

Funding Community Recreation

Recreation Services

Preamble:

Focus group discussions were held from December 14 to 21 with stakeholders. Discussion topics included how to achieve the Fees and Charges Objectives, what are some obstacles from achieving the objectives and what else should be included in the updated bylaw.

Steps Taken:

1. Invitations (via email and project page) to Stakeholders and open to the public to attend.
2. Small focus groups held ranging in size from 2-7 participants for each of the following areas:
 - a. Youth
 - b. Seniors
 - c. Aquatics
 - d. Fields
 - e. Arena
3. Background information provided with PowerPoint presentation (available to view on the project page).
4. Open ended questions were asked to solicit feedback.
5. Feedback captured on flipcharts with the opportunity for participants to ensure feedback was captured accurately.
6. Project Team reviewed and themed feedback.
7. Themed summary and all points captured at the focus group discussion posted to project page and email notification sent to stakeholders.

Next Steps:

1. Develop the 1st draft of the bylaw based on the feedback received.
2. Include and explanation of how and where the feedback collected has influenced the 1st draft of the bylaw.

Funding Community Recreation

Survey and Focus Group Discussion Summary

Objective	What we heard (Theme)
<p>1. Revenue needs to increase in order to maintain the current level of service (without raising taxes disproportionately)</p> <p>» Develop a moderate incremental fees structure to bring fees in line with other similar and neighbouring communities over 3-5 years.</p>	<p>Raise Fees across the board</p> <p>Non Residents should pay higher rate - Non locals pay more for rentals</p> <p>Raise taxes to keep user rates low</p> <p>Create membership passes (e.g. annual membership fee to register for programs)</p> <p>A combination of increase fees and increase taxes</p> <p>Provide discount passes (multi month, punch cards)</p>
<p>2. Equity needs to be achieved between what the various user groups pay.</p> <p>» Introduce a moderate fee to Youth Field Groups using artificial turf, grass and gravel fields.</p>	<p>Youth Field Users should pay</p> <p>Youth Field Users should not pay</p> <p>Artificial Turf Field should cost more to rent than gravel/grass</p> <p>Seniors should have free rentals at the Seniors Centre</p> <p>Seniors Centre needs to be used more</p> <p>Blanket fee may not be fair as rep/travel team use a facility more than house</p> <p>Room rentals - free meeting rooms for regular user groups</p>
<p>3. A procedure needs to be developed to deal with the issue of blanket bookings</p> <p>» Transition to an hourly rental rate for sport fields, by 2018.</p>	<p>Increase/Improve Cancellation Fees/Process (e.g. if a user groups books and doesn't use a facility there should be a penalty)</p> <p>All facility rentals should be hourly</p> <p>Fields rentals should pay by per person</p> <p>Allocation – improve Booking Process/ Change the allocation process</p>
<p>4. Explore new revenue opportunities</p>	<p>Large Events should contribute more to Recreation Facilities/Programs and Maintenance</p> <p>Sponsorship/Partnerships/Developers</p> <p>Grant Opportunities</p> <p>Have improved food services with the ability to purchase liquor</p> <p>Expand Retail Opportunities at Recreation Facilities</p> <p>Provide tax breaks to encourage donations</p> <p>Provide financial support (low income access)</p>
<p>Obstacles that may impede meeting Objectives</p>	<p>Don't compare fees to nicer facilities</p> <p>People will complain</p> <p>Cost to monitor field use/allocation</p> <p>People will go elsewhere (decline in use of facilities)</p>

Aquatics Focus Group Notes

	Question 1	Question 2	Question 3
Objective 1	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
Revenue needs to increase in order to maintain the current level of service (without raising taxes disproportionately) >> Develop a moderate incremental fees structure to bring fees in line with other similar and neighbouring communities over 3-5 years.	<ul style="list-style-type: none"> • Reasonable annual increase – ie. 10%/year • Prime time (Objective 1, 2 or 4) <ul style="list-style-type: none"> o Break it down even more <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Prime <input checked="" type="checkbox"/> Subprime <input checked="" type="checkbox"/> Superprime 		
Objective 2	Question 1	Question 2	Question 3
Equity needs to be achieved between what the various user groups pay. >> Introduce a moderate fee to Youth Field Groups using artificial turf, grass and gravel fields.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	<ul style="list-style-type: none"> • Youth Triathlon – some form of financial payment • Out of town rate more than for locals • If not a Squamish based company <ul style="list-style-type: none"> o Not for profit out of town don't get a discount either o ?ability to determine membership dollars stay in community? <input checked="" type="checkbox"/> ie. Fees paid to group pay local staff o Include this for general admissions 		
Objective 3	Question 1	Question 2	Question 3
A procedure needs to be developed to deal with the issue of blanket booking >> Transition to an hourly rental rate for sport fields, by 2018.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	<ul style="list-style-type: none"> • Tracking usage <ul style="list-style-type: none"> o Process in place to take back facility space that is not being effectively used if there are other user groups wanting that pool time 		
Objective 4	Question 1	Question 2	Question 3
Expore new revenue opportunities.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?

	<ul style="list-style-type: none"> • Commitment from private entities to sponsor events at the pool o Organize special events & gathering the private corporations to fund it o Will take time out of the recreational time o Balanced to service the community but increase revenue • Sub-contract to a non-profit on a revenue sharing opportunity o Lane rental + a profit split - Dave Jevons (Pirates) can explain in future • Programming developed specific to generate increased revenue o Ie. Kayaking = have our own boats o Partnerships with groups (ie. Agreement to borrow boats from Paddling Club) o Recreation Services advertise, register, etc <input checked="" type="checkbox"/> Get staff certified <input checked="" type="checkbox"/> Revenue splits <input checked="" type="checkbox"/> For programming that happens outside facility 	<p>Parking Lot Items:</p> <ul style="list-style-type: none"> • Block times for swim clubs o Ie. All 6 lanes used by swim clubs o No main pool public access or swim lessons during these times • Selective elimination of public lane swim to allow for more lane rental (?Parking lot? - ?Pool Allocation?) <p>Guaranteed user group rental vs uncertainty of lane swimmers coming</p>
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Meeting Format

<p>-What worked well, what was tricky, what could we do better next time</p> <p>-Parking Lot</p>	
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Arena Focus Group - Notes Summary

	Question 1	Question 2	Question 3
Objective 1	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
Revenue needs to increase in order to maintain the current level of service (without raising taxes disproportionately) >> Develop a moderate incremental fees structure to bring fees in line with other similar and neighbouring communities over 3-5 years.	Raising user fees	possible decline in youth sports - all sports but specifically youth sports	
Objective 2	Question 1	Question 2	Question 3
Equity needs to be achieved between what the various user groups pay. >> Introduce a moderate fee to Youth Field Groups using artificial turf, grass and gravel fields.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	follow similar type of user booking system - same process as other bookings - same format - hourly rentals with rates attached - not the same fee across the board but equity of use and compensation - all user groups should pay including youth groups new to paying	blanket fee might not be fair as rep/travel teams vs hours team use as typically rep/travel teams have more playing time then house teams	room rentals - free meeting rooms for regular user groups
Objective 3	Question 1	Question 2	Question 3
A procedure needs to be developed to deal with the issue of blanket booking >> Transition to an hourly rental rate for sport fields, by 2018.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	hourly fee for all usage		
Objective 4	Question 1	Question 2	Question 3
Explore new revenue opportunities.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	hockey academies - right now school rates - it is a business should be paying more at up to the youth rate same as youth sports - head tax at the SVMF - concession - use it more - there is opportunity there - mez - use of it upstairs a viewing area for parents turn to lounge/restaurant - corporate donations - extend the ice season -	office area upstairs - alcohol policy	
Meeting Format			
Parking Lot	Concession - bring forward to Advisory meeting - Board in the arena - use of them when they are taken out this spring - turn into lacrosse box - need a location and \$ - Minor Hockey possible other sports to rent office space - filing cabinet to start - bring all youth sports together (share an office share ideas) community meeting room		

Fields Focus Group - Notes Summary

	Question 1	Question 2	Question 3
Objective 1	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
Revenue needs to increase in order to maintain the current level of service (without raising taxes disproportionately) >> Develop a moderate incremental fees structure to bring fees in line with other similar and neighbouring communities over 3-5 years.	monthly debit withdrawal for yearly passes	Field Concession high cost to rent for tournaments - increase use of the concession - offer more service and improve rec centre i.e. squash court, gym etc. and then raise fees - batting cages year round and pay to use - lots of push back from users - know why and where the \$ is going - keep increasing revenue but maybe no change, need to show the change - does it all just go to general revenue?	
Objective 2	Question 1	Question 2	Question 3
Equity needs to be achieved between what the various user groups pay. >> Introduce a moderate fee to Youth Field Groups using artificial turf, grass and gravel fields.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	phase in hourly rate - 2016- per player fee -2017/2018 hourly fee- all users pay equity - hourly rate - per player same as similar user groups - Commercial users pay more - Turf 2016- hourly rate - per player does not include turf	kick people off the field if not booked - counter by increasing signage	

Objective 3	Question 1	Question 2	Question 3
A procedure needs to be developed to deal with the issue of blanket booking >> Transition to an hourly rental rate for sport fields, by 2018.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
Objective 4	Question 1	Question 2	Question 3
Explore new revenue opportunities.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	SVMF - head tax - BC Bike Race head tax more \$ from special events - advertising around the field fencing, naming rights - rename Brennan Park - licence the park - concession - licence the Mez and sell beer and wine during arena events	-schedule maintenance around prime time usage - Brennan Park to run Concession - Collective Agreement may make it not feasible - serving liquor in the Mez - licensing and offices are up there	
Meeting Format			
Parking Lot	Baseball fields - not always kept at an A level - grass clipping, infield mounds like cement - Field maintenance schedule change it for time during the low season and not during prime times - add agenda item to next Advisory Meeting - what to do with the Concession - Food Concession - \$ opportunity concession feild/ice upstairs beer - field liquor		

Seniors' Focus Group Notes

	Question 1	Question 2	Question 3
Objective 1	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
Revenue needs to increase in order to maintain the current level of service (without raising taxes disproportionately) >> Develop a moderate incremental fees structure to bring fees in line with other similar and neighbouring communities over 3-5 years.		-% increases mean different \$ values for different programs	-Ensure communication to explain rate increases -If facilities aren't being used: ask why?, what can be done to fix?
Objective 2	Question 1	Question 2	Question 3
Equity needs to be achieved between what the various user groups pay. >> Introduce a moderate fee to Youth Field Groups using artificial turf, grass and gravel fields.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	-Start with people (groups) who aren't paying anything -Average fees as a start	-Back pressure on Council by voters	-Exemptions? Youngest age group (feeder into programs) -Should be on the basis of need -Coffee cart at the fields
Objective 3	Question 1	Question 2	Question 3
A procedure needs to be developed to deal with the issue of blanket booking >> Transition to an hourly rental rate for sport fields, by 2018.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	-no incentive if group is not paying -Is there a charge to cancel? -use the Seniors' Centre as much as possible for bookings.	-Hourly fee will result in 'blowback'	
Objective 4	Question 1	Question 2	Question 3
Expore new revenue opportunities.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?

	<ul style="list-style-type: none"> -Grant opportunities -Tax write-off opportunities through Society -Other fundraising opportunities through Society -Easier access to Liquor Licenses -Easier process fo rentals -Seniors' Centre reduce fee to \$5 	-Insurance issues	-# of Free rentals for Society Events
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Meeting Format

<ul style="list-style-type: none"> -What worked well, what was tricky, what could we do better next time -Parking Lot 	<ul style="list-style-type: none"> -Financial Acces: how to advertise to seniors and others? How to ensure privacy? -More opportunities for evening events: could the Society run events without staff there at the centre? -Equity with program costs at the Seniors' Centre -How to increase accessibility to information? -Check cost equity on drop-in activities. -Would have liked to spend more time on Seniors' Centre program and activity costs (not part of the Fees and Charges project)
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Youth Focus Group - Notes Summary

	Question 1	Question 2	Question 3
Objective 1	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
Revenue needs to increase in order to maintain the current level of service (without raising taxes disproportionately) >> Develop a moderate incremental fees structure to bring fees in line with other similar and neighbouring communities over 3-5 years.	<ul style="list-style-type: none"> -raising admission prices by a small amount across the board (incremental increases) -not a good idea to raise prices for user groups (teams) -fees for field users based on the size of team because large teams use more of the field (per person rate) -youth users should be charged less than adult groups -resident/non-resident rate (tourists willing to pay higher rate) -competitive user groups could pay larger fee to use turf field -recreational groups could use grass/gravel at cheaper rate -tournament/event fees -membership pass (like SORCA) where a membership pass can be purchased and then subsequent days/events are at a reduced rate 	<ul style="list-style-type: none"> -teams will protest fee increase -long range payment schedule -casual groups will be discouraged from using the field -some people would complain about admission increase 	
	<ul style="list-style-type: none"> -Start charging people for using the turf field as it is a brand new field -with a new space (field or ice rink), put a process in place beforehand to set the fees and charges. -increase already existing fees -blanket increase across the board okay. -Commercial rates should be a lot higher than they are. Fees should be substantially higher. For people who can't afford it, the org should have an internal funding model in place. -Create a recreation tax for events from commercial/private use. 	<ul style="list-style-type: none"> -people could choose to have the event elsewhere -if people have an issue with it then they aren't a good fit for our community eg. music festival on the fields. -complainers -people will always complain 	
Objective 2	Question 1	Question 2	Question 3
Equity needs to be achieved between what the various user groups pay. >> Introduce a moderate fee to Youth Field Groups using artificial turf, grass and gravel fields.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	<ul style="list-style-type: none"> -youth should pay some fee for using fields -youth shouldn't pay more than 50% of what adults pay to use the facilities -define the "youth" age. Does it include university students? Is it 19 years and under? Etc. -Per player fee included in registration fees -% of fee increase per player could be used to help families who can't afford registration -tax breaks for families on their registration fee -there is financial support out there for those who can't play 	<ul style="list-style-type: none"> -gravel and grass fields should be free because they are lower quality -Turf field people might be more willing to pay user fees because it's a higher quality facility -divide youth into age groups where the younger age group should pay less than the older age group 	

	<p>-Fee per user is better than per team. Why should a small team have to pay more; this could be combined with a discount if you're bringing in more people. If you're blanket booking then you should pay more for taking up the space.</p> <p>- Per hour is also a good idea which would help organizations that are non-profit.</p>		
Objective 3	Question 1	Question 2	Question 3
<p>A procedure needs to be developed to deal with the issue of blanket booking >> Transition to an hourly rental rate for sport fields, by 2018.</p>	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?
	<ul style="list-style-type: none"> -lose your preferred timeslot if continually cancel ie. move to last in line -social media notifications of cancelled field times so other teams can fill (could also have drop in) -no cancellation fee if you give enough notice (you can reschedule) -cancellation fee for user groups. -field schedule available for public to view -monitor field use to make sure people are using their timeslot -bookings policy/rules surrounding cancellations -give a time limit for cancellations (eg.48 hours notice) 	<ul style="list-style-type: none"> -might need to increase staff to work to monitor fields/cancellations -more work for user groups to monitor field use 	
	<ul style="list-style-type: none"> -booking system feels archaic, why do we have to wait so long to get field times. -system where teams change availability the system is updated which helps people plan their lives when they can't plan a year ahead. -a system where you have to take turns and share -put a system/policy in place for frequent scheduling conflicts , rec staff would implement this. -suggestion put forward to teams to clean up their own internal processes to facilitate easier planning and scheduling. 	<ul style="list-style-type: none"> -everyone will complaining about all of this. -there will be resistance because people don't like change. 	
Objective 4	Question 1	Question 2	Question 3
Expore new revenue opportunities.	How do we achieve the objective?	What are some of the obstacles that would prevent us from achieving this objective?	What else should be included in this objective or in the Recreation Fees Bylaw?

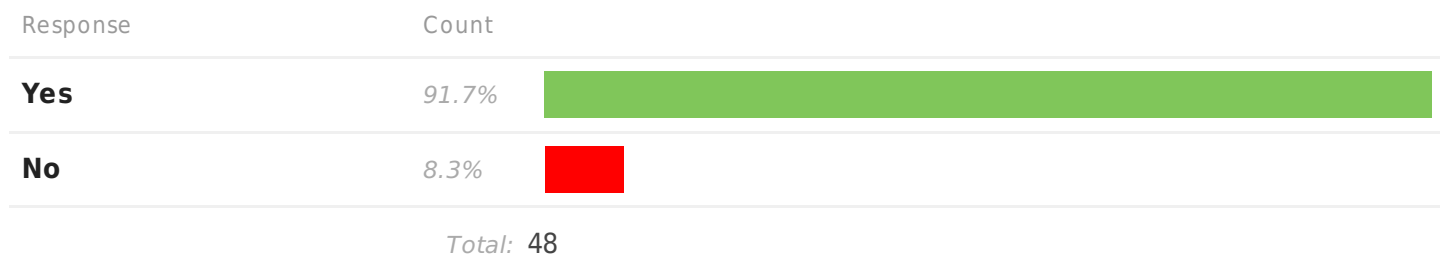
	<ul style="list-style-type: none"> -charge SVMF more for using our fields -parking fees (could have paying and non-paying spots) -parking fees for events -yearly pass for an activity, and lower drop-in fee (ie. SORCA membership + toonie races) -special tax for recreation/athletic based businesses in town -more tournaments/events -more expensive daily admission for non-residents -discounted season passes -special pool event (eg. fun and different lighting) where you can charge slightly more for the novelty -recreation retail products, expand our selection -mix tourist retail products with rec products -Virtual Reality Room: virtual reality technology used where you have a room in Rec Centre devoted to using this technology and charge a fee to use it. -rink events -big events where everyone pays a small 	<ul style="list-style-type: none"> -high initial start up cost to expand retail product line -people may object to parking fees -other rec centres might not have parking fees 	
	<ul style="list-style-type: none"> -If you're a for profit company then you have a 'rec tax' included in your rental fee. -event tax for events taking place on District property. -We need more Rec Services , another arena, more space, you're 100% full and people are fighting for space. -For programs that Rec Services partners with and provides space to, those partners should be accountable for reporting out that the space is being used and they are making good use of it. -look at having a proces in place for ensuring that partnership programs generate room rental revenue through funding opportunities. -look at partnerships closely to make sure that they are good fits for the org. freeing up space for paying org's. -consider rotating schedule of room allotement to non paying partnership orgs who are not for profit; then orgs can plan to ask for grants. This is a last resort option. -people want a process. 	<ul style="list-style-type: none"> -creating processes is time consuming. 	

What worked well, what was tricky, what could we do better next time

-Liked % return slide as it changed the way we thought about fees because we saw that Recreation Services doesn't profit (could see recovery rate for fields low)
-Liked group discussion rather than 1:1
-Format was great

Funding Community Recreation November-December 2015

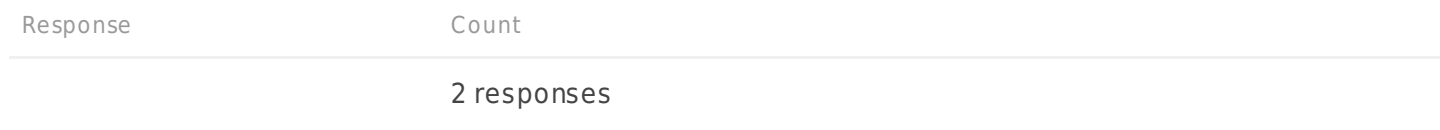
Do you support the values stated above?



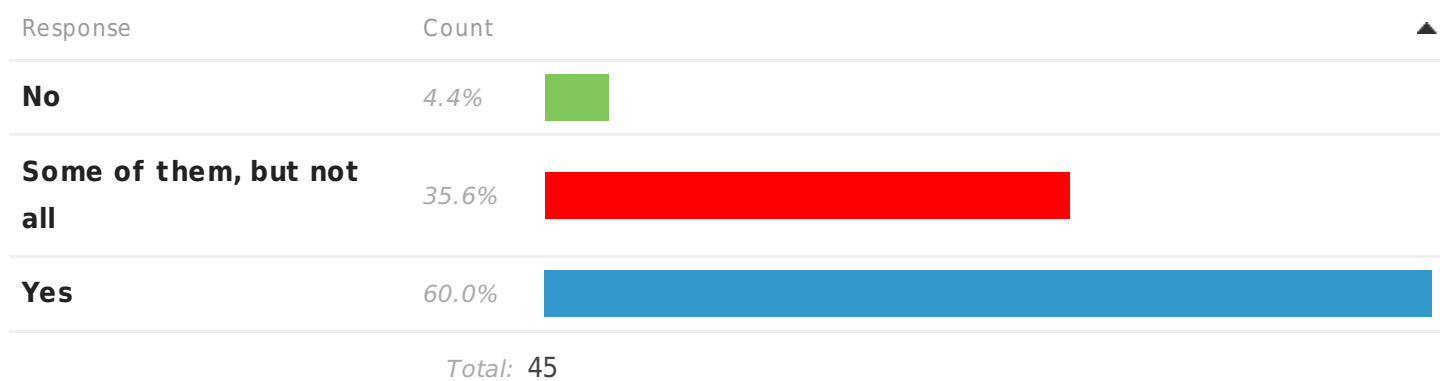
Please provide any comments (if any) you may have about the values stated above.



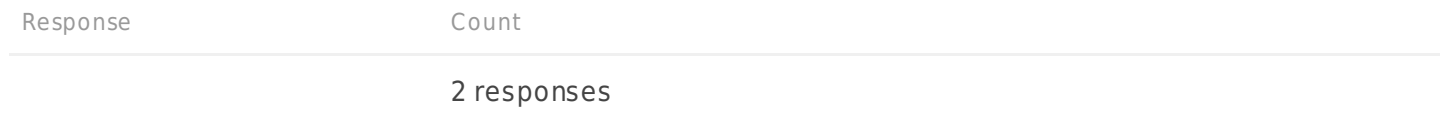
Please share with us how we can improve the values listed above.



Do you support the objectives stated above?



Please share with us any comments (if any) on the objectives listed above.



Please share with us how we can improve the objectives.

Response

Count

15 responses

Keeping in mind the values and objectives of this project, what do you think is the best source of revenue to fund community recreation services?

Response

Count

Increase Taxes

13 31.7%



Increase Fees

14 34.1%



[Other, please specify...](#)

14 34.1%



Total: 41

But I think that priority should be for community (i.e. Squamish based groups and families) not those from outside the community

We agree with the values however the priority should be to local groups. Groups outside of Squamish should pay a fair fee for the use of facilities. My understanding is that the fees paid for the use of not only facilities but other locations around squamish are low.....what squamish offers is undervalued and we seem desperate to have organizations come to town.

I would add, that there also needs to be a fair and equitable plan in place to deal with facility allocation for time and space. This goes for field users as well as pool and rink users. For example, local non-profit vs. outside district non-profit should be given preference for time and space booking, and preference for for non-profit vs. commercial businesses. Organization numbers should be taken into account. There fore a hierarchy model should be developed specifically for pool allocation for example. An example of this might be, from the top to bottom for booking-Youth local non-profit with the most registrations, youth local non-profit with the least registrations, other local non-profit (ie: adult), youth/school groups, outside district non-profit, , commercial, and individuals.

In short, allocation of rental facilities needs to a part of the draft bylaw.

Given that our facilities are aging - thinking Brennan Park Rec Centre. Unless upgrades are planned, does not seem fair.

look for revenue elsewhere

I think the Seniors' Centre is a special case. It replaces a facility that we rented from the Council and managed ourselves. Members were free to come in any time without charge and groups such as the Art group, Bridge and Whist groups booked times for their meetings and used the facility without extra charge. Of course, it was also available evenings and weekends.

Where a facility or instructor is involved, yes, a fee is necessary to cover such costs, but just using the Centre itself should be free, not only for individuals to drop in but for groups such as those mentioned above to meet. More people using the Centre would make it a more attractive place for people to look in. Seniors would also, I feel,, have a greater sense of ownership as they once had at the old Tantalus Centre.

Newcomers who visit the Centre are not impressed by the emptiness they find, in contrast to centres they have known elsewhere.

equity between squamish user groups - external groups need to pay more

A priority should be given to Squamish based vs. non-Squamish based organisations, and that pool allocation should be based on enrollment numbers (e.g. Titans/Pirates/DragonBoat who have higher membership than any other group but struggle for pool allocation)

Introduce a moderate fee to Youth Field Groups using artificial turf, grass and gravel fields. Families in Squamish are stretched to the absolute limit with housing costs. This could price some families out of sports.

physical fitness is only second to education as a community necessity and should be totally funded by our local taxes.

youth groups no fees

I think blanket bookings when dealing with the sports that run the same schedule every year should be kept. The VOLUNTEERS not district paid staff have to fill out endless amounts of your paperwork it seems like a waste of our time if we always know when we will be on the fields and it never changes.

Transparency needs to be included and all money raised by user fees needs to go back into those areas. not a general GL.

look for outside funding

I agree with 1 and 4. I think raising taxes by just a little bit would cover this. Ask for more money from SVMF or LNG. Get the big box stores that come to town and want to come to town to offer more to the community. I worry that cheaper sports like baseball and soccer - most families can afford - will become unaffordable due to these fields.

I do however feel like all community groups who want to use the fields should get to - not just based on numbers.

I think people who uses facilities are the one who should pay the most. The user fees should increase. A small portion of our taxes can go to recreation but I think the user fees should cover the cost of recreation mainly

There should be priority to Squamish based groups (as a first ranking) as well as an recognition of the numbers represented by a group - for objective 3 this also needs to expand to include Aquatics

Objective 3 needs to include all facility bookings including the pool. See previous comments.

Brennan Park is an asset for all of Squamish and every resident should be contributing tax revenue to maintaining this asset. It's no different than any other critical asset.

I believe the Objective 4 should be targeted before raising user fees as there are many opportunities to have corporate businesses be involved to our community.

If fees were to be introduced the revenues collected need to be transparent and need to be allocated back into servicing the fields and facilities NOT into general revenues.

Similar communities such as Whistler and West Vancouver have a way more to offer in their recreation services such as weight rooms, kids pools with water slides or lazy river. I would be discouraged to pay more for getting less.

With a fee increase that is in line with neighbouring communities we must assess the actually quality of facility and service that is offered. Their is no comparison between the West Van Community Center and Brennan Park (ie, older, less services, less space, different demographic of focus), as well as with Whistler (newer facility with more services).

The fees here should not be in line with neighbouring communitites as the services available here are not in line with neighbouring communities. Comparing Squamish fees/services to fees/services in West Van, Whistler, and Vancouver is not a fair comparison. We have one small pool with a teeny kids pool - not a waterslide, lazy river, multiple recreation centres, etc.

Perhaps a combination of above answers.

Allow for commercial ventures to operate there

Charge Squamish Calley Music Fest more

Charge SVMF and other external user groups

larger contribution from developers and others using Squamish

Alternate creative financing via corporate sponsorship, events, etc

Increase fees based on user groups. For example, a bottom up approach would work, with non-local individual paying the most and youth local non-profit paying the least. A percentage for each type of group would need to be established.

combination of tax / fees

fees will need to be addressed but certainly seek out other revenue sources since this entire area is rather large. Certainly enough space for an expansion of another area??? Or how about a new stand alone structure for raquet ball courts or or night time indoor soccer??

a combination of above

If it has to be one or the other, then increased fees are indicated unless efficiencies can be found.

Use your services and spaces more effectively. Do you have empty space that could be used to provide revenue, ie Seniors center?

Keep 10 punch fees the same, and fees for sports the same, but increase fees for drop ins that would affect tourists, concert goers, etc.
