plans



Use it Annually at Budget Time

- First evaluate how you are allocating resources to meet the indirect benefits
- Then prioritize which benefits most need to be improved next year
- Then strategize (and budget) to achieve the highest priority benefits to a greater degree



Service Objective	Arenas	Aquatics	Multiplex*	Childcare Services	Special Events	OSC	Programs and Services	Grants to Groups	Parks and Playgrounds	Beautification	Sportsfields
-------------------	--------	----------	------------	--------------------	----------------	-----	-----------------------	------------------	-----------------------	----------------	--------------

Community Growth											
1.	Special Events	3	2	3		3			3		3
2.	Support for Local Groups	3	2	3	1	3	2	3	2		3
3.	Spectator Sports	3	2	3		3	1				3
4.	Spectator Arts			1		3		3	1		
5.	Social Interaction	1	2	1		3	1		3	2	2
6.	Protection of Natural Res.							3	2		
7.	City Beautification						1		3	3	
8.	Family Opportunities	1	2	2	1	3	1	3	3		3
9.	Integrate Sub-Groups	1	2	2	1	3	1	3	2		1
Individual Growth											
10.	Fitness and Well Being	2	3	3	1		2	2	2		3
11.	Pre-school Opportunities	2	3	2	3		3		3		2
12.	Basic Skills for Children	3	3	3			3	3			3
13.	Advanced Skills for Children	3	3	3			3	3			3
14.	Social Opportunities for Teens	2	2	2		3			3		
15.	Basic Skills for Adults	2	2	2			3	3			3
16.	Advanced Skills for Adults	1	1	1			3	3			3
17.	Leisure for Seniors	1	3	2		3	3	2	3		3
18.	Interpret Environment						2	3	2	1	
19.	Reflection/escape							3	3	2	
20.	Educate About Leisure					2	2				
21.	Communicate Opportunities										

*Anticipated when operational

<i>Foster Sense Of Community</i>	<i>Score</i>	<i>Rank</i>
Special Events	0	
Support to Community Groups	1	
Spectator Sports	1	
Exposure to and appreciation of the Arts	4	6
Social Functions	3	9
Protecting Natural Resources	4	6
Beautify the Community	5	5
Opportunities for Family Units	8	1
Mixing Generations	4	6



*Association of
Manitoba Municipalities*

<i>Foster Growth Of The Individual</i>	<i>Score</i>	<i>Rank</i>
Fitness/Well Being	6	3
Preschool Recreation Opportunities	2	
Basic Leisure Skills for School Aged Children	6	3
Advanced Leisure Skills for School Aged Children	1	
Social Opportunities for Teens	7	2
Basic Leisure Skills for Adults	2	
Advanced Leisure Skills for Adults	1	
Recreation Opportunities for Seniors	5	5
Interpreting the Environment	1	
Reflection/Escape	1	
Leisure Education	3	9
Communicating opportunities	3	9



In 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.