



Town of Hinton
STANDING COMMITTEE MEETING
Agenda
MAY 14, 2013 - 11:30 AM

TOWN COUNCIL MISSION
*Council serves the interests of our citizens
to enable our community to reach full potential.*

PAGE	<u>ORDER</u>
	1. Call to Order
	<u>ADOPTION OF AGENDA</u>
	1. Standing Committee Agenda - May 14, 2013
	<u>ACTION ITEMS</u>
2 - 6	1. Finances for Community Sustainability Plan Communications and Overall Advancement
7 - 14	2. Indoor Recreation Facility - Next Steps
	<u>ADDITIONAL INFORMATION</u>
	1. Urgent Matters from Council and Town Manager
	2. Executive Assistant Logistics Information
	<u>IN CAMERA (if necessary)</u>
	1. Land Negotiations (FOIP)
	2. Confidential Consultations (FOIP)
	3. Debrief (FOIP)
	<u>ADJOURNMENT</u>
	1. Adjournment



TOWN OF HINTON DIRECTION REQUEST

DATE: May 10, 2013

TO: STANDING COMMITTEE MEETING OF May 14, 2013

FROM: Bernie Kreiner

REVIEWED BY: N/A

APPROVED BY: N/A

RE: Finances for Community Sustainability Plan Communications and Overall Advancement

Purpose

This item is before Council to seek direction on this matter before administration proceeds to Regular Council with a more formal request.

Issue

How should CSP communications and overall advancement out of pocket expenses be covered?

Administration Comments on Situation / Options

The Town has drafted a communications plan (see attached) to create further understanding and build an identity for the Community Sustainability Plan. However, no direct finances are identified for this initiative. Furthermore, the CSP is a “community owned” document and not solely a plan which the Town corporate is responsible for. While Town administration is in some key “in kind” staff leadership roles at this time (i.e. CEAC staff resource, CSP Implementation committee secretariat, CSP communications planning staff time, Town investing in sustainability indicator measures work-specifically directed as town responsibility in plan, etc.), in the long term if not immediately, it should be expected that resources (in kind and financial) would come from a broad base of community partners to convey overall commitment to the plan and it’s continued visibility, awareness and resident/business participation. We are building that level of support slowly.

The estimated costs in 2013 to advance the community wide CSP communications are estimated to be \$6,500. I will provide the annual costs for 2014 and beyond to maintain this base level of “presence” in public communication domain at the meeting. These costs were not budgeted nor foreseen in fall of 2012.

The options are:

1. Not initiate an overall CSP communications plan to foster understanding and participation at a grassroots level in sustainability initiatives. (This would affect the momentum and expectations of CSP plan as developed by community).
2. Proceed with Communications plan funded:
 - a. By the Town from tax payers for a set period of time (1-3-5 years?) In 2013, funds to come from council contingency amount (\$16,000 less any previous commitments)

- b. By the existing (and potential) CSP implementing partners through a mandatory or voluntary request to all?
- c. By the Town by dedicating a onetime amount (into a reserve) to carry program for a period of time, expecting a transition to option b once those funds are fully used.

Administration's Conclusion / Proposed Direction

To evolve the overall strength of the CSP as a community committed plan, these costs should in time, if not immediately, be borne by all CSP supporting organizations. The longer the Town directly applies the vast majority of the resources to this initiative, the more difficult it will be to ensure the plan continues to be, in fact and perception, a plan by all in Hinton and area. Yet, building that "put your money where your mouth is" has not been advanced substantially yet. Furthermore, of the CEAC's 123 priorities in 2013-14, eight are most appropriately led by the Town as facilitating partner....indicating the Town is a current key partner in advancing specific CSP priority initiatives and may appropriately extend this leadership responsibility to financing CSP visibility and advancement. It seems option 2c.is most suitable given the situation we are currently in, and if supported by council, Corporate Services would be asked to identify where that one time amount would come from. How long a transition time would town council feel comfortable using tax dollars to lead this effort? I suggest 3 years.

Town Manager Comments

N/A

Attachment

1. Draft SCP Communications plan

"DRAFT"

Name of Project: CSP Communications

Project Manager: Emily Olsen **Project Sponsor:** Bernie Kreiner/Laura Howarth

Start Date: April 15, 2013

Completion Date:

Project Budget: TBD \$6,500

Project Purpose (s): To create understanding and build an identity for the Community Sustainability Plan, while prompting residents and businesses to participate in activities that support CSP objectives.

Project Deliverables:

- Webpages for CSP content/information/education
 - New url www.hintoncsp.ca or www.hinton2040.ca
- Develop CSP brand for partner use/ CEAC use
 - Logos
 - Taglines
- Communications that support CSP understanding, motivation/ participation, reporting on overall progress and the promotion of CEAC's role in the community.

Project Objectives:

- Create understanding and recognition of the CSP
- Continue developing branding and identity for CSP, CEAC and implementing partners
- Provide information to residents, potential partner companies/non-profits on how to support CSP objectives and actions
- Keep all advertising/branding at arm's reach of the Town corporate

Success Measures:

Critical:

- Webpage finished and URL secured by June 30
- CSP logo and tagline for partners and CEAC by May 30
- All communications done at arm's-length from the Town corporate

Desirable:

- Webpage finished and URL secured by May 30
- CSP logo and tagline for partners and CEAC by May 15

Project Scope

(Specific inclusions):

- Use CSP imagery already created to brand the website and to form the logo
- Use Civicplus for website assistance/creation
- Focus group to provide feedback on the branding materials (residents, CEAC and partners)

(Specific exclusions):

- New imagery/ style for illustrations/ logo
- Any changes to CSP content or CEAC/Partner objectives

Project Risks and Impacts:

- Cost (?)
- Timelines
- Buy-in from CEAC/Partners

Action Plan:

Major Activities	Responsible	Time Frames
1. Logo	Emily Olsen	May 30
2. Website URL and design	Emily Olsen/Tara Muldoon	June 30
3. Website Content Creation and management CEAC Partners Residents CSP Facebook page (who owns?)	Rhonda West/ Wendy Anderson/ Emily Olsen	
3. Communications Plan for CEAC moving forward	Emily Olsen/ Laura Howarth (to approve)	May 30
4. Communications plans for next steps: • Motivate to Participate • Reporting on Overall Progress	Emily Olsen/ Bernie Kreiner/ Laura Howarth	August 2013
5. Celebration of new brand ?		September 2013
6.		
7.		

Three sperate Communication Plans will be created and implemented further into the work plan (first ready for summer 2013). A little info is filled in below, but the plans will require attention over the next couple of months.

Target Audience	The community as a whole; employees of local companies or non-profits/implementing partner companies or non-profits.		
Objectives (What are you trying to achieve?)	<ul style="list-style-type: none"> • Same as project objectives: <ol style="list-style-type: none"> 1. Create understanding and recognition of the CSP 2. Provide information to residents, potential partner companies/non-profits on how to support CSP objectives and actions 		
Core Message(s)	Use the core messages along with supporting statements <ul style="list-style-type: none"> • Hinton is a diverse community that works and builds together 		
Spokesperson			
Plans, Tactics and Materials	Activity	Timing	Cost
	1. Use of CSP Seconds in advertising (as fillers), Facebook ads, on the website and TOH Facebook pages		FB ads \$150/month
	2.		
	3.		
	4.		
Measurement	<ul style="list-style-type: none"> • • 		
Responsibility			

Communications Strategy:



TOWN OF HINTON DIRECTION REQUEST

DATE: May 10, 2013

TO: STANDING COMMITTEE MEETING OF May 14, 2013

FROM: Bernie Kreiner

REVIEWED AND APPROVED BY: N/A

RE: Indoor Recreation Facility-next steps

Purpose

This item is before Council to seek direction on next steps and timing.

Issue

What next steps would council like to see on the matter of the indoor recreation facility?

Administration Comments on Situation / Options

In March, CEAC confirmed that advancing an indoor recreation facility is one of the priorities for the 2013-14 community sustainability work. (They had commissioned a report, copy attached, through a subcommittee to understand community needs and expectations—see attachment 1.)

The conclusion states:

The community wants and needs a change. Committee members heard that a recreation centre is important to the community; people want to talk about it and see it as an important component for future growth of the community. There is a need in the community for change of the current recreation facility with major support for a new pool. While a current engineering report was not available on the facility, it was noted that the typical life expectancy of a pool is 25-40 years and the current age of the pool is 30 years.

There is not a clear understanding in the community between the need versus the financial cost of the project. The community needs to be responsible and realistic in establishing the components of a facility as it relates to costs. Timeline is important with Committee members sensing that sooner than later is the message from the community. There is strong support by Committee members to move the recreation centre out of column x and into a 5-year timeline for financial planning and delivery of facility.

The Town's strategic plan calls for an initiative entitled-Recreation Centre Upgrade Approach—Review Recreation Centre costs, funding and implementation options and gauge public support for the options. Based on this work done, it appears the public prefers to plan for an aquatic centre replacement first, followed by establishing an indoor sports field and running track. It was very close between build new vs. upgrade/improve existing facility, although administration has been assuming upgrade/improve existing since the Barr Ryder report was approved by town council.

##Before we have the timing discussion, does Town Council support the scope of the proposed initiative being:

==pool first, and then Indoor sports field and running track.
==develop facility as improvements/upgrade of existing rec Centre (vs. build new)

Town administration believes we could generate high level construction cost estimates and reasoned non-municipal revenue assumptions in about 3 months. These numbers would be generated cautiously within house estimating of design/construction costs using the Barr Ryder report as a foundation—there is no budget to obtain consulting support for this at this time.

Since this project remains on the priority list, some Town plan and response should be determined given the CEAC work of the past year. The go forward options on the next step(s) appear to be:

1. Do cost/revenue estimates and present as a 2013 plebiscite question.
2. Direct cost/revenue estimates to be developed, encourage a community committee to advance ideas, with a target to bring a proposal for a plebiscite in 2017.
3. Do cost/revenue estimates and make a council decision on project timing from this information.
4. Do not do cost/revenue estimates now. (Essentially saying that it's premature and this project shouldn't be planned for implementation until some later year (say 2016 or 2020-a year before next two elections/best plebiscite time options).
5. Do something else as the next steps.

Timing of a plebiscite, unless done separately from municipal elections is this October or every 4 years thereafter being October 2017/2021/2025. A council initiated plebiscite is not binding; it's a formal method of determining "public support" for the project in the context of the extra tax cost to construct the indoor facility. As a discretionary improvement project likely to require a debenture borrowing by-law to proceed, there would be a requirement prior to tender award to advertise the project and if a 10% citizen's petition is received, it would force the matter to a binding plebiscite.

Administration's Conclusion / Proposed Direction

If Town Council, using the info gathered and their own sense, is comfortable with the scope assumptions above##, the next step is reporting to the community on a go forward plan. We believe that while public support for improved indoor recreation facilities exists, it will be offset by substantial tax-payer affect financially of the municipally born capital costs of construction. (Most facilities built have not had more than 10-15% of the funds come from a combination of specialized grants and industrial/community contributions! Even though the public expects that much money could come from these sources, I believe past examples are real and that higher government level budget cutbacks has, if anything, reduced the current access to special grants.)

As such, it's very much a political judgment call as to which option to advance, because "where council stands on this issue" is something citizens are interested in, and the desire to enhance the indoor recreation facility is understandable and supportable, while the costs per taxpayer for this investment is often not supportable even if understood.

Town Manager Comments

N/A

Attachment

1. RECREATION CENTRE FEASIBILITY TASK COMMITTEE REPORT TO THE COMMUNITY ENGAGEMENT & ACCOUNTABILITY COMMITTEE dated NOVEMBER 21, 2012



**RECREATION CENTRE FEASIBILITY TASK COMMITTEE
REPORT TO THE COMMUNITY ENGAGEMENT & ACCOUNTABILITY COMMITTEE
NOVEMBER 21, 2012**

The purpose of the Recreation Centre Feasibility Task Committee (the “Committee”) is to determine and report to CEAC on the feasibility and financial viability of a new facility and an upgraded Recreation Centre facility that will serve to meet the needs of the community as a whole.

COMPOSITION

The Committee was comprised of 13 members, 12 of which were residents and 1 member from CEAC. The Committee had their first meeting on June 14, 2012.

RESOURCE INFORMATION

The task committee was provided with the following resource information:

- Barr Ryder Report (including forecasted costing of Option F)
- Community Sustainability Plan
- Status of current facility
- Long-term Capital Plan
- Tour of recreation facility
- Historical work completed in existing facility
- Data regarding life expectancy of existing facility
- Operational costs of existing facility
- Cost recovery comparisons
- Current user groups
- Current memberships/unique users
- Capital and operational costing of comparable facilities in other communities

PUBLIC ENGAGEMENT

The Committee discussed at length the strategy and objectives of their public engagement and communications plan. The plan they adopted sought to generate input from Hinton and area residents to determine the need and support for a new or improved recreation facility that serves the community as a whole. It was essential that the input received be as thorough as possible from the identified target audience and offered residents the opportunity to participate, while also acquiring the opinion of those in the “silent majority”.

Target audiences for the plan included those involved in community sports programs, current user groups of the recreation centre, community groups, as well as general Hinton and county residents. Methods were discussed on how to best reach these groups, and ultimately it was decided that an intercept survey that targeted random residents, in addition to a long-form survey that all residents were invited to participate, would be the best strategy.

The long-form survey (Attachment #1) featured 16 questions in multiple choice, ranking and open ended formats. The questions centred on the need and the financial support in the community for a new or improved facility. Residents were asked how the current recreation centre met their needs, if they are a current pass holder at the recreation centre, and if a new facility would increase their visitation. They were also asked financial questions that put into context the financial impact of a new or improved recreation centre, including the level of tax increase they approved.

Six intercept survey questions (Attachment #2) were taken from the long-form, so that a comparison could be made between the sets of results. The questions succinctly asked residents about the need and support for a new or improved facility in Hinton. Committee members “intercepted” residents in the community in an attempt to reach those who might not otherwise participate in a survey such as this. Accessing the silent majority was a large part of the objective of the group, in order to have an accurate gauge of opinion in the community.

In order for Committee members to obtain a scientific sample size that had the lowest margin of error (confidence interval), while ensuring that the certainty of the results (confidence level), the goal number of intercept surveys needed to reach approximately 370. The confidence interval is the plus-or-minus figure often reported in poll results. For example, if you use a confidence interval of 5 and 30% of the relevant population picks an answer, you can be sure that if you had asked the question of the entire relevant population, between 25 ($30 - 5$) and 35 ($30 + 5$) would have answered the same. The confidence level tells how certain you can be that the results you have are accurate on the larger population scale. Most researchers use a 95% confidence level, and the same was used for the intercept survey. Lowering the confidence interval or raising the confidence level would have resulted in the number of surveys needed based on Hinton’s population increasing beyond what was possible by the group to achieve.

The surveying launched at the September 5 Registration and Information Fair at the Hinton Centre. The Committee set up a booth that allowed residents to complete the survey on the spot either online, or in hard copy format. Additional information was provided to those who needed more framework to form their opinions. A comparison chart with other comparable recreation facilities was created and posted for residents to view. Later in September a recreation centre open house and tour was held though not well attended.

Ads in the Hinton Voice newspaper, on the Eagle radio and on the website, as well as emails to target user groups and Facebook posts on community pages were used to communicate the survey to the public. Committee members spread the word in their respective neighbourhoods and communities within Hinton and Yellowhead County, to ensure a buzz around the surveying was created. Several articles written by both weekly newspapers provided information and context to the survey questions, and town staff was available for further information.

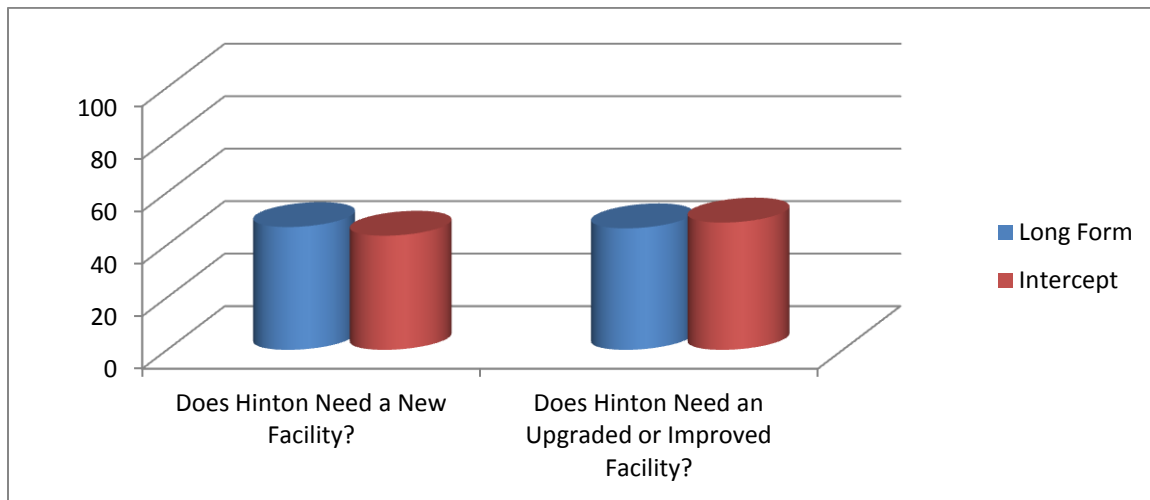
Measurement of success was determined to be a minimum of 500 responses for the long-form survey, 370 responses from the intercept survey and reliable qualitative data from user groups and specific demographics (seniors, families, industry) was included in the results.

COMMUNITY NEEDS ASSESSMENT

The Committee conducted two separate surveys on the recreation centre. The long form survey had 622 participants and the intercept survey had 308 participants. Committee members found that most people received the survey well and wanted to provide their input as they were passionate about the topic.

The majority of those surveyed were residents of Hinton (93%). The overwhelming feedback the Task Committee received from the community is that the community values a recreation facility in Hinton (87%) and that a change is necessary to the current facility. Approximately 70% of the online participants felt that the current recreation facility was not meeting their needs with around 30% indicating that it did. Committee members heard that a new or improved facility will help attract individuals and families to the community and maintain those that are currently living here.

The community is evenly split as to whether a completely new facility is needed versus an upgraded or improved facility is needed.



	New Facility	Upgraded Facility
Long Form	46.8%	46.3%
Intercept	43.5%	48.5%

A main theme appears to be that, at a minimum, a new pool is needed and wanted by residents. Many young families indicated their desire for a new or upgraded facility for the community and they would like to see something done sooner than later.

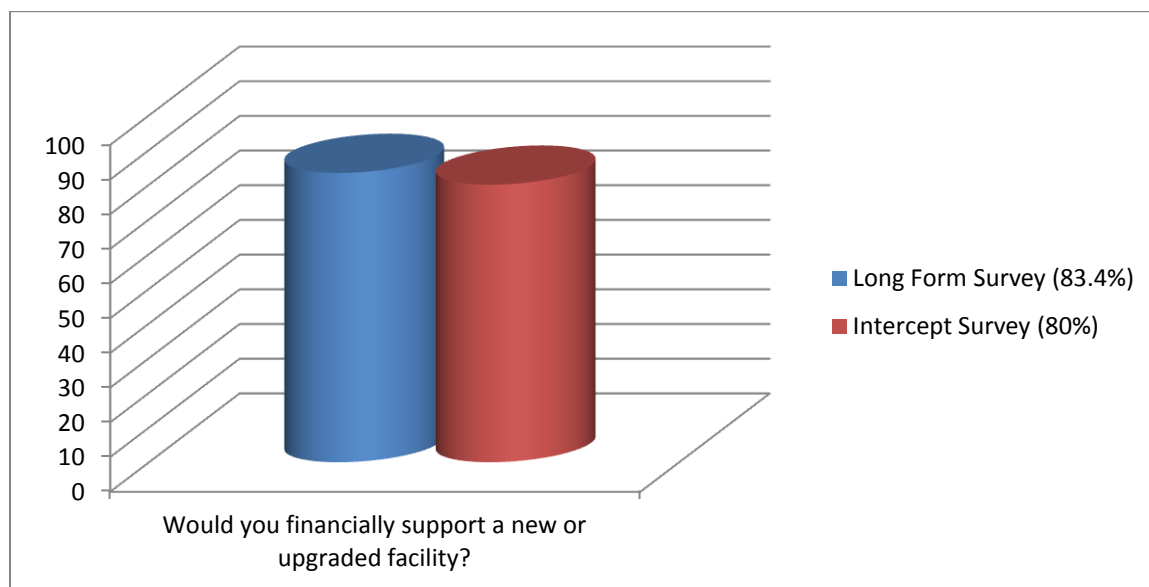
The component priority needs for an upgraded or improved recreation facility were (listed highest to lowest by combining 1st & 2nd rankings):

- Aquatic centre (pool) (78.5% saw this as most important)
- Indoor sports field and running track (44.7% saw this as most important)
- Arenas (31.1% saw this as most important)
- Fitness centre (23% saw this as most important)
- Indoor playground (12.6% saw this as most important)
- Indoor skate/bike park (5.3% saw this as most important)

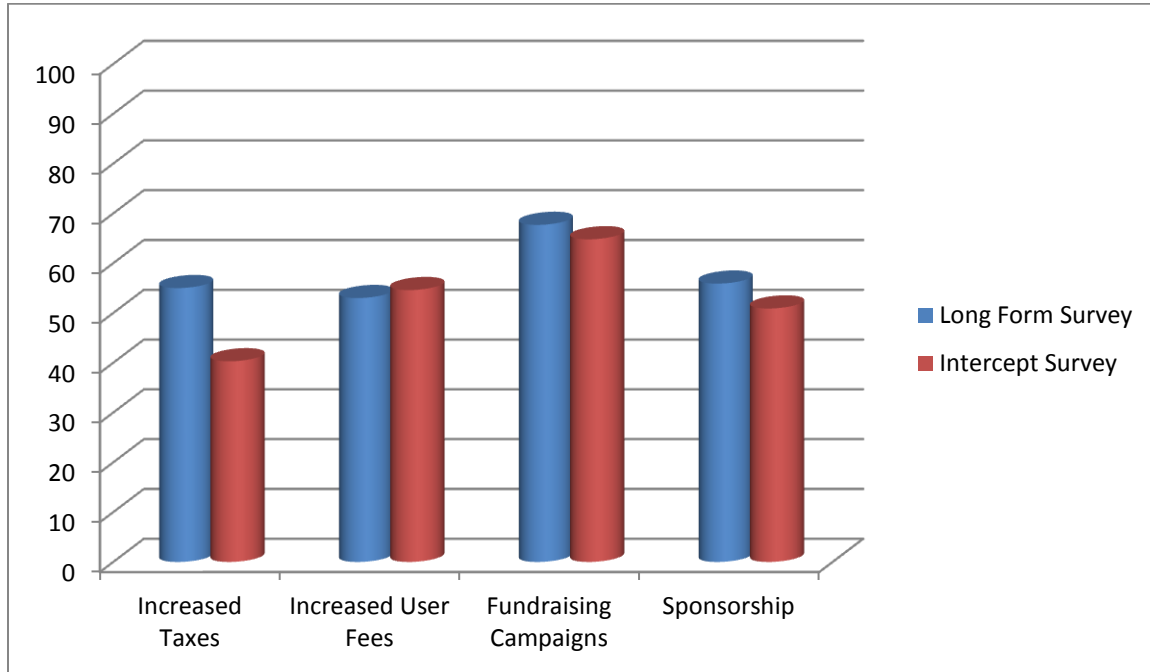
Committee members felt that the community in general would financially support a change to the current facility and there would be stronger financial support for a new pool.

FINANCIAL VIABILITY

Results from the long form survey showed that 83.4% of participants would financially support a new or improved facility versus 16.6% that would not. The intercept survey indicated a slight drop in financial support showing that 80% of participants would financially support a new or upgraded facility versus 20% that indicated they would not.

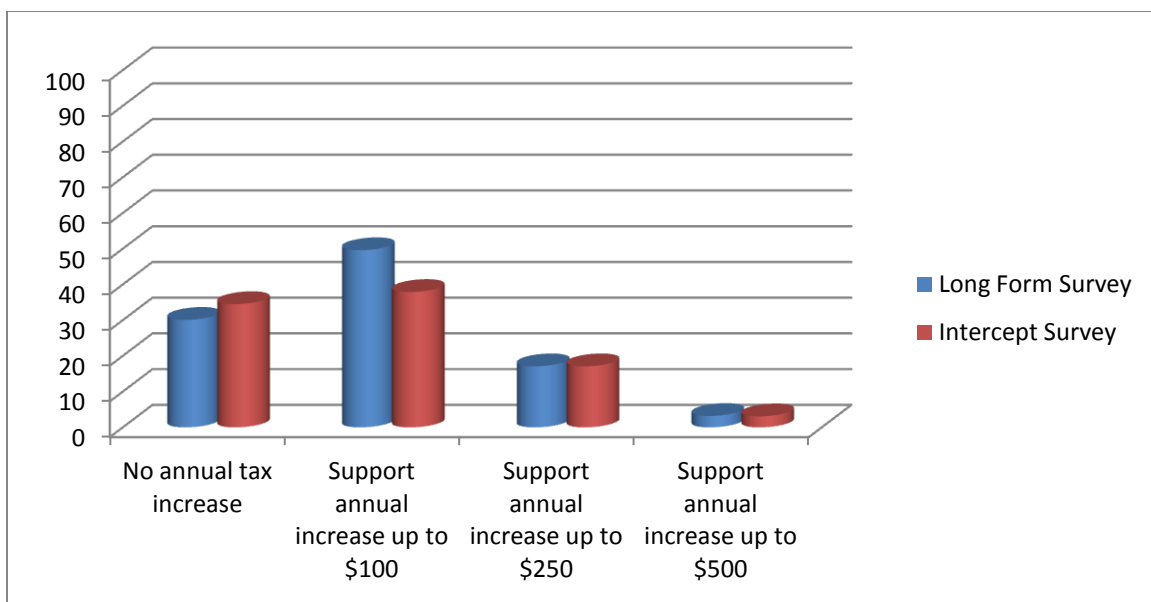


There was relatively strong support for other financial methods with fundraising campaigns receiving the strongest support from both surveys at around 66%. A general comment from participants appears to indicate the belief that large corporations will pay for a new or improved facility however data from other communities indicate that corporate sponsorship covers only a very small portion (if any) of the financial cost.



	Increased Taxes	Increased User Fees	Fundraising Campaigns	Sponsorship
Long Form Survey	55%	53%	67.7%	55.9%
Intercept Survey	40.3%	54.6%	64.8%	50.9%

The surveys reflect strong support for an annual tax increase; 55% of long form survey participants supported an increase in taxes versus 40.3% of those from the intercept survey.



	No tax increase	Up to \$100	Up to \$250	Up to \$500
Long Form Survey	30.1%	49.6%	17.1%	3.2%
Intercept Survey	34.5%	37.9%	17.1%	3.1%

While the long form survey indicated that 69.9% of participants would support an annual tax increase of at least \$100; 58.1% of the intercept survey participants would support an annual tax increase of at least \$100.

A further learning by the Committee is that the community is evenly split over what they want (new versus upgraded). However, people may not realize or are not aware of the cost for a new or upgraded facility. The tendency appeared to compare Hinton to other facilities in nearby communities such as Whitecourt, Grande Cache, Leduc and Stony Plain/Spruce Grove. Administration provided the Committee members with financial data comparisons of these newer facilities (Attachment #3). Committee members noted that there appears to be a community expectation that the big corporations will pay for a new or upgraded facility. Sponsorships and donations supported a small portion of comparable facility funding (between 0-16%). Upon reviewing the breakdown of financial information on how these communities funded their facilities, the consensus of the committee is that an upgraded facility may be more realistic for Hinton.

CONCLUSION

The community wants and needs a change. Committee members heard that a recreation centre is important to the community; people want to talk about it and see it as an important component for future growth of the community. There is a need in the community for change of the current recreation facility with major support for a new pool. While a current engineering report was not available on the facility, it was noted that the typical life expectancy of a pool is 25-40 years and the current age of the pool is 30 years.

There is not a clear understanding in the community between the need versus the financial cost of the project. The community needs to be responsible and realistic in establishing the components of a facility as it relates to costs.

Timeline is important with Committee members sensing that sooner than later is the message from the community. There is strong support by Committee members to move the recreation centre out of column x and into a 5-year timeline for financial planning and delivery of facility.

Attachments:

1. Long Form Survey Results
2. Intercept Survey Results
3. Municipal Financial Comparisons of Facilities