

APPENDIX 1

Recreation and Parks Pricing Study

Draft Final Report

**dmA Planning & Management Services
&
City of Mississauga - Planning, Development & Business Services**

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1.0 INTRODUCTION

The existing Recreation and Parks Pricing Policy dates from 1993 and much has changed in the intervening years. In broad summary these changes include more, and more varied, demand for services; increased expectations for quality; more service providers; an aging population; changes in financial resources of population segments; higher operating and capital infrastructure costs; and decreased population growth and associated revenues. To respond to the leisure interests of Mississauga residents, in a way that is sustainable over the long term, a new pricing policy is needed.

The Pricing Study is one element of a process that will simplify and streamline the City's Recreation and Park fees. The Pricing Study will assist the City to balance access to Recreation and Park programs and services with financial sustainability and equitable access to recreation programs and services. The Study includes a thorough review of the manner in which user fees are currently determined, and recommends principles to guide fee assessment.

1.1. Study Foundation

Mississauga's Recreation and Parks Division has established priorities for services through its Recreation Master Plan, and Parks and Natural Areas Master Plan. The Recreation Master Plan identifies active living experiences as one of the more significant priorities. Further, the Recreation Master Plan indicates that programs and services that generate the greatest social benefit (services that address interests of large numbers of residents, and that support other broad social values such as health and wellness) will be affordably priced to encourage broader resident participation. Youth, older adults, and new immigrants are identified in the Recreation Master Plan as segments of the community who may require additional support. Support for environmental sustainability was also noted. To the degree that operational initiatives that support environmental sustainability influence direct and capital costs, this priority will be incorporated in the price of services and programs.

1.2. Project Methodology

The Pricing Study Draft Final Report is a joint effort of staff in Planning, Development and Business Services and Recreation staff, and the consultant engaged to provide input and support.

Specifically, staff prepared: *Line of Business Financial Assessment* (LOBFA) reviews/reports¹ for all services provided by the Division, from which information in Chapter 2.0 is derived; cost recovery recommendations (Chapter 6.0); the Pricing Study recommendations (Chapter 7.0), and benchmarking data (Chapter 8.0). Staff also designed the public consultation process that will be carried out by the consultants.

The consultant was engaged in March of 2011 to: review and comment on the LOBFA's, research pricing models of other municipalities, compare Mississauga's Recreation and Parks user fees with similar communities, identify service trends and analyze implications for pricing, identify and recommend assumptions, principles and best practices, and support the development of a new pricing framework.

Preliminary recommendations for new pricing directions will be reviewed with selected stakeholder group and the general public the week of November 7th 2011. That input will be considered and incorporated into the final Pricing Study report to be submitted in December 2011.

1.3. Report Structure

The Pricing Study Draft Final Report includes: an overview of the study process, definitions of relevant terms, an overview of the current state related to pricing of Recreation and Parks in Mississauga, examples of pricing policies in other communities, assumptions and guiding principles, an overview of key socio-demographic characteristics, preliminary recommendations of pricing directions and benchmarking, and an overview of the consultation process. The final study report will confirm those recommendations and add an implementation section.

1. LOBFA's include: direct operating costs and expenses for the past 5 years; capital replacement costs based on current costs; recovery rates with and without capital costs using past expense and revenue performance.

1.4. Definitions

To support and clarify definitions for important terms are provided. Terms are listed alphabetically within categories.

Policy Terms Defined

- Accessibility:** Accessibility refers to financial accessibility. It is based on the belief that residents should be able to participate in a balanced variety of leisure activities. It does not mean that residents should be able to participate in all activities. With consideration to financial accessibility policies such as Access Assist, free services such as access to trails and parks, and low cost activities are intended to support the concept of accessibility.
- Assumption:** Specific points or concepts that are taken as “givens” for the purpose of this policy. These may reflect a Council direction, an administrative/procedural reality (e.g., why something happens, or when/in what situation), or well accepted business practice.
- Equitability:** Fair and just; services and pricing of those services will incorporate the concepts of fairness and justness. In other words consideration to the needs of specific groups/sectors of the community, perhaps barriers they may experience will be considered so that all residents have an opportunity to participate in a balanced variety of leisure services.
- Principle:** A statement of belief or philosophy that guides the way in which a service or policy will be delivered.

Cost Terms Defined

- Actual Cost:** The actual cost of providing a program or a service (e.g., a ball field, arena, pool, trail etc.) is a combination of direct and indirect costs, capital maintenance, and capital replacement. If each individual user or user group paid full cost of the service there would be no requirement for tax subsidy to support a program or service.
- Capital Maintenance:** During the “typical” life of a facility there will be ongoing capital maintenance to maintain and extend the life of the facility e.g., replacement of carpet, windows, repainting, new mechanical systems, outdoor artificial turf, and repair of natural fields etc.

- Capital Replacement:** Facility infrastructure (e.g., an indoor pool, an arena, a community hall, a park, ball field, trail etc.) in which activities occur are typically assumed to have a 20 to 40 year life span. This reflects the length of time before a completely new facility will be built. Of course this is an average and some infrastructure has a shorter or longer life. In fast growing communities in Ontario such as Mississauga much of the capital cost of existing facilities was provided through the building process as new housing areas were built. This funding is not available to the same degree for replacement facilities.
- Direct Costs:** Expenses directly related to the development and delivery of a specific program or activity including instructional staff, materials (paint, sport equipment, badges, refreshments etc), and promotions etc.
- Indirect Costs:** Expenses that indirectly support the delivery of programs and services including facility operating maintenance costs, customer service support costs, and utilities.
- Price Point:** The hourly cost to the consumer to participate in a given program or service.
- Segmented Pricing:** Price points reflect the confirmed assumptions and principles with more or less tax subsidy provided based on the nature of the activity.
- Subsidy:** The cost to the user of a service (program or rental) may be subsidized all or in part through general taxes. This may be done by reducing the cost that the user sees and pays or is provided through a direct subsidy such as a grant to the organization who use the subsidy to pay for the program or rental.
- Recovery Rate:** The percent of overall actual cost that is recovered through fees.

Pricing Model Terminology

- Comparative Pricing:** Fees are matched to other providers of that service. This is most frequently used for services where the market provides options – typically the private sector.
- Cost Based Pricing:** In which the main determinate of pricing is cost – direct, indirect, and capital related costs. This does not suggest that all costs are recovered but cost is the only input on which fees are based. With the exception of traditional pricing situations (and potentially even in that situation) an assessment of cost is a consideration with final price based on a rationale connected with one of the following determinants.
- Differential Pricing:** In which different prices for different categories of user are applied e.g., for youth or low-income users. This is a typical model for public recreation providers.
- Traditional Pricing:** Fees are based on historic prices, with the original rationale for the price either unknown, or the activity or service changed significantly but the original foundational price still used as the basis for pricing. Where an annual increase is applied it is applied to a figure that may or may not reflect actual cost.

General Terms

- Individual Benefit:** Benefit is only, or largely, to the individual consuming the service.
- Phasing:** A significant change in policy direction may affect the cost to participate in an activity. To minimize any negative impacts to participants or to current revenue streams adjustments may be put in place over a period of years to enable participants and the organization to better manage changes.
- Service Trend:** Increasing or decreasing popularity of a program or activity and/or changes in the priority of service outcomes. For example, in the past 10 years there has been a significant increase in services that support active healthy living; changes in the cultural composition of many communities has resulted in increased interest in activities that were not as popular in the past. These trends influence the demand for services and the focus of services provided.
- Societal Benefit:** Recreational activities yield varying degrees of benefit to both the individual and the overall community. Some activities provide more individual benefit, while others also provide a benefit to the community as a whole, even when the community as a whole does not participate in the activity. For example, a “learn to swim” program contributes to the individual’s skill development, as well as his/her health and happiness. At the same time the broader community benefits through the promotion of aquatic safety. Many activities that focus on heart healthy physical activities also contribute to the general reduction of health costs. Targeted programs, for example those designed to assist youth-at-risk, assist in reducing justice and safety costs. Other activities that promote strong cohesive families and communities contribute to general community wellbeing and social service cost reductions. This broader community gain is referred to as *societal benefit*. These benefits are shared by all residents both participants and non-participants alike. When an activity provides a greater societal benefit there is greater justification to ensure that the program is accessible to the vast majority of residents.

2.0 CURRENT STATE

This section of the preliminary report summarizes the City of Mississauga's existing pricing policy, current fees and charges for selected groups in Mississauga.

2.1. Existing Pricing Policy

The current pricing policy for Recreation and Parks was developed in 1993 and is based on a traditional pricing model in which historic fees were updated regularly. It is not clear that an assessment of historic fees was undertaken when the initial fee was set. As well, the nature of the activity or service may have changed since the initial price was established while retaining the historic fee as the basis for current fees. This means that while a fee might increase annually the basis of the fee may not reflect the actual cost to provide the program or activity.

The existing policy outlines a process to assess whether a specific program or activity should receive more or less subsidy. This may not have been assessed consistently, nor is it necessarily based on current trends and desired outcomes. The level of detail required of the assessment appears overly burdensome and does not appear to be in regular use.

The City's *Active Assist Policy*, which provides direct financial assistance to approximately 8,000 low-income residents annually, supports financial accessibility and equitability for City residents. The policy uses Statistic Canada's Low Income Cut Off tables to identify low income residents, who are eligible for a Recreation credit of up to \$275.00 annually. Staff estimates they are reaching just over 9% of the City's low-income residents, a rate similar to other large municipalities in the area.

The strong growth in residential development and commercial assessment that the City experienced over the past 20 plus years, relatively minor changes in overall demographics² and considerable availability of development charges for capital initiatives, have mitigated the need to increase revenues through rates and user fees. Consequently the traditional pricing approach, with minor incremental changes, has served the City well. Changes in recent years in the operating

2. While the average age of City residents has of course changed, generally upward, annually it is only now that there is the beginning of a significant move of one generational cohort (baby boomers) out of the family stage to that of older adults, a situation that will have consequences for all segments of society.

environment, economic uncertainty, and shifting community demographics suggest past practices for setting fees may no longer be appropriate.

2.2. Current Financial Status of Selected Lines of Business

As outlined in the June 1, 2011 Corporate Report to the General Committee, Staff reviewed the financial performance of aquatics, arenas, camps and community programs, fitness and active living, golf, meeting rooms, and outdoor sports fields. The analysis included revenue and expense trends to determine the percentage of costs currently being recovered through user fees. The operating costs incorporated in the analysis included all facility and labour costs directly associated with the corresponding line of business. Capital costs were projected based on annualized capital replacement costs for the particular amenity, e.g., pool, meeting rooms, ice pad etc. Administrative allocations (e.g., information technology, financial services, etc.), the value of the land on which the facility is built; and capital maintenance costs were not included in Staff's analysis.

The following points summarize the current level of overall cost recovery for selected lines of business.

2.2.1. Aquatics

Based on operating costs alone, the Aquatic Line of Business has moved from 67% recovery in 2006 to 73% recovery in 2011. When capital replacement costs are added the figure drops to 51% in 2006 and to 56% in 2010. Capital replacement costs are currently approximately \$3M annually for aquatic infrastructure.

2.2.2. Arenas

Operating cost recovery for arenas include a current recovery rate of 90% in 2010, an increase from 87% in 2006. When capital replacement costs are added (approximately \$6M in 2010) the recovery rate is consistent with that of aquatic services at a consistent rate of 53-54% over the past five years.

2.2.3. Community Programs

The recovery rate for community programs has increased to 89% in 2010 from 68% in 2006. When capital replacement costs for facilities (multi-purpose rooms, gymnasias) are added the recovery rate drops to 71% in 2010 up from 52% in 2006. Annual capital replacement cost for space used by community programs is estimated to be in the order of \$700,000.

2.2.4. Fitness and Active Living

Recovery rates in this Line of Business have fallen slightly since 2006 with current recovery at 88% in 2010 from a 90% recovery in 2006. With capital replacement added (note that equipment replacement is included in this analysis along with facility replacement) the rate of recovery has dropped from 81% in 2006 to 78% in 2010. We note however, that this recovery has not been a straight line drop but rather that recovery rates have varied between 78 and 81% over the past five years. Annual capital replacement is estimated to be approximately \$550,000.

2.2.5. Golf

Recovery rates on golf over the past five years have been above the full cost recovery rate when operating costs alone are considered. Performance in 2006 reached 131% recovery on operating costs falling to 120% in 2008 and remaining relatively stable at that level through 2010. When capital replacement costs are added the Golf LOB achieved a recovery rate of 104% in 2006, dropping to 97% in 2010. Annual capital replacement for Golf is estimated to be over \$1.1M in 2010.

2.2.6. Meeting Rooms

On operating costs meeting rooms have demonstrated the most significant drop in recovery rates. In 2006 97% of operating costs associated with meeting rooms was achieved. This had dropped to 65% in 2010. When capital replacement costs are added the decline in recovery has also been significant with a recovery rate of 74% in 2006 and 50% in 2010. The annual projection for capital replacement of meeting rooms is approximately \$800,000.

2.2.7. Sport Fields - Artificial

There are limited operating costs associated with artificial fields (largely administrative costs and lighting) and recovery rates on operating costs alone are very high – over 800% in 2006 to over 1400% in 2010. However, as the playing surface has a much shorter life than most of the other infrastructure in this assessment the inclusion of capital replacement costs is more critical for artificial fields than for most other infrastructure. When capital replacement of the artificial turf is considered current cost recovery drops to 57% in 2010, although this is an increase from 37% in 2006. Annual replacement costs are currently under \$1M.

2.2.8. Sport Fields – Natural

Operating recovery rates on natural sport fields was 38% in 2010, and increase from 31% in 2006. When capital replacement costs are included rates of recovery for natural fields are only 13% in 2010 from 11% in 2006. Annual capital costs are currently over \$3M.

2.3. Summary of Cost Recovery Rates

Table 2.1 on the following page illustrates the 2010 cost recovery rates based on staff analysis. It is important to view not only the percent of cost recovery achieved but the net cost to the tax payer. Some services with very low recovery rates in fact are less costly in actual cost to the tax payer than other services with much higher recovery rates. This is of course due to the relative cost of providing services. Where very high cost services and facilities show declining recovery rates this is ultimately more problematic than declining recoveries in lower cost activities.

Table 2.1: Summary of 2010 Recovery Rates and Cost to Tax Payer

	Aquatics	Arenas	Comm. Programs	Fitness & Active Living	Golf	Meeting Rooms	Sports Field (Artificial)	Sports Field (Natural)
Revenue	\$7,217	\$8,354	\$2,336	\$4,053	\$5,452	\$1,752	\$585	\$686
Expenses	\$9,900	\$9,297	\$2,617	\$4,625	\$4,526	\$2,681	\$41	\$1,829
Recoverable %	73%	90%	89%	88%	120%	65%	1427%	38%
Annualized Capital Costs	\$3,055	\$6,151	\$690	\$543	\$1,121	\$792	\$980	\$3,274
Recoverable % Incl. Capital	56%	54%	71%	78%	97%	50%	57%	13%
Net Cost	\$5,738	\$7,094	\$971	\$1,115	\$195	\$1,721	\$436	\$4,417

3.0 PRICING POLICIES OF OTHER COMMUNITIES

The experience of other communities was investigated to identify possible solutions to common issues. There are relatively limited publicly documented examples of the type of pricing policy Mississauga is developing. Many are what we would refer to as pricing procedures – a listing of fees and charges with limited documented rationale. Others were dated.

Five, reasonable examples were considered – four of which are Canadian (Oakville, ON, Windsor ON, Calgary AB, Edmonton AB) and one from Portland, Oregon. Each was reviewed to identify trends and concepts.

3.1. Details of Other Pricing Policies

The **City of Edmonton** pricing policy outlines desired outcomes including less reliance on property taxes; fair and equitable process to encourage accessibility and participation; effective use of City resources; utilization of differential pricing; establishing realistic financial goals balanced by social responsiveness. Edmonton defined elements of their policy³ to guide fees: i.e., fees will cover a percent of costs; the user of a service must be identifiable; service must be quantifiable; user must have a choice of whether or not to utilize service; fees must exceed the cost of collecting fees unless a fee is used to regulate behaviour; fees must be clear, transparent and justifiable; fees will be guided by municipal strategic directions and desired outcomes; fees will be based on cost of service, consideration of recovery targets, balance of public good and individual benefit, consider comparative pricing, sustainability of services through potential reinvestment; fees will be harmonized wherever possible. Finally, the policy outlines eight rate categories (general adult, caregiver, infant, child, family, youth, senior, minor group).

The **City of Calgary's** pricing policy adopts the position that those who receive benefit from a good or service should pay for that good or service according to the benefit received, and further that tax subsidies should be directed to services that benefit society as a whole. Other guiding positions for Calgary's pricing policy include: the full cost of providing a good or service should be the starting point for calculating an appropriate user fee; public assets have a value; fees will be used to

3. The terminology in the example policies was not consistent. To minimize confusion with the definitions used for this report we have tried to eliminate to the degree possible terms specific to each of the examples that might complicate the discussion.

manage the allocation of resources; and where an individual's resources are so low that the individual cannot make a choice to consume, the City should provide a subsidy so that the individual is provided a choice to consume.

The **City of Windsor's** pricing policy is directly connected to their broader service agenda by providing higher subsidies to those programs that were most consistent with Division priorities. Windsor's pricing policy divided services broadly into three categories along a *society – private benefit* continuum. Activities that are introductory, of broad interest, teach essential life and safety skills, allow for participation by persons with special needs, and have minimal maintenance costs, receive the highest subsidy. Activities that provide advanced instruction, adult programs not connected to physical activity, those that required specialty facilities, and services for private or for-profit groups (e.g., private rentals receive the least or no subsidy).

The **Town of Oakville** updated their pricing policy in 2010. As with the City of Mississauga, Oakville's pricing policy was undertaken to create greater uniformity, understand the true cost of a service and financial sustainability, and respond to a number of emerging issues including appropriate subsidies. Oakville's policy review included identification of full costs, assessment of benefits, market comparisons, and consultation with stakeholders. Oakville adopted differential pricing based on segmentation not dissimilar to Windsor. The Oakville policy considers ability to pay and provides support for affordable access. Oakville identified six levels of subsidy based on user and type of facility. Finally, adjustments will be phased in over 4 years.

The **City of Portland** has adopted the public/merit/private continuum model setting fees within the context, or guided by consideration to ongoing financial sustainability. With respect to differential pricing by sector youth receive a sizable subsidy as do youth and adults in low income neighbourhoods. Portland's policy explicitly states that higher program fees in some areas will offset losses from programs with lower fees. Services that were typically found in the private sector received no subsidy.

3.2. Common Factors

Other municipal pricing policies demonstrate a number of common elements. There was common acceptance that some groups will require more financial assistance than others, and that supports,

in addition to general tax subsidies (e.g., a fee assistance program), would be needed by some members of the community.

The concept of greater tax subsidy for services that demonstrate *benefit to a larger percent of the community* (often services that had an introductory or a health and safety element); and less subsidy or discount for services that had *a more limited cliental*, or that were of *most benefit to the individual*, was widely adopted. Further, services that were the same as, or very similar to, those found in the private sector (in the subject communities) tended to have market rate fees.

Most of the comparator communities indicated that all costs - direct, indirect and capital - should be known and should form the basis for subsidies. Cost of land and built infrastructure was often specifically noted as being a value that should be considered in setting the base cost for a service.

Finally, these policies appeared to use fees to *even out* the allocation of finite resources e.g., price incentives to use facilities outside peak hours. In addition, fees were only charged when the service could be quantified and the user identified.

4.0 SOCIO-DEMOGRAPHIC CONSIDERATIONS

Socio-demographic characteristics have implications for service demand and ability of the consumer to purchase those services. This section highlights considerations for pricing relative to generic and Mississauga-specific socio-demographics with implications for demand and the ability to access recreation programs and services.

The socio-demographic characteristic with the most significant implication for pricing of recreation services is of course income. Age has traditionally been used as the easiest and least intrusive method to establish price for public recreation facilities. Assumptions used include:

- Children are part of younger families, at the beginning of their earning capacity, and would be more likely to participate if the cost was kept low, often through tax subsidy
- Young families often have multiple young children who again would benefit from lower costs and perhaps “third” child discounts
- Recreation, particularly active recreation, as well as learning to swim, to skate, to play on a team, to have a safe place to play in the summer, is an important community service and therefore highly supported through the tax base
- Youth (have) had limited access to income other than their parent’s resources and again would be most likely to participate if costs were kept low
- Older adults, particularly women, as a consequence of lower participation in the paid workforce, have limited income and would be able to participate in recreation only if costs were kept low.

Income remains the most important factor in establishing affordability of public recreation services. However, as this section will highlight, many assumptions associated with age and income are no longer valid, and is not as straight forward an indicator as it was in the past. As well, the type of activities and services available have changed significantly over the years with public recreation services becoming far more varied in both type and level of services.

As noted in earlier sections of this report the use of the “traditional method” of establishing fees – in which traditional fees are increased by percentage rather than by assessing the activity, and by maintaining traditional subsidy “groups”, does not acknowledge changes that have occurred in the market. The following sections highlight current income availability for various groups, followed by a discussion of implications for pricing services.

4.1.1. Age, Income and Pricing

Table 4.1 illustrates the socio-demographic characteristics of the City of Mississauga in 2006⁴. This table illustrates the large number of children, youth and young families in the City. While considerably smaller with respect to percent of the population, the overall large population means that at 1% of the overall population Mississauga had over 6,000 adults over the age of 85 in 2006. The Table also describes a highly educated population, a wealthier than average and younger than average population.

Table 4.1: Socio-Demographic and Population Profile⁵

Characteristic	Mississauga 2006	% of Pop	Ontario 2006	% of Pop
Population	668,549		12,160,282	
Population < 5 years	39,725	6%	670,770	6%
Population 5 – 14 years	93,455	14%	1,540,035	13%
Population 15 – 19 years	49,090	7%	833,115	7%
Population 20 – 24 years	46,290	7%	797,255	7%
Population 25 – 44 years	202,390	30%	3,452,055	28%
Population 45 – 54 years	104,160	16%	1,861,370	15%
Population 55 – 64 years	67,740	10%	1,356,515	11%
Population 65 – 74 years	37,945	6%	868,190	7%
Population 75 – 84 years	21,405	3%	589,180	5%
Population > 85 years	6,350	1%	191,810	2%
Median Age of Population	36.7		39.0	
Median household income* ⁶	\$71,717		\$69,156	
% of Pop. > 15 years with some post secondary education	264,450	50%	4,222,105	43%
Immigration during last Census period	74,805		580,740	
No/Limited knowledge of either French or English	24,245	3.6%	266,655	2%

4. 2011 Census data will be released beginning in February 2012.
5. Data in this table is from the 2001 and 2006 Canadian Census. There are variations in the manner in which data was expressed and sorted (in publicly available sources) from one Census to the other. Table 5.2 relies on projections provided by the City where slightly different total population figures are provided, reflecting different methodologies. While total populations differ slightly between tables this does not influence the basic trends indicated.
6. To compare household income, “median household income” statistics were used as this category was consistent across both 2001 and 2006 censuses.

Table 4.2 demonstrates population and age projections between 2006 and 2031. The shaded bar indicates the leading edge of the Baby Boom/Zoomer population. In 2006 there were just over 90,000 residents over the age of 60. By 2031, through population growth, the aging of the Baby Boom, and greater longevity, there will be 2 ½ times as many residents over the age of 60 as their currently are. This would have enormous implications for the City if it maintained its current pricing structure for older adults.

Table 4.2: Population & Age Projections 2006 - 2031

Age	2006	2011	2016	2021	2026	2031	# Change 2006 - 2031	% Change 2006 - 2031
0-4	41,205	39,211	38,540	37,681	37,143	36,521	-4684	-11%
5 - 9	45,387	42,195	40,028	38,771	37,610	37,065	-8322	-18%
10 - 14	49,901	46,611	42,609	40,192	38,929	38,045	-11856	-24%
15 - 19	49,552	51,365	46,942	43,008	41,074	40,243	-9309	-19%
20 - 24	50,593	51,258	51,754	47,782	44,909	43,601	-6992	-14%
25 - 29	49,637	52,841	51,299	52,943	50,862	49,028	-610	-1%
30 - 34	52,466	51,843	53,203	51,540	53,823	52,329	-137	0%
35 - 39	58,265	54,017	52,472	53,278	51,611	54,080	-4185	-7%
40 - 44	63,811	59,434	54,559	52,562	53,189	51,654	-12157	-19%
45 - 49	58,471	64,645	59,335	54,385	52,584	53,623	-4847	-8%
50 - 54	47,647	58,998	63,217	58,489	54,389	53,408	5761	12%
55 - 59	39,659	47,573	57,509	62,189	58,214	54,854	15196	38%
60 - 64	27,590	39,203	45,880	56,000	61,161	57,849	30259	110%
65 - 74	20,942	26,980	37,062	43,934	54,232	59,710	38768	185%
70 - 74	16,797	19,941	25,037	34,902	41,833	51,765	34968	208%
75+	25,861	31,639	37,991	47,159	61,826	77,823	51962	201%
age 60+	91,190	117,763	145,971	181,995	219,052	247,147		

The following sections highlight age relevant pricing considerations.

Children

Beginning with the Baby Boom⁷ and following through with the Baby Boom Echo⁸, communities in the Greater Toronto Area (GTA) and other large urban areas experienced a regular stream of children, youth, and young adults. Facilities to support the interests of this demographic – schools, playgrounds, arenas, sport fields etc., were in large demand, and at times, in short supply. Much of the City of Mississauga’s current (albeit the older) recreation infrastructure was designed with this group in mind. This focus reflects both the large numbers of children and young people in the population as well as municipal policies that gave priority formally or informally to young people.

Mississauga and most other communities recognized the importance of providing opportunities for play and engagement and therefore the need to minimize cost to participate. It is important to note that when these programs for children were initially created, and priced for accessibility, they were basic programs – summer playground activities, learn to skate and swim, House league hockey etc. They were neither progressive (increasing systematically in skill or difficulty) nor advanced level activities.

Today children and youth are still found in families in the early to mid “family stages” characterised by generally lower levels of disposable income. While many families in these stages do have sufficient disposable income to involve their children and youth in recreational activities, a number will not be able to do so.

Youth

It is an unfortunate fact of Canadian life that a significant majority of Canadian youth are not sufficiently active, with teenage girls and older teens the least likely to be physically active. Under-active children and teens are typically those not involved in registered sport activities. Some may prefer to participate in unstructured or less competitive activities while others may not have sufficient financial resources to participate.

We know participation in recreational activities can reduce self-destructive behaviour and negative social activities and communities like Mississauga take seriously the need to find appropriate and sustainable ways to engage all residents in recreation activities.

7. In Canada this generally refers to those born between 1946/7 and 1962.

8. Children of the baby boom born approximately between the mid 1970’s and late 1990’s.

Adults

Canadians aged 25-44 years of age are more likely than other age groups to cite competing obligations, including time spent with and managing the activities of their children, as a significant barrier to participation in their own recreation. The older members of this group will of course have both more time and more financial resources. There is however, income disparity in every City that is not only correlated to age, and some Canadians (14% in a 2007 study published in the Physical Activity Monitor) find cost a barrier to participation.

In the 2006 Canadian Census a slightly larger percent of Mississauga residents (12.1%) than in Ontario as a whole (11.1%) fall into the low income cut off after tax. For those less than 18 years of age (children in low income families) these numbers were 16.3 and 13.7 respectively.⁹

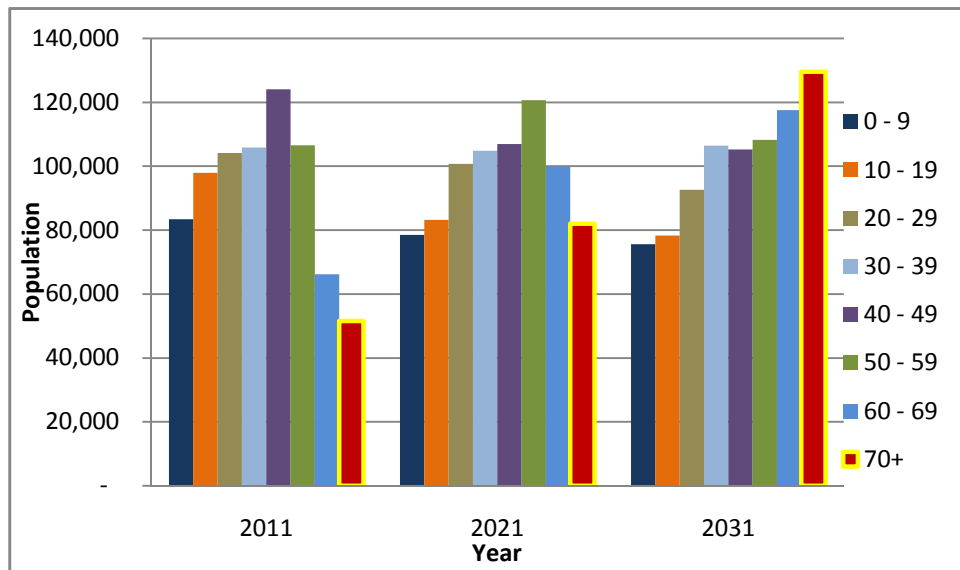
Older Adults

Between the 2001 and 2006 Census the City of Mississauga's population over the age of 85 grew by 2,000, those aged 75-84 by over 4,000, and those 65 – 74 years of age by approximately 6,000. This increase reflects better health leading to longer lifespan and not the impact of the baby boom generation.

Canada's Baby Boom, generally considered to be those born between 1947 and 1964 with its peak in 1962, produced, on average, four surviving children for every two surviving child in former generations. The oldest of that group will be 65 in 2012 – (not included in the 2005 statistic). In the next 20 years (2031) the City's population over the age of 55 will grow from approximately 225,000 in 2011 to over 355,000 in 2031, or by 50%. Figure 1 illustrates this growth.

9. Statistics Canada. 2007. Mississauga, Ontario (Code3521005) (table). 2006 Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007.
<http://www12.statcan.ca>

Figure 1: Illustration of Oldest Baby Boomers from 2006 – 2031



As a group, not only will the Baby Boom – or Zoomers as they are now referred – be very large, it will be wealthier, on average, than any previous generation of Canadians. They are more educated, more consumer savvy, and more politically involved than any generation before them. Research tells us that due to increased financial wellbeing they are more willing than the current or former generation of seniors to spend money on services, more likely to engage in regular physical exercise - although usually not of the organized kind, and more likely to search for quality and experience - not necessarily at the lowest cost. The American website www.boomerproject.com January 2010 newsletter noted that “overall, the over-50 crowd outspends the under-50 crowd by \$400 billion” (USA figures).¹⁰

For the reasons cited in the preceding paragraphs there is the potential for lower levels of participation in program areas that have previously generated strong revenues and which were used to project future revenues. For example, staff’s review of recovery rates for fitness and active living indicates a decline in the level of recovery over the past five years. This is consistent with a decline in interest or participation in fitness centres as an aging population leans toward less structured active living (walking, hiking, gardening etc.) activities. When many of the City’s fitness centres were built the large “baby boom” demographic was entirely in the workplace or responsible for young children, situations that lent themselves to traditional fitness membership arrangements.

10. www.boomerproject.com, January 5th, 2010 article from “Jumpin’ Jack Flash” online newsletter

This has implications for traditional high revenue areas such as fitness centres, and adult interest programs.

This group is generally very aware of the health (physical and mental) benefits of active recreation and social engagement and many will work hard to maintain both their mind and body in the same shape it was in when they were 30. As a group they are concerned with maintaining health and tend not to like to deal with end of life issues. For this reason, we tend not to see Baby Boomers/Zoomers active in traditional senior centres or programs. It is an interesting anecdotal fact that Baby Boomers will frequently pay full price on seniors' discount days than admit they are over 60 or 65, a point to be considered when pricing services for these "younger" older adults.

Implications for Pricing

Income levels and disposable income change over the course of one's life. Young families tend to have less disposable income than older families - they are at the early stage of their earning capacity and have many household commitments for their available resources. It is therefore important that the City of Mississauga actively address this in a robust way through an appropriate combination of fee assistance programs, equitable price points and providing a number of no-cost recreational activities.

As households age their earning capacity typically increases. Ultimately household commitments fall off leaving many older adults with considerably more disposable income than they had in previous stages of life – even when they are on "fixed incomes".

In the past gender typically influenced earning power, with women who did not work outside the home in particular, often having more limited income than both older men and women who did/do participate in the paid workforce.

While former generations of youth did experience significant income disparity the same cannot be said for today's youth – a point clearly emphasized by the significant targeting of this sector by the marketplace.

Of the assumptions related to pricing in the past only those related to young families and children can be said to remain broadly constant today.

When establishing price points the reality of disposable income levels for younger families should continue to be considered. Programs and policies such as the City's *Active Assist* program to

support those individuals in Mississauga who are struggling financially, encouraging program partners (e.g., sport organizations) to provide income support, and continuing to provide services for young people that are free or no-cost (e.g., playgrounds, open parks, trails etc.) also support access to important recreation services.

Continuing to provide financial support for the City's older residents will be important for some time to come. However, tomorrow's older resident is not today's 60 or 65 year old. The average Zoomer – those born after 1947 and before 1962/64 is on average the wealthiest cohort in Canada.

Disposable income is less a concern than quality, convenience, and ability to meet their desire for health and social interaction. This has two implications for the City of Mississauga.

- First, while it has been traditional to subsidize programs for adults over a certain age this will no longer be required for the Baby Boom generation (as a homogeneous group).
- Secondly, because this group has higher levels of disposable income, and because the market knows this, there will be considerably more competition for their resources than was the case for previous generations of older adults. This group will look for programs that serve their priorities for health, continuing youthfulness, and involvement with their peer group. The consultants see a shift away from some forms of public recreation to different forms of recreation and entertainment, more consistent with childless households and, a greater use of public recreation for activities where it is more difficult to charge a fee e.g., use of trails and parks for unstructured activities.

4.1.2. Immigration, Income and Pricing

For municipalities like Mississauga, a high level of immigration is a factor for consideration in pricing. Particularly to the degree that recreation services are considered to be a component in place-making and community engagement. In part this issue is specifically price related. Numerous studies indicate that new immigrants to Canada experience income disparity due to under employment, insufficient time in the Country to establish pensions, and other priorities for their income resources. Income will therefore be an issue for many new immigrants regardless of age and family stage.

Similar to the type of programming that today's *younger* older adults prefer, and implications participation and ultimately revenue, interests and values of new immigrants may alter participation and revenue directions. For many new Canadians values and notions of family, recreation and identity can have very different meanings than are experienced in the main-stream Canadian

society. Leisure activities in ethnic communities are often a blend of cultural exposure, physical activity, socialization and family. Participation in leisure activities and active recreation is influenced by social support systems (friends and colleagues) which may be less available to new immigrants. Cultural practices and beliefs can unintentionally create barriers for recreation participation, especially among girls, women and elders, including: lack of familiarity with mainstream sports and recreation, clothing requirements and/or restrictions, and cultural mores particularly for women.

Implications for Pricing

According to the 2006 census, over half (52%) of Mississauga residents were immigrants to Canada, almost twice the national average of 28%. This demographic segment is statistically more likely to be unemployed or underemployed. In 2007, recent immigrants possessing any level of postsecondary education (i.e., a certificate, diploma or university degree) had employment rates that were lower than their Canadian native peers, regardless of where it was obtained.¹¹ From the perspective of pricing and revenue there are two issues for this demographic. The first is to provide financial support based on income disparity. The City is already providing this through its Active Assist program, low and no cost opportunities, and partnerships with community organizations.

The second issue is not a pricing issue per se but it is a revenue consideration. As this population becomes an increasingly larger part of the City's overall population its participation has implications for future revenues. This is primarily a programming issue and beyond the scope of this study. However, to the extent population was used to project revenues by existing services and facilities this is a factor in financial sustainability.

11. Gilmore, J., & Le Petit, C. "The Canadian Immigrant Labour Market in 2007: Analysis by Region of Postsecondary Education." (2008). Statistics Canada: Ottawa. Catalogue no. 71-606-X.

5.0 ASSUMPTIONS AND PRINCIPLES FOR NEW PRICING POLICY

Assumptions and principles were identified from the work of other communities and the consultant's experience, and presented to the study team during a day-long facilitated workshop.

5.1. Assumptions

Assumptions are “givens” that may reflect a Council direction, an administrative/procedural reality or well accepted business practice. The following assumptions were confirmed by staff during the facilitated workshop. Assumptions are not principles. Assumptions simply describe how and in what context fees will be established and managed.

1. Fees are transparent and defensible

Understanding and documenting both the direct and indirect costs that contribute to the delivery of a service, and the rationale for fee subsidies, contributes greatly to transparency and defensibility.

2. Cost recovery targets and performance will be monitored and adjusted regularly

To support transparency and ensure fees are defensible, costs, cost recovery, and performance (contribution to the City's service priorities) must be monitored and evaluated on an ongoing basis so that regular reporting and appropriate regular adjustments can be made.

3. The starting point for establishing fees is assessment of true costs of services

Full cost of all services includes an assessment direct and capital replacement costs. This economic foundation can then be used along with the guiding principles and assumptions as well as socio-demographic considerations to determine an appropriate price point.

4. The City's rates and fees do not govern the fees of organizations into which it may enter an operating partnership

The City has a number of partnerships with other organizations, in which there are established recovery rates, as well as legal contracts. Fees established in this policy only govern services provided directly by the City and its staff within its managed facilities and outdoor areas.

5.2. Principles

A principle is a statement of belief or philosophy that guides the way in which a service will be delivered. The following principles will influence the pricing policy. They are consistent with those found in similar pricing policies in other communities and the directions outlined in the City of Mississauga's Strategic Plan and the Division Master Plan.

1. Programs and services generating the greatest societal benefit should be most affordable.

Activities that contribute not only to the individual's development and enjoyment but also to society (e.g., reduction of health, social service or justice costs) should be priced as affordable as possible to ensure a suitable balance between access and fiscal responsibility.

2. The individual's financial ability to pay for participating in recreation services will be considered with respect to both setting user fees and financial assistance programs.

There are two tools available to a municipality to support equitable access to programs and services. The first is the price point itself. The lower a price the more accessible it becomes to all residents. The second is financial assistance programs such as the Active Assist program that offer financial support to residents that would otherwise not be able to participate in recreation activities. When dealing with financial accessibility both of these tools will be considered to ensure a robust response to this important principle.

3. Fees ensure desired services are sustainable and reduce reliance on property taxes.

Too much reliance on the tax base is not sustainable. As important as recreation, sport programs and facilities are, they compete with other services such as transit, roads, and other municipal services for funding through the tax base. To ensure that these services are available over the long-term, individuals and groups who do use these services will be asked to contribute a portion of their costs to reduce undue reliance on property taxes.

4. Public infrastructure assets have a material value, which the Municipality has a responsibility to protect and manage.

As part of its mandate to encourage and promote healthy active recreation, the City operates community centres, arenas, and sports fields. These assets have both a financial and social value, which a municipality has a responsibility to proactively manage and protect. There are two principal

methods for achieving this. The first is to fund capital maintenance and replacement from a centralized fund or levy, while the second is to incorporate a capital charge to be paid along with the set user fee, or to imbed one within the fee itself. Whichever is ultimately chosen it is important to understand that not charging a surcharge within user rates will directly lead to a future capital pressure on the general tax base.

5. Fees for services that are the same as those provided by other providers in the community will be guided by the market price for those services

At times a municipality offers programs or services that are also offered by the private sector or other non-municipal providers. In these instances the market price will be a consideration in setting rates to ensure that the municipality is working with other providers to better serve all residents.

6.0 COST RECOVERY RECOMMENDATIONS

Each line of business within Recreation has distinct and unique considerations with respect to their cost structure and program delivery. One of the factors that most effects the cost recovery of each line of business is capital costs associated with the corresponding infrastructure. Programs and services that are comparatively more capital intensive, have demonstrated, based on historical financial performance, to have lower cost recovery rates. As a result of this, a single recovery rate for all lines of business would not be feasible, as it could potentially resulting in undue financial pressure being put on customers through higher prices, which the market would be unable or unwilling to bear.

It is the recommendation of this report that each line of business endeavour to maintain or incrementally increase their cost recovery rate year over year. Moreover it is understood that the ultimate recovery rate goal for each line of business will be limited by a variety of factors that include; market conditions and expectations, changes in utilization rates, socio-demographic shifts, fluctuations in the economic environment, and the willingness of Council to subsidize each respective line of business.

This recommendation will help mitigate the pressure on the general property tax rate and therefore will be more equitable for residents. Maintaining a lower comparative property tax rate is beneficial to all residents both recreational users and non-users alike, while the opposite transfers the financial burden to all residents for the benefit of only those who engage in recreational activities. In addition, user fees are a more predictable source of funding and have a more transparent relationship with the costs associated with delivering the program or service. Overall, realizing that the financial realities in the future will be significantly different than those at present, achieving incremental improvements to the recovery rate for each line of business is a more responsible approach for funding Recreation services.

Recommendation #1: That each line of business endeavour to maintain and/or incrementally increase their cost recovery rate goal year over year, recognizing that the ultimate cost recovery rate will be limited by various factors that include, but are not limited to; market based pricing, utilization (supply and demand), economic conditions, and the willingness of Council to subsidize each respective line of business.

Recommendation #2: That cost recovery rates be reviewed, monitored and established annually for each individual line of business.

7.0 PRICING RECOMMENDATIONS

7.1. Differential Pricing

There are two broad new recommendations with respect to targeted discounts or establishing separate price points for identified user groups and/or demographic segments. With respect to fitness memberships, it is proposed that the current system of tiered discounts, from the base adult rate, be replaced by a standard discount of 20% for all demographic groups currently receiving a discounted price. This is a more equitable structure for all residents as it treats all identified groups in a consistent manner.

With respect to differential pricing for older adults, currently there exist a number of various discount percentages and ages at which those discounts are applied. It is recommended that going forward a consistent discount of 20% be applied to all older adult drop-in rates and memberships across all lines of business under review. In addition it is proposed that the older adult discount be uniformly applied to residents aged 65 and over for all lines of business, replacing the varying ages at which it is applied currently. Moreover, as an incentive to recreate it is also recommended that older adults who purchase a membership also receive 20% off programming within that line of business.

Recommendation #3: Replace current tiered differential membership pricing with a single discount offered to all identified groups; i.e., those with a physical disabilities, older adults, students and youth. It is further recommended that this be set at a 20% discount off the adult rate.

Recommendation #4: That the individual older adult discount of 20% be applied to all drop-in rates and memberships under review and that individuals be eligible for the discount at the age of 65. Also, for older adult members will also receive 20% off all programming within that line of business.

Recommendation #5: That the older adult affiliated group prime-time meeting room rental discount also be brought in line with the individual discount in Recommendation #4, and reduced from 50% and 20%. Non prime-time meeting room rentals will continue to be free of charge for applicable older adult groups.

Differential pricing is also recommended to be maintained for sports field rentals. This is primarily targeted to encourage utilization for youth and affiliated groups. These groups develop, manage and deliver a number of community organized youth sports activities which provide a greater societal benefit to all residents. Higher rates will continue to be charged for non-residents and

commercial users which typically rent sports field space for private use or to organize and hold for-profit events.

7.2. Price Point Consolidation

The pricing study also includes within its scope the simplification and consolidation of the overall pricing structure for Recreation and Parks. The Pricing Study reviewed 865 Recreation programs which charged a total of 256 unique price points, some of which were within cents of each other. The new recommended pricing structure proposes to replace the 256 price points with a much reduced 34 individual hourly price points. All programs in the new structure will be categorized into one of these price points, which will then be pro-rated based on the duration of the class. To ensure that prices remain appropriately structured and consolidated in the future it is further recommended that each line of business have up to a maximum of 9 hourly price points. Lines of business currently without the maximum number would have the option to develop new price points in the future which would be approved through Council through the annual fees and rates report. A detailed comparison of old and new program prices can be found in Appendix 1.

Recommendation #6: Introduce a consolidated pricing structure for recreation programming within each line of business under review.

Recommendation #7: That all lines of business have up to a maximum of 9 individual hourly price points. The pricing structure and initial price points are listed from page 34 through to page 44.

7.2.1. Consistent Base Pricing

This structure will have a number of internal and external benefits. First, the move to an hourly rate for all programs creates a consistent platform for which to compare prices. With the current pricing system it is difficult to assess the value and cost of different programs, as both the rates and duration of programs can vary significantly. A more uniform base pricing model will allow residents and user groups to better compare costs and value both within and across multiple lines of business. With respect to sports field rentals in particular, the move to hourly rental rates is essential to better manage and track utilization. Measuring utilization trends is critical in determining future capital expenditures and field provision levels. Moreover, it is in line with best practices of major municipal comparators in Ontario and across Canada.

7.2.2. Facilitate New Digital Customer Channels

Second, the new pricing structure will enable Recreation and Parks to further develop new web-based customer service channels. These include online modules for membership sales and renewals, as well as room and sports field rentals. These channels will provide customers with new user-friendly and convenient options to make purchases and manage their memberships and program registrations. Along with the City of Mississauga's existing customer service channels this will provide residents and user groups with a number of ways to interact with Recreation and Parks staff when seeking information about programming and services and when making purchases and managing their member accounts.

7.2.3. Simplified Approval Process

Third, the new pricing structure will streamline the fee approval process for both Council and staff. With a more consistent and simplified pricing structure, in which all programs will now be grouped into hourly rate categories, the process will be easier for residents and user groups to understand. Additionally, a reduction of price points simplifies the approval process for both staff and Council.

Overall when developing pricing recommendations, limiting any potential financial pressure on residents and customer groups was an active consideration. This was particularly true with respect to the categorizing of individual programs into the new framework and in setting individual price points for each category. A great deal of work was carried out internally by multiple staff groups within Recreation and Parks to assess these impacts and determine how each program should be categorized and once completed to set the price point for that range of programs.

Overall, as a result of all of the pricing recommendations – including the recommendation to achieve cost recovery by line of business – 222 individual programs will experience a decline in cost, while 410 programs have a recommended increase of 10% or less. Conversely, only 25 programs of the over 860 offered by Recreation and Parks will experience an increase of \$2.00 or more on the hourly rate. These programs were either niche programs or were under-priced and did not recover the associated variable costs. Overall, the average impact to the hourly program price is an increase of \$0.42.

The following is a summary of the recommended pricing structure by line of business. A comparison between current and proposed program prices can be found in Appendix 1. Appendix 2 and 3 highlights the changes between the current and proposed membership structures for

Aquatics and Fitness respectively. While Appendix 4 and 5 detail the changes to Meeting Rooms and Sports Fields rates.

Aquatics

7.1: Lessons and Registered Programs

Category	Type	Price
Aquatics	A	\$10.25
Aquatics	B	\$15.00
Aquatics	C	\$19.00
Aquatics	D	\$39.00
Aquatics	E	\$54.00
Aquatics	F	\$69.00

- The Board of Education rates for instructional lessons will be charged at 60% of the lowest price point.

7.2 Memberships and Drop-in Rates

Category	Term	Price
Individual - Swim (all swims)	One Visit	\$ 3.50
	5 Visits (Book Tickets)	\$ 15.75
Group - Swim (all swims)	One Visit	\$ 10.50
	5 Visits (Book Tickets)	\$ 47.25
Individual - Swim Membership	One Month	\$ 15.00
	Three Months	\$ 45.00
	Twelve Months	\$180.00
Group - Swim Membership	One Month	\$ 45.00
	Three Months	\$135.00
	Twelve Months	\$540.00

Recommendation #8: That membership and drop-in rates be streamlined with the combination of the fun and adult/length swim categories to create a single price point for all swims. This will create a more consistent and easy to understand pricing structure for residents and swimmers.

Recommendation #9: That the 'family' pass be renamed a 'group' pass and it be allowed to apply to any group of up to a maximum of 5 individuals regardless of their personal relationship to one another.

Recommendation #10: It is recommended that the River Grove premium swimming rates be eliminated to further simplify and consolidate rates. These rates were originally introduced as a way to recover some of the labour cost associated with operating the water slide. However, it is currently applied to all swimmers regardless if they use the slide or if the slide is open to the public at the time. It therefore creates a disincentive to swim at River Grove as the price is higher than at any other municipal pool.

Recommendation #11: That the 50 swims for \$50.00 swimming pass for older adults born before 1946 be eliminated. With the extension of older adult discounts to aquatic drop-in rates and memberships, it essentially eliminates the need and justification for the membership.

Arenas

7.3: Rental Rate Summary

Category	Fall-Winter-Spring		Summer	
	Prime-Time	Non- Prime-Time	Prime-Time	Non Prime-Time
Youth Affiliated	\$161.20	\$100.20	\$175.00	\$112.85
GTHL	\$190.00	\$107.10	\$209.50	\$126.65
Adult Affiliate/Residents	\$239.50	\$131.25	\$254.50	\$145.05
Non-Resident/Commercial	\$269.45	\$165.75	\$287.80	\$183.05
Up to 5 Skaters	\$71.40	\$71.40	\$71.40	\$71.40
Change Rooms (2)			\$46.25	\$46.25

There are no proposed changes to the arena rate structure as the current price structure is already in a streamlined and easy to understand format that is consistent with the recommendations of this report.

Camps and Community Programs

7.4: Community Programs – Sports

Category	Type	Price (per session)	Weekly Price
Community Programs – S	A	\$4.25	\$21.25
Community Programs – S	B	\$5.50	\$27.50
Community Programs – S	C	\$6.50	\$32.50
Community Programs – S	D	\$8.50	\$42.50
Community Programs – S	E	\$10.75	\$53.75
Community Programs – S	F	\$13.00	\$65.00
Community Programs – S	G	\$16.00	\$80.00
Community Programs – S	H	\$18.75	\$93.75
Community Programs – S	I	\$26.30	\$131.50

7.5: Community Programs - General Programs

Category	Type	Price (per session)	Course Price
Community Programs – GP	A	\$6.35	\$57.15
Community Programs – GP	B	\$8.85	\$79.65
Community Programs – GP	C	\$10.50	\$94.50
Community Programs – GP	D	\$11.75	\$105.75
Community Programs – GP	E	\$13.25	\$119.25
Community Programs – GP	F	\$15.00	\$135.00
Community Programs – GP	G	\$21.70	\$195.30

7.6: Community Programs – Camps

Category	Type	Price (per session)	Full-Day Price
Community Programs – C	A	\$3.00	\$21.00
Community Programs – C	B	\$4.50	\$31.50
Community Programs – C	C	\$5.25	\$36.75
Community Programs – C	D	\$5.65	\$39.55
Community Programs – C	E	\$6.65	\$46.55
Community Programs – C	F	\$7.75	\$54.25
Community Programs – C	G	\$16.75	\$117.25

Recommendation #12: Prices for community programs will be consolidated into three different segments; sports programs, general programs and camps. These three segments will each have a set of standard price points that will be applied to all programming.

Recommendation #13: That extended hours for camps and community programs be treated as a surcharge for those wishing to purchase the service. Moreover, additional hours will be priced at the lowest price point within the line of business – currently \$3.00 per hour.

Fitness and Active Living

7.7: Classes and Registered Programs

Category	Type	Price
Fitness and Active Living	A	\$6.55
Fitness and Active Living	B	\$10.25
Fitness and Active Living	C	\$16.75
Fitness and Active Living	D	\$35.00
Fitness and Active Living	E	\$74.00

7.8: Fitness Memberships and Drop-in Rates

Category	Term	Price
Adult	Single Visit	\$10.00
	5 Visits (Book Ticket)	\$45.00
	One Month	\$54.00
	Three Months	\$143.00
	Twelve Months	\$444.00
Older Adult	Single Visit	\$8.00
	5 Visits (Book Ticket)	\$36.00
	One Month	\$43.20
	Three Months	\$114.40
	Twelve Months	\$355.20
Youth	Single Visit	\$8.00
	5 Visits (Book Ticket)	\$36.00
	One Month	\$43.20
	Three Months	\$114.40
	Twelve Months	\$355.20
Student	Single Visit	\$8.00
	5 Visits (Book Ticket)	\$36.00
	One Month	\$43.20
	Three Months	\$114.40
	Twelve Months	\$355.20
Disabled	Single Visit	\$8.00
	5 Visits (Book Ticket)	\$36.00
	One Month	\$43.20
	Three Months	\$114.40
	Twelve Months	\$355.20

7.9: Walking Track Memberships and Drop-in Rates

Category	Term	Price
Adult	Single Visit	\$2.75
	5 Visits (Book Ticket)	\$12.38
	One Month	\$25.00
	Three Months	\$50.00
	Twelve Months	\$100.00
Older Adult	Single Visit	\$2.20
	5 Visits (Book Ticket)	\$9.90
	One Month	\$20.00
	Three Months	\$40.00
	Twelve Months	\$80.00

Recommendation #14: That 10 visit book tickets for aquatics be eliminated and replaced by 5 visit book tickets. This will promote consistency and uniformity across all lines of business as a number currently have 5 visit book tickets while others employ 10 visit book tickets. 5 visit book tickets will be priced at the equivalent of rate 4.5 times the single visit rate, essentially offering the customer 50% of the fifth visit.

Recommendation #15: That the current Mall Walker registered program be incorporated into the current walking track membership and no longer offered as a registered program. This would mean that walking track members would now have access to both the walking track at Cawthra Community Centre and mall walker programming at Erin Mills Shopping Mall.

Golf

7.10: 18 Hole Golf Rates

Category	Type	Price (Single Round)	Price (12 Rounds)
Adult	Early Bird	\$46.00	\$506.00
	Weekday (Mon. - Thurs.)	\$63.00	\$693.00
	Weekend (Fri. - Sat.)	\$73.00	\$803.00
	Twilight (Everyday)	\$49.00	
	Super Twilight (Everyday)	\$35.00	
Junior	Everyday	\$40.00	
Senior	Weekday (Mon. - Fri.)	\$46.00	\$506.00
Back 9 Special	Tues. - Fri. 7:00 am - 8:00 am	\$46.00	
Shoulder Season	Mon. - Thurs.	\$53.00	
	Fri. - Sun.	\$63.00	

There are no proposed changes to the golf rate structure as the current structure is already streamlined and in a format that is consistent with the recommendations of this report. It is however recommended that golf rates be reviewed in more detail at a later date. The golf industry is influenced and affected by a unique set of market forces that require separate review.

Meeting Rooms

7.11: Meeting Room Rental Rates

Category	Room Type				
	A	B	C	D	Lobby
Affiliated	\$14.00	\$20.00	\$39.50	\$45.00	\$4.00
Commercial	\$30.00	\$40.00	\$73.00	\$84.50	\$25.00
Community Groups	\$16.00	\$27.00	\$45.00	\$52.00	\$4.00
Resident	\$22.50	\$32.00	\$60.00	\$60.00	\$4.00

- The Board of Education hourly rental rate will be equal to the affiliated rate.
- A surcharge of 10% will be applied to the resident rate for all non-resident meeting room rentals.

- Recommendation #16:** That all rooms be categorized into four groups, down from the current 8 different pricing categories. Category A would include the following; arts and craft rooms, kitchens, meeting rooms, social activity rooms, and youth/senior rooms, while categories B, C and D would be small auditoriums, large auditoriums, and gymnasiums respectively.
- Recommendation #17:** That room rental rates no longer be priced based on the type of activity being held in the room.
- Recommendation #18:** That an administrative charge of \$50 (category B) or \$100 (category C) be levied on all rentals over 4 hours in length for the corresponding room types. This is to recover a portion of the operational costs for setting up and cleaning after parties, weddings and other large social functions.
- Recommendation #19:** That the customer groups be defined according the following criteria;
- **Affiliate Group:** A group that has been approved as an affiliated group by the Recreation division and delivers public services or programming on a not-for-profit basis. The group's affiliate status must be active.
 - **Community Group:** Any group that has been approved by the Recreation division based on the predetermined requirements for a Community Group and provides services on a not-for-profit basis.
 - **Resident:** An individual who resides in Mississauga at the time of the booking of the room or field.
 - **Non-Resident:** An individual who does not reside in Mississauga at the time of the booking of the room or field.
 - **Commercial:** A corporate entity renting a field/facility for a corporate event, and/or a group intending to operate a for-profit event or service at a City of Mississauga field or facility.

Sports Field Rentals

7:12: Soccer

Category	Field Type (Rate per Hour)		
	Artificial	Lit	Unlit
Affiliated	\$55.00	\$6.00	\$3.00
Commercial	\$150.00	\$12.00	\$6.00
Community Groups	\$90.00	\$7.50	\$3.75
Resident	\$100.00	\$9.00	\$4.50

- The Board of Education hourly rental rate will be equal to the affiliated rate.
- A surcharge of 10% will be applied to the resident rate for all non-resident sports field rentals.

7:13: Baseball

Category	Field Type (Rate per Hour)		
	Artificial	Lit	Unlit
Affiliated	N/A	\$6.00	\$3.00
Commercial	N/A	\$12.00	\$6.00
Community Groups	N/A	\$7.50	\$3.75
Resident	N/A	\$9.00	\$4.50

- The Board of Education hourly rental rate will be equal to the affiliated rate.
- A surcharge of 10% will be applied to the resident rate for all non-resident sports field rentals.

7:14: Football

Category	Field Type (Rate per Hour)		
	Artificial	Lit	Unlit
Affiliated	N/A	\$6.00	\$3.00
Commercial	N/A	\$12.00	\$6.00
Community Groups	N/A	\$7.50	\$3.75
Resident	N/A	\$9.00	\$4.50

- The Board of Education hourly rental rate will be equal to the affiliated rate.
- A surcharge of 10% will be applied to the resident rate for all non-resident sports field rentals.

7:15: Cricket

Category	Field Type (Rate per Hour)		
	Artificial	Lit	Unlit
Affiliated	N/A	N/A	\$3.00
Commercial	N/A	N/A	\$6.00
Community Groups	N/A	N/A	\$3.75
Resident	N/A	N/A	\$4.50

- The Board of Education hourly rental rate will be equal to the affiliated rate.
- A surcharge of 10% will be applied to the resident rate for all non-resident sports field rentals.

Sports field rates were originally introduced in 2003. In conducting benchmarking on these rates it was found that the City of Mississauga's natural sports field rental rates are in the bottom third with respect to the equivalent hourly rate, and below the average in all categories compared to other regional municipalities. Moreover, the cost structure of sports field is fundamentally different than other lines of business as the cost of a single hour field rental is typically distributed by 20 players or more, meaning the impact to the end consumer in real terms is minimized. Sports Field rates should be reviewed annually, in an attempt to increase cost recovery and bring in line with municipal comparators.

Recommendation #20: That all sports field rental move to a structure based on an hourly rental rate. This is in line with best practices of other municipalities and is consistent with the pricing structure for meeting room rentals. It also allows for more efficient allocation, management and tracking of field utilization. At the moment rates are set on a per game basis or are block booked based on season long contracts (of between 14-18 weeks) for user groups that require year-long use of the fields. In reviewing surrounding municipal comparators, Mississauga is the only municipality that continues to employ this method for long term field rentals.

Recommendation #21: Eliminate the non prime-time rental rate for all categories of sports field rentals. This discount has not demonstrated to be a valid incentive for customer groups and creates inconsistencies between lines of business as to the definition of non prime-time hours and the corresponding discount.

Recommendation #22: That sports field rentals apply the same group categories and definitions as stated in Recommendation #19 for the meeting room line of business.

7.2.4. Museums

Museums offer a wide range of programming a number of historical facilities and sites across the City of Mississauga. Currently however, none of these sites have an automated point of sale (POS) system to process any of their payment transactions and record and track their attendance figures, this is all accomplished manually. In addition to tracking participation and utilization data, a POS system also has a number of other benefits. It improves transaction times for customers, which reduces the time they need to wait in line and helps improve the customers overall experience. Also being able to digitally accept payment facilitates and streamlines a number of cash handling processes, reducing the potential for errors and ensuring compliance with payment card and personal information security.

Recommendation #23: That the Museums line of business immediately purchase and implement a point of sale system integrated with that currently in operation at other City of Mississauga facilities. This would allow the locations the ability to process admissions and transactions, while also improving the collection of data to be used in analyzing and determining prices in the future.

7.2.5. Partnership Pricing

In certain circumstances it is determined that the most appropriate option for program delivery is to enter into an agreement with a third party. This can be as a result of a number of factors, such as; leveraging an existing brand name, using a recognized standard curriculum, or due to the specialized nature of the program's content. In these instances it is often the case that the third party has already established the price for the program. Currently, in these cases Recreation and Parks will adopt the rate of the third party for that specific program. This does not take into account the cost incurred by Recreation to administer and deliver the program. It is therefore recommended that in instances where the price of a program is set by a third party that a surcharge of 10% be added to the base price in order to offset a portion of the associated administrative costs. This recommendation is applicable only to partnerships where a separate revenue sharing agreement has not been negotiated and agreed to by all parties.

Recommendation #24: That a surcharge of 10% be added to the base price on all programs which are delivered by a third party, which do not have established separate revenue sharing agreements. This surcharge will be used to offset a portion of the associated administrative costs

8.0 PUBLIC ENGAGEMENT PROCESS

The public engagement process for the pricing project will use the City's website, print advertising, direct mail to stakeholders, posters, and press releases around General Committee meetings, to communicate information and input opportunities to residents and community organizations.

Public engagement sessions will provide information, facilitate communication between the City and its stakeholders, and give residents and stakeholders an opportunity for input prior to finalizing the pricing project recommendations. The general focus will incorporate:

- Overview of cost components for various programs and fees
- Current and proposed membership and program fee rates
- Rationale for these proposed rates
- Consolidated price points
- Next steps

Sessions will be facilitated by the consultants working with staff on the pricing study, who will be responsible for framing the discussion with questions and summarizing the results. Summarized feedback from these sessions will be provided in December, and posted on the website.

The website, to be in place by the end of September, will include all reports, public input opportunities, and a pricing study video. Other promotional materials will be distributed in September. The formal public engagement process will include 4 sessions to be held in early November:

8.1. Public Input

To be completed following public engagement sessions in November

Target Group	Meeting (Date and Time)
Older Adult Groups	November 7 th , 2011
Sports Groups #1	November 7 th , 2011
Public Session	November 8 th , 2011
Sports Groups #2	November 9 th , 2011
MYAC Session	(TBD)

APPENDIX 1: CURRENT AND PROPOSED PROGRAM PRICES

LOB	COURSE	2011 - Existing		Pricing Study		Analysis	
		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Aquatics	Adult Teen Lessons Female Only	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Adult Teen Swimmer 101	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Adult Teen Swimmer 101 Female	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Adult Teen Swimmer 201	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Adult Teen Swimmer 201 Female	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Adult Teen Swimmer 301	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Adult Teen Swimmer 301 Female	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Advanced Oh My Aching Body	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	After Breast Cancer Aquafit	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Aqua Body Blast	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Aqua Triathlon Training	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Aquafit & Preschool Splash N'Play/Adult	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Aquafit & Preschool Splash N'Play/Child	\$8.87	\$59.85	\$10.25	\$69.19	\$1.38	16%
Aquatics	Aquafitness	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Aquafitness All Year (Sept To June)	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Aquafitness Boot Camp	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Aquatic Endurance And Stroke Improvement	\$8.18	\$73.62	\$10.25	\$92.25	\$2.07	25%
Aquatics	Aquatic Personal Training	\$43.72	\$295.11	\$54.00	\$364.50	\$10.28	24%
Aquatics	Back Rehab And Functional Movement	\$9.65	\$86.85	\$10.25	\$92.25	\$0.60	6%
Aquatics	Board Of Education Swimming Lessons	\$3.32	\$29.88	\$9.00	\$81.00	\$5.68	171%
Aquatics	Citi Swim Full Summer	\$8.18	\$73.62	\$10.25	\$92.25	\$2.07	25%
Aquatics	Deep End Aquafit	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Deep H2O Guts And Butts	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Deep H2O Guts And Butts All Year (Sept To Jun	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Diaper Fit	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Fear Free Adult Private Lessons	\$64.68	\$291.06	\$69.00	\$310.50	\$4.32	7%
Aquatics	Fear Free Adult Semi-Private Lessons	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Fitness Swim	\$8.85	\$79.65	\$10.25	\$92.25	\$1.40	16%
Aquatics	Gentle Aquafit	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	H2O Cardio Guts And Butts	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Hip Knee And Back	\$9.65	\$86.85	\$10.25	\$92.25	\$0.60	6%
Aquatics	Junior Aquatic Endurance	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Junior Lifeguard Club	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Lifesaving Sport	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Moving Waters For MS And Strokes	\$11.31	\$76.34	\$10.25	\$69.19	-\$1.06	-9%
Aquatics	Oh My Aching Body Arthritis	\$9.65	\$86.85	\$10.25	\$92.25	\$0.60	6%
Aquatics	Outdoor Preschool A B C Aquatics	\$21.00	\$94.50	\$19.00	\$85.50	-\$2.00	-10%
Aquatics	Outdoor Private Lessons Swimming	\$64.68	\$436.59	\$69.00	\$465.75	\$4.32	7%
Aquatics	Outdoor Semi-Private Swimmer 1	\$35.84	\$241.92	\$39.00	\$263.25	\$3.16	9%
Aquatics	Outdoor Semi-Private Swimmer 2	\$35.84	\$241.92	\$39.00	\$263.25	\$3.16	9%
Aquatics	Outdoor Semi-Private Swimmer 3	\$35.84	\$241.92	\$39.00	\$263.25	\$3.16	9%
Aquatics	Outdoor Semi-Private Swimmer 5	\$35.84	\$241.92	\$39.00	\$263.25	\$3.16	9%
Aquatics	Outdoor Semi-Private Swimmer 6	\$35.84	\$241.92	\$39.00	\$263.25	\$3.16	9%
Aquatics	Outdoor Swimmer 1	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Outdoor Swimmer 2	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Outdoor Swimmer 3	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Outdoor Swimmer 4	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Outdoor Swimmer 5	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Outdoor Swimmer 6	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Parent And Tot 1 2 3 Aquatics	\$13.30	\$59.85	\$15.00	\$67.50	\$1.70	13%
Aquatics	Pre and Post Natal Aquafitness	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Preschool A Aquatics	\$20.18	\$90.81	\$19.00	\$85.50	-\$1.18	-6%
Aquatics	Preschool A B Aquatics	\$20.18	\$90.81	\$19.00	\$85.50	-\$1.18	-6%
Aquatics	Preschool A B C Aquatics	\$20.18	\$90.81	\$19.00	\$85.50	-\$1.18	-6%
Aquatics	Preschool B Aquatics	\$20.18	\$90.81	\$19.00	\$85.50	-\$1.18	-6%
Aquatics	Preschool C Aquatics	\$20.18	\$90.81	\$19.00	\$85.50	-\$1.18	-6%
Aquatics	Preschool C D Aquatics	\$20.18	\$90.81	\$19.00	\$85.50	-\$1.18	-6%
Aquatics	Preschool C D E Aquatics	\$20.18	\$90.81	\$19.00	\$85.50	-\$1.18	-6%
Aquatics	Preschool D Aquatics	\$20.18	\$90.81	\$19.00	\$85.50	-\$1.18	-6%
Aquatics	Preschool E Aquatics	\$20.18	\$90.81	\$19.00	\$85.50	-\$1.18	-6%
Aquatics	Private Lessons Swimming	\$64.68	\$291.06	\$69.00	\$310.50	\$4.32	7%
Aquatics	Semi-Private Adult Teen Swimmer 101	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%

City of Mississauga
Recreation and Parks Pricing Study
Draft Final Report

LOB	COURSE	2011 - Existing		Pricing Study		Analysis	
		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Aquatics	Semi-Private Adult Teen Swimmer 201	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Adult Teen Swimmer 301	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Aquatic Endurance And Stroke Im	\$35.84	\$161.28	\$54.00	\$243.00	\$18.16	51%
Aquatics	Semi-Private Junior Aquatic Endurance	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Swimmer 1	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Swimmer 2	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Swimmer 3	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Swimmer 4	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Swimmer 5	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Swimmer 6	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Swimmer 7 Rookie	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Swimmer 8 Ranger	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Swimmer 9 Star	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Swimming Lessons Female Only	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Semi-Private Therapeutic Exercise	\$35.84	\$241.92	\$54.00	\$364.50	\$18.16	51%
Aquatics	Shoulder, Posture and Core	\$9.65	\$86.85	\$10.25	\$92.25	\$0.60	6%
Aquatics	Spring Board Diving Level 1	\$8.18	\$73.62	\$10.25	\$92.25	\$2.07	25%
Aquatics	Swim All Year (Sept To June) Preschool	\$21.00	\$94.50	\$19.00	\$85.50	-\$2.00	-10%
Aquatics	Swim All Year (Sept To June) Semi-Private Swi	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Swim All Year (Sept To June) Semi-Private Swi	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Swim All Year (Sept To June) Semi-Private Swi	\$35.84	\$161.28	\$39.00	\$175.50	\$3.16	9%
Aquatics	Swim All Year (Sept To June) Swimmer 1	\$13.30	\$59.85	\$15.00	\$67.50	\$1.70	13%
Aquatics	Swim All Year (Sept To June) Swimmer 2	\$13.30	\$59.85	\$15.00	\$67.50	\$1.70	13%
Aquatics	Swim All Year (Sept To June) Swimmer 3	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Swim All Year (Sept To June) Swimmer 4	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Swim All Year (Sept To June) Swimmer 5	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Swim All Year (Sept To June) Swimmer 6	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Swim And Strokes	\$8.18	\$73.62	\$10.25	\$92.25	\$2.07	25%
Aquatics	Swimmer 1	\$13.30	\$59.85	\$15.00	\$67.50	\$1.70	13%
Aquatics	Swimmer 2	\$13.30	\$59.85	\$15.00	\$67.50	\$1.70	13%
Aquatics	Swimmer 2 Female	\$13.30	\$59.85	\$15.00	\$67.50	\$1.70	13%
Aquatics	Swimmer 3	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Swimmer 3 Female	\$13.30	\$59.85	\$15.00	\$67.50	\$1.70	13%
Aquatics	Swimmer 4	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Swimmer 5	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Swimmer 6	\$13.30	\$89.78	\$15.00	\$101.25	\$1.70	13%
Aquatics	Tri Splash And Dash Level 1	\$8.85	\$79.65	\$10.25	\$92.25	\$1.40	16%
Aquatics	Tri Splash And Dash Level 2	\$8.85	\$79.65	\$10.25	\$92.25	\$1.40	16%
Aquatics	Triathlon Wave Training	\$9.65	\$86.85	\$10.25	\$92.25	\$0.60	6%
Aquatics	Warm Water Aqua Guts And Butts	\$9.65	\$86.85	\$10.25	\$92.25	\$0.60	6%
Aquatics	Warm Water Gentle Aquafit	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Warm Water Stretch	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Warm Water Stroke Rehab	\$11.31	\$101.79	\$10.25	\$92.25	-\$1.06	-9%
Aquatics	Water Lovers Oh My Aching Body	\$9.65	\$86.85	\$10.25	\$92.25	\$0.60	6%
Aquatics	Water Running	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Water Works	\$9.65	\$65.14	\$10.25	\$69.19	\$0.60	6%
Aquatics	Yoga Tai-lates Water Combo	\$9.65	\$86.85	\$10.25	\$92.25	\$0.60	6%
Aquatics	Youth Swimmer 101	\$13.30	\$59.85	\$10.25	\$46.13	-\$3.05	-23%
Camps	Active Youth Camp	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Aqua Arts Active	\$5.30	\$143.10	\$5.65	\$152.55	\$0.35	7%
Camps	Archery Camp	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Art Express	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Badminton Camp Half Day (10 to 14)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Badminton Camp Half Day (7 to 9)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Ball Hockey Camp (10 to 14)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Baseball Camp (10 to 14)	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Baseball Camp (7 to 10)	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Basketball Camp (10 to 14)	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Basketball Camp (7 to 10)	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Benares Blasters (4 to 5)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Boys Day Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Breakdance Camp	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	C.S. Eye	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%

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LOB	COURSE	2011 - Existing		Pricing Study		Analysis	
		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Camps	Camp Connect	\$5.27	\$47.47	\$5.65	\$50.85	\$0.38	7%
Camps	Camp Nation	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Cheerleading Camp	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Chips And Dip Camp	\$6.06	\$382.05	\$6.65	\$418.95	\$0.59	10%
Camps	Cooking Camp (10 to 14)	\$5.44	\$146.88	\$5.65	\$152.55	\$0.21	4%
Camps	Cooking Camp (7 to 9)	\$5.44	\$146.88	\$5.65	\$152.55	\$0.21	4%
Camps	Dance & Play All Day Camp (11y-14y)	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Dance & Play All Day Camp (7y-10y)	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Dance And Play All Day March Break Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Dance-sperience	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Discovery Camp	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Dodgeball Camp (10 to 14)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Drama Camp (10 to 15)	\$5.56	\$350.55	\$4.50	\$283.50	-\$1.06	-19%
Camps	Drama Camp Junior (7 to 10)	\$5.56	\$350.55	\$4.50	\$283.50	-\$1.06	-19%
Camps	Dunk And Dive	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Eco Kids Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Extended Hours	\$1.85	\$16.65	\$3.00	\$27.00	\$1.15	62%
Camps	Extreme Water Sports Camp	\$6.06	\$382.05	\$6.65	\$418.95	\$0.59	10%
Camps	Flag Football Camp (10 to 14)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Fun Camp	\$2.81	\$265.50	\$3.00	\$283.50	\$0.19	7%
Camps	Fun Camp Daily Program Jr	\$3.28	\$310.32	\$3.00	\$283.50	-\$0.28	-9%
Camps	Fun Camp Jr	\$2.81	\$265.50	\$3.00	\$283.50	\$0.19	7%
Camps	Funseekers Club	\$2.86	\$77.31	\$3.00	\$81.00	\$0.14	5%
Camps	Future Engineers Camp	\$6.14	\$387.00	\$6.65	\$418.95	\$0.51	8%
Camps	Girls Day Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	H2O Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	H2O Intro Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	H2O Intro Half Day Camp	\$9.35	\$252.45	\$5.65	\$152.55	-\$3.70	-40%
Camps	H2O Pro	\$4.01	\$252.45	\$4.50	\$283.50	\$0.49	12%
Camps	Hands On History Day Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Health Wellness And Fitness Girls Only	\$4.80	\$129.60	\$5.65	\$152.55	\$0.85	18%
Camps	Hip Hop Dance Camp (10 to 14)	\$4.80	\$129.60	\$5.65	\$152.55	\$0.85	18%
Camps	Hip Hop Dance Camp (7 to 9)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Hockey 3 on 3 - Advanced (9 To 12 years)	\$6.96	\$156.60	\$6.65	\$149.63	-\$0.31	-4%
Camps	Hockey Camp	\$4.59	\$289.35	\$5.65	\$355.95	\$1.06	23%
Camps	Hockey Goalie Dryland Training Camp (10 to 13)	\$6.82	\$429.75	\$7.75	\$488.25	\$0.93	14%
Camps	Hockey Goalie Dryland Training Camp (7 to 9)	\$6.82	\$429.75	\$7.75	\$488.25	\$0.93	14%
Camps	Hockey Skills And Dryland Training Camp (10 to 14)	\$6.06	\$382.05	\$6.65	\$418.95	\$0.59	10%
Camps	Hockey Skills And Dryland Training Camp (7 to 9)	\$6.06	\$382.05	\$6.65	\$418.95	\$0.59	10%
Camps	Hockey Skills Drills And More	\$4.33	\$116.91	\$5.65	\$152.55	\$1.32	30%
Camps	International Sports Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Introduction To Art (10 to 14)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Junk In The Trunk	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Karate Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Kayak And Canoe Kids Camp	\$11.89	\$267.53	\$16.75	\$376.88	\$4.86	41%
Camps	Kayak and Canoe Kids Camp (Full Day)	\$6.06	\$382.05	\$6.65	\$418.95	\$0.59	10%
Camps	Kid Colony	\$4.80	\$129.60	\$5.25	\$141.75	\$0.45	9%
Camps	Kid Productions	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Kid Publisher	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Knight School	\$6.06	\$382.05	\$6.65	\$418.95	\$0.59	10%
Camps	Lakefront Kids Camp	\$4.64	\$334.35	\$5.65	\$406.80	\$1.01	22%
Camps	Leader In Training Level 1	\$4.55	\$286.50	\$5.25	\$330.75	\$0.70	15%
Camps	Little Guppies Water Camp	\$4.14	\$260.55	\$5.65	\$355.95	\$1.51	37%
Camps	Little Guppies Water Camp	\$4.14	\$260.55	\$5.65	\$355.95	\$1.51	37%
Camps	Little Learners Camp	\$5.82	\$157.14	\$5.65	\$152.55	-\$0.17	-3%
Camps	Malton Camp Early Morning And Full Day	\$2.85	\$198.45	\$3.00	\$209.25	\$0.15	5%
Camps	Malton Camp Full Day	\$2.47	\$178.02	\$3.00	\$216.00	\$0.53	21%
Camps	Malton Camp Morning Program Only	\$3.36	\$90.72	\$4.50	\$121.50	\$1.14	34%
Camps	March Break Adventure	\$2.70	\$255.15	\$3.00	\$283.50	\$0.30	11%
Camps	March Break Basketball Jr Camp	\$4.14	\$260.82	\$4.50	\$283.50	\$0.36	9%
Camps	March Break Hockey Camp	\$4.59	\$289.35	\$5.65	\$355.95	\$1.06	23%
Camps	March Break Jr Multi Sports Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	March Break Mini Adventure Camp	\$4.80	\$129.60	\$5.65	\$152.55	\$0.85	18%

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LOB	COURSE	Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Camps	March Break Senior Multi Sports Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Mini Adventure Camp	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Mini Dance Camp	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Mini Hockey Skills and Dryland Training Camp	\$6.87	\$185.40	\$7.75	\$209.25	\$0.88	13%
Camps	Mini Soccer Outdoors Camp	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Mini Sports Camp	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Models In Training	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Mountain Bike Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Mountain Bike Camp Advanced	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Outdoor Explorers Day Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Reading Writing & Recreation Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Reptile Ranger Camp	\$6.06	\$382.05	\$6.65	\$418.95	\$0.59	10%
Camps	Robin Hood Camp	\$6.06	\$382.05	\$6.65	\$418.95	\$0.59	10%
Camps	Science Seekers Camp (9 to 12)	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Serious Swimming Serious Fun	\$6.06	\$382.05	\$4.50	\$283.50	-\$1.56	-26%
Camps	Skateboard Half Day Camp (8 to 10)	\$5.44	\$146.88	\$5.65	\$152.55	\$0.21	4%
Camps	Soccer Camp (10 to 14)	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Soccer Camp (7 to 10)	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Soccer Camp Half Day (7 to 9)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Sport And Splash Camp	\$4.14	\$260.55	\$4.50	\$283.50	\$0.36	9%
Camps	Sport Camp (10 to 14)	\$10.05	\$271.44	\$5.65	\$152.55	-\$4.40	-44%
Camps	Sport Camp (7 to 9)	\$10.05	\$271.44	\$5.65	\$152.55	-\$4.40	-44%
Camps	Sports Camp (10-14)	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Sports Camp (7 to 10)	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Spy Kids (6-9 Years)	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Stand Up And Speak Camp (6 to 9)	\$14.78	\$399.06	\$16.75	\$452.25	\$1.97	13%
Camps	Stand Up And Speak Camp (9 to 12)	\$14.78	\$399.06	\$16.75	\$452.25	\$1.97	13%
Camps	Summer Explorers (3.5-5)	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Summer Explorers (6 to 9)	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Summer Fun Camp	\$2.81	\$265.50	\$3.00	\$283.50	\$0.19	7%
Camps	Summer Fun Camp Jr	\$2.81	\$265.50	\$3.00	\$283.50	\$0.19	7%
Camps	Super Hero Training	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Super Hero Training Club (6 to 9)	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Survivor Kids (6 to 9)	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	Swim Skate And Sport Camp	\$4.59	\$289.35	\$5.65	\$355.95	\$1.06	23%
Camps	T Ball Camp	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Teen Fit Camp	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Tennis Camp (10 to 14)	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Tennis Camp (7 to 10)	\$4.31	\$271.44	\$4.50	\$283.50	\$0.19	4%
Camps	Tennis Jr Half Day Beginner (6 to 9)	\$4.91	\$154.80	\$5.65	\$177.98	\$0.74	15%
Camps	Tennis Jr Half Day Int (10 to 15)	\$4.91	\$154.80	\$5.65	\$177.98	\$0.74	15%
Camps	Tennis Jr Half Day Kids (4 to 5)	\$4.91	\$154.80	\$5.65	\$177.98	\$0.74	15%
Camps	The Amazing Race	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	The Amazing Race (7 to 9)	\$4.92	\$132.84	\$5.25	\$141.75	\$0.33	7%
Camps	The Young Artist	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Track And Field Camp (10 to 14)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Track And Field Camp (7 to 9)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Treasure Island Adventure	\$4.80	\$129.60	\$5.25	\$141.75	\$0.45	9%
Camps	Volleyball Camp (10 to 14)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Volleyball Camp (7 to 9)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Wacky Water Wonders (6 to 9)	\$4.92	\$132.84	\$5.65	\$152.55	\$0.73	15%
Camps	Water And Ice Camp	\$4.59	\$289.35	\$5.65	\$355.95	\$1.06	23%
Camps	Youth Adventure Camp	\$3.62	\$341.64	\$4.50	\$425.25	\$0.88	24%
Com Programs	Abstract Art For Beginners	\$5.93	\$160.11	\$6.35	\$171.45	\$0.42	7%
Com Programs	Active Games and Healthy Snacks (6-8)	\$9.24	\$83.16	\$10.50	\$94.50	\$1.26	14%
Com Programs	Afro Cuban Dance	\$7.55	\$67.95	\$8.85	\$79.65	\$1.30	17%
Com Programs	Afternoon Tea	\$7.27	\$130.86	\$8.85	\$159.30	\$1.58	22%
Com Programs	Afternoon Tea	\$7.27	\$130.86	\$8.85	\$159.30	\$1.58	22%
Com Programs	All About Preschool (3 to 5)	\$5.96	\$53.64	\$6.35	\$57.15	\$0.39	7%
Com Programs	Baby Talk	\$20.31	\$137.09	\$21.70	\$146.48	\$1.39	7%
Com Programs	Babysitting Skills Level 2 (12 to 15)	\$7.15	\$128.70	\$6.35	\$114.30	-\$0.80	-11%
Com Programs	Ballet Level 1 (6 to 9)	\$6.86	\$61.74	\$6.35	\$57.15	-\$0.51	-7%
Com Programs	Ballet Level 2 (6-9)	\$6.50	\$58.50	\$6.35	\$57.15	-\$0.15	-2%

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LOB	COURSE	2011 - Existing		Pricing Study		Analysis	
		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Com Programs	Ballroom Dancing International Latin	\$5.93	\$80.06	\$6.35	\$85.73	\$0.42	7%
Com Programs	Ballroom Dancing International Level 2	\$5.93	\$80.06	\$6.35	\$85.73	\$0.42	7%
Com Programs	Ballroom Dancing International Level 3	\$5.93	\$80.06	\$6.35	\$85.73	\$0.42	7%
Com Programs	Ballroom Dancing International Level 4	\$5.93	\$80.06	\$6.35	\$85.73	\$0.42	7%
Com Programs	Ballroom Dancing International Standard	\$5.93	\$80.06	\$6.35	\$85.73	\$0.42	7%
Com Programs	Ballroom Dancing Level 1	\$8.90	\$80.06	\$8.85	\$79.65	-\$0.05	-1%
Com Programs	Ballroom Dancing Level 2	\$8.90	\$80.06	\$8.85	\$79.65	-\$0.05	-1%
Com Programs	Ballroom Line Dancing (10 to 14)	\$7.05	\$63.45	\$8.85	\$79.65	\$1.80	26%
Com Programs	Ballroom Line Dancing (7 to 9)	\$7.05	\$63.45	\$8.85	\$79.65	\$1.80	26%
Com Programs	Ballroom Line Dancing Level 1	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Ballroom Line Dancing Level 2	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	B-Boy And B-Girl Culture	\$6.86	\$61.74	\$6.35	\$57.15	-\$0.51	-7%
Com Programs	Bells And Whistles Level 1 (4M to 1Y)	\$6.82	\$61.39	\$6.35	\$57.15	-\$0.47	-7%
Com Programs	Bells And Whistles Level 2 (1 to 2)	\$7.39	\$66.51	\$6.35	\$57.15	-\$1.04	-14%
Com Programs	Bells And Whistles Level 3 (2 to 3 1/2)	\$7.00	\$63.00	\$6.35	\$57.15	-\$0.65	-9%
Com Programs	Belly Dancing (10 to 14)	\$7.26	\$65.34	\$8.85	\$79.65	\$1.59	22%
Com Programs	Belly Dancing Level 1	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Belly Dancing Level 2	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Belly Dancing Level 3	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Bhangra	\$7.17	\$64.55	\$8.85	\$79.65	\$1.68	23%
Com Programs	Bharatanatyam Dance Basics Level 1	\$6.29	\$56.60	\$8.85	\$79.65	\$2.56	41%
Com Programs	Bollywood Exotic	\$7.19	\$64.71	\$8.85	\$79.65	\$1.66	23%
Com Programs	Brazilian Carnival Samba	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Breakfast With Santa	\$11.77	\$158.94	\$11.75	\$158.63	-\$0.02	0%
Com Programs	Bridge Lessons For Beginners	\$6.04	\$108.72	\$6.35	\$114.30	\$0.31	5%
Com Programs	Business - Build Your Business - Writing a Busi	\$12.86	\$231.39	\$13.25	\$238.50	\$0.40	3%
Com Programs	Business- Grow Your Business -Internet Market	\$12.86	\$231.39	\$13.25	\$238.50	\$0.40	3%
Com Programs	Business- Start Your Business Workshop Series	\$11.46	\$206.24	\$13.25	\$238.50	\$1.79	16%
Com Programs	Cha Cha Babies	\$6.62	\$59.58	\$8.85	\$79.65	\$2.23	34%
Com Programs	Chess Advanced (10-14)	\$9.01	\$81.09	\$10.50	\$94.50	\$1.49	17%
Com Programs	Chess Beginner (10 to 14)	\$9.24	\$83.16	\$10.50	\$94.50	\$1.26	14%
Com Programs	Chess Beginner (7 to 9)	\$9.24	\$83.16	\$10.50	\$94.50	\$1.26	14%
Com Programs	Circle Of Friends (3 to 5)	\$5.86	\$79.11	\$6.35	\$85.73	\$0.49	8%
Com Programs	Club Dance Movez	\$5.50	\$49.53	\$6.35	\$57.15	\$0.85	15%
Com Programs	Computer Introduction Seniors	\$12.66	\$227.88	\$13.25	\$238.50	\$0.59	5%
Com Programs	Cooking 101 (14-18)	\$13.05	\$234.90	\$15.00	\$270.00	\$1.95	15%
Com Programs	Cooking Baker's Dozen (10-14)	\$8.39	\$113.27	\$8.85	\$119.48	\$0.46	5%
Com Programs	Cooking Cake Decorating Level 1	\$6.04	\$163.08	\$6.35	\$171.45	\$0.31	5%
Com Programs	Cooking Cake Decorating Level 2	\$6.04	\$163.08	\$6.35	\$171.45	\$0.31	5%
Com Programs	Cooking Cake Decorating Level 3	\$6.04	\$163.08	\$6.35	\$171.45	\$0.31	5%
Com Programs	Cooking Chefs In Training	\$8.60	\$116.10	\$8.85	\$119.48	\$0.25	3%
Com Programs	Cooking Chefs In Training (6-9)	\$8.60	\$116.10	\$8.85	\$119.48	\$0.25	3%
Com Programs	Cooking Cookie Monster Kids	\$8.60	\$116.10	\$8.85	\$119.48	\$0.25	3%
Com Programs	Cooking Edwardian Christmas	\$10.17	\$274.50	\$10.50	\$283.50	\$0.33	3%
Com Programs	Cooking For The Domestically Challenged	\$13.30	\$239.40	\$15.00	\$270.00	\$1.70	13%
Com Programs	Cooking Introduction	\$4.80	\$129.60	\$8.85	\$238.95	\$4.05	84%
Com Programs	Cooking It's All in Your Presentation	\$20.07	\$361.26	\$21.70	\$390.60	\$1.63	8%
Com Programs	Cooking One Stroke Painting On Cookies	\$9.29	\$83.57	\$8.85	\$59.74	-\$0.44	-29%
Com Programs	Cooking Sweets and Sours For The Pantry	\$9.97	\$269.28	\$10.50	\$283.50	\$0.53	5%
Com Programs	Cooking Sweets and Sours For The Pantry	\$9.97	\$269.28	\$10.50	\$283.50	\$0.53	5%
Com Programs	Cooking Sweets And Sours For The Pantry She	\$9.97	\$269.28	\$10.50	\$283.50	\$0.53	5%
Com Programs	Cooking Sweets And Sours For The Pantry She	\$9.97	\$269.28	\$10.50	\$283.50	\$0.53	5%
Com Programs	Country Western Line Dancing Level 1	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Country Western Line Dancing Level 2	\$11.12	\$100.04	\$11.75	\$105.75	\$0.63	6%
Com Programs	Creative Dance Step 1(3 to 4)	\$10.92	\$73.71	\$10.50	\$70.88	-\$0.42	-4%
Com Programs	Creative Dance Step 2 (4 to 5)	\$10.92	\$73.71	\$10.50	\$70.88	-\$0.42	-4%
Com Programs	Creative Kids (6M to 5Y)	\$9.76	\$87.88	\$6.35	\$57.15	-\$3.41	-35%
Com Programs	Cuban Cabaret	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Dance for Special Occasions	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Dance Mix (10 to 14)	\$6.86	\$61.74	\$6.35	\$57.15	-\$0.51	-7%
Com Programs	Dance Mix (6 to 9)	\$6.86	\$61.74	\$6.35	\$57.15	-\$0.51	-7%
Com Programs	Dance Mix Adult	\$6.79	\$61.11	\$6.35	\$57.15	-\$0.44	-6%
Com Programs	Dance Mix Level 2 (6 to 9)	\$6.86	\$61.74	\$6.35	\$57.15	-\$0.51	-7%

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		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Com Programs	Drama Kinderstars (5 to 7)	\$13.24	\$119.16	\$13.25	\$119.25	\$0.01	0%
Com Programs	Drama Teen (12 to 16)	\$13.24	\$119.16	\$13.25	\$119.25	\$0.01	0%
Com Programs	Drama Youth (8 to 12)	\$13.24	\$119.16	\$13.25	\$119.25	\$0.01	0%
Com Programs	Drawing And Sketching (10 to 14)	\$4.59	\$61.97	\$6.35	\$85.73	\$1.76	38%
Com Programs	Easter Bunny Hop	\$11.48	\$206.64	\$11.75	\$211.50	\$0.27	2%
Com Programs	Edwardian Style Christmas	\$10.17	\$274.50	\$10.50	\$283.50	\$0.33	3%
Com Programs	Gardening in Containers	\$7.85	\$211.95	\$8.85	\$238.95	\$1.00	13%
Com Programs	Gardening Putting Your Garden To Bed	\$8.00	\$216.00	\$8.85	\$238.95	\$0.85	11%
Com Programs	Gardening Spring Roses	\$7.85	\$211.95	\$8.85	\$238.95	\$1.00	13%
Com Programs	Gardening Tree Trimming And Shrubs	\$8.00	\$216.00	\$8.85	\$238.95	\$0.85	11%
Com Programs	Gardening With Herbs	\$7.85	\$211.95	\$8.85	\$238.95	\$1.00	13%
Com Programs	Gardening With Perennials	\$7.85	\$211.95	\$8.85	\$238.95	\$1.00	13%
Com Programs	Gardening With Success	\$7.85	\$211.95	\$8.85	\$238.95	\$1.00	13%
Com Programs	Girls Only Club	\$5.65	\$101.70	\$6.35	\$114.30	\$0.70	12%
Com Programs	Hand Building With Clay	\$7.85	\$141.30	\$8.85	\$159.30	\$1.00	13%
Com Programs	Healthy Habits (3 to 5 Yrs)	\$8.33	\$56.23	\$6.35	\$42.86	-\$1.98	-24%
Com Programs	Hip Hop Adult	\$6.62	\$59.58	\$6.35	\$57.15	-\$0.27	-4%
Com Programs	Hip Hop Dance (10 to 14)	\$6.33	\$56.99	\$6.35	\$57.15	\$0.02	0%
Com Programs	Hip Hop Dance (15 to 17)	\$6.62	\$59.58	\$6.35	\$57.15	-\$0.27	-4%
Com Programs	Hip Hop Dance (7 to 9)	\$6.33	\$56.99	\$6.35	\$57.15	\$0.02	0%
Com Programs	Hip Hop Dance For The Family	\$6.86	\$61.74	\$6.35	\$57.15	-\$0.51	-7%
Com Programs	Hip Hop Dance Level 2 (10 to 14)	\$6.18	\$56.66	\$6.35	\$57.15	\$0.17	3%
Com Programs	Hip Hop Dance Level 2 (7 to 9)	\$6.86	\$61.74	\$6.35	\$57.15	-\$0.51	-7%
Com Programs	Incredible Spelling Bees (6 to 9)	\$9.01	\$81.09	\$10.50	\$94.50	\$1.49	17%
Com Programs	Incredible Spelling Bees Level 2 (7 to 10)	\$9.01	\$81.09	\$10.50	\$94.50	\$1.49	17%
Com Programs	Indian Dance Bollywood Style	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Indian Dance Bollywood Style (10-14Y)	\$6.70	\$60.30	\$8.85	\$79.65	\$2.15	32%
Com Programs	Indian Dance Bollywood Style (7 to 9)	\$8.93	\$80.35	\$8.85	\$79.65	-\$0.08	-1%
Com Programs	International Folk Dance for Youth (10-14)	\$8.33	\$56.23	\$6.35	\$42.86	-\$1.98	-24%
Com Programs	Introduction To Computers	\$12.66	\$227.88	\$13.25	\$238.50	\$0.59	5%
Com Programs	Introduction To Computers Level 2	\$12.66	\$227.88	\$13.25	\$238.50	\$0.59	5%
Com Programs	Introduction To Microsoft Excel	\$12.66	\$227.88	\$15.00	\$270.00	\$2.34	18%
Com Programs	Irish Dance	\$6.48	\$58.32	\$6.35	\$57.15	-\$0.13	-2%
Com Programs	Jazz Level 1(6 to 9)	\$6.50	\$58.50	\$6.35	\$57.15	-\$0.15	-2%
Com Programs	Jewellery Making for Beginners	\$7.81	\$105.42	\$8.85	\$119.48	\$1.04	13%
Com Programs	Kinder Korner (3 to 5)	\$5.82	\$78.57	\$6.35	\$85.73	\$0.53	9%
Com Programs	Kinder Korner All Year (Sept To June)	\$5.82	\$78.57	\$6.35	\$85.73	\$0.53	9%
Com Programs	Knitting For Fun	\$11.30	\$101.70	\$11.75	\$105.75	\$0.45	4%
Com Programs	Latin American Dance Level 1	\$5.93	\$53.37	\$6.35	\$57.15	\$0.42	7%
Com Programs	Latin American Dance Level 2	\$5.93	\$53.37	\$6.35	\$57.15	\$0.42	7%
Com Programs	Latin American Dance Level 3	\$8.90	\$80.06	\$8.85	\$79.65	-\$0.05	-1%
Com Programs	Latin And Club Dancing	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Latin Dance (10 to 14)	\$5.58	\$50.25	\$6.35	\$57.15	\$0.77	14%
Com Programs	Learn To Babysit Crash Course	\$7.15	\$128.70	\$6.35	\$114.30	-\$0.80	-11%
Com Programs	Learn To Knit or Crochet	\$7.85	\$141.30	\$8.85	\$159.30	\$1.00	13%
Com Programs	Learn To Quilt	\$8.04	\$144.72	\$8.85	\$159.30	\$0.81	10%
Com Programs	Learn To Sew	\$9.32	\$125.82	\$10.50	\$141.75	\$1.18	13%
Com Programs	Learning Through Play (3 to 5)	\$5.96	\$53.64	\$6.35	\$57.15	\$0.39	7%
Com Programs	Learning Through Play With Parent	\$8.48	\$76.28	\$6.35	\$57.15	-\$2.13	-25%
Com Programs	Little Artists (1 1/2 to 2 1/2)	\$8.33	\$74.93	\$6.35	\$57.15	-\$1.98	-24%
Com Programs	Little Gardeners	\$5.96	\$53.64	\$6.35	\$57.15	\$0.39	7%
Com Programs	Little Learners Level 1 (3 to 5)	\$5.82	\$78.57	\$6.35	\$85.73	\$0.53	9%
Com Programs	Look Your Best Colour 101	\$11.97	\$161.61	\$11.75	\$158.63	-\$0.22	-2%
Com Programs	Look Your Best Style 101	\$11.97	\$161.61	\$11.75	\$158.63	-\$0.22	-2%
Com Programs	Make Believe (3 to 5)	\$8.33	\$56.23	\$6.35	\$42.86	-\$1.98	-24%
Com Programs	March Break Home Alone Crash Course	\$8.17	\$147.12	\$6.35	\$114.30	-\$1.82	-22%
Com Programs	Mini Math Level 1 (3 to 5)	\$3.97	\$53.64	\$6.35	\$85.73	\$2.38	60%
Com Programs	Mini Math Level 2 (4 to 6)	\$5.96	\$60.46	\$6.35	\$85.73	\$0.39	7%
Com Programs	Modelling For Fun (9 to 12)	\$6.86	\$61.74	\$6.35	\$57.15	-\$0.51	-7%
Com Programs	Movers And Shakers (2-4)	\$7.83	\$52.86	\$6.35	\$42.86	-\$1.48	-19%
Com Programs	Old Fashioned Spa Day	\$10.22	\$276.03	\$10.50	\$283.50	\$0.28	3%
Com Programs	Oriental Brush Painting	\$4.59	\$61.97	\$6.35	\$85.73	\$1.76	38%
Com Programs	Painting With Oils And Acrylics	\$7.85	\$141.30	\$8.85	\$159.30	\$1.00	13%

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LOB	COURSE	2011 - Existing		Pricing Study		Analysis	
		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Com Programs	Parenting Anger Management	\$11.97	\$215.46	\$11.75	\$211.50	-\$0.22	-2%
Com Programs	Pencils Paints And Plasticine (3 to 5)	\$5.72	\$77.22	\$6.35	\$85.73	\$0.63	11%
Com Programs	Photography Digital	\$5.93	\$160.11	\$6.35	\$171.45	\$0.42	7%
Com Programs	Photography Introduction to Digital SLR	\$5.93	\$160.11	\$6.35	\$171.45	\$0.42	7%
Com Programs	Pre Ballet (5 to 6)	\$9.15	\$61.74	\$10.50	\$70.88	\$1.35	15%
Com Programs	Pre Kinder Korner (3 to 5)	\$5.96	\$53.64	\$6.35	\$57.15	\$0.39	7%
Com Programs	Razza Ma Tazz (4 to 6)	\$9.15	\$61.74	\$10.50	\$70.88	\$1.35	15%
Com Programs	Recital Acro Junior Level 1	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Acro Junior Level 2	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Acro Senior Level 2	\$10.30	\$92.70	\$11.75	\$105.75	\$1.45	14%
Com Programs	Recital Adult Jazz Level 1/2	\$10.35	\$93.15	\$11.75	\$105.75	\$1.40	14%
Com Programs	Recital Adult Tap Level 1/2	\$10.35	\$93.15	\$11.75	\$105.75	\$1.40	14%
Com Programs	Recital Ballet Level 1	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Ballet Level 2	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Ballet Level 3	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Hip Hop	\$10.30	\$92.70	\$11.75	\$105.75	\$1.45	14%
Com Programs	Recital Hip Hop (14 to 17)	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Hip Hop (8 to 10)	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Jazz Level 1	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Jazz Level 2	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Jazz Level 3/4	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Little Ballerinas	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Tap Level 1	\$11.49	\$103.45	\$11.75	\$105.75	\$0.26	2%
Com Programs	Recital Teen Ballet Advanced	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Ballet Beginner	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Ballet Intermediate	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Contemporary Dance	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Jazz Advanced	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Jazz Beginner	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Jazz Intermediate	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Jazz Pre Senior	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Jazz Senior	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Lyrical Advanced	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Modern Advanced	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Modern Beginner	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Modern Intermediate	\$10.61	\$95.49	\$11.75	\$105.75	\$1.14	11%
Com Programs	Recital Teen Tap Beginner	\$10.87	\$97.83	\$11.75	\$105.75	\$0.88	8%
Com Programs	Recorder Renegades (6 to 8)	\$5.65	\$50.85	\$6.35	\$57.15	\$0.70	12%
Com Programs	Recorder Renegades (7 to 10)	\$5.65	\$50.85	\$6.35	\$57.15	\$0.70	12%
Com Programs	Reggaeton Dance	\$7.59	\$68.31	\$8.85	\$79.65	\$1.26	17%
Com Programs	Robotics - Cars, Lights and Controls (6 yr - 8yrs)	\$15.00	\$135.00	\$15.00	\$135.00	\$0.00	0%
Com Programs	Robotics - Cars, Lights and Controls (9 yrs - 11)	\$15.00	\$135.00	\$15.00	\$135.00	\$0.00	0%
Com Programs	Salsa Dance	\$7.41	\$66.69	\$8.85	\$79.65	\$1.44	19%
Com Programs	Science Seekers (6 to 9)	\$9.24	\$83.16	\$10.50	\$94.50	\$1.26	14%
Com Programs	Seniors' Get Connected	\$12.66	\$227.88	\$13.25	\$238.50	\$0.59	5%
Com Programs	Sewing Basics	\$5.93	\$106.74	\$6.35	\$114.30	\$0.42	7%
Com Programs	Sewing Basics Level 2	\$5.93	\$106.74	\$6.35	\$114.30	\$0.42	7%
Com Programs	Sewing For The Home	\$9.88	\$133.43	\$10.50	\$141.75	\$0.62	6%
Com Programs	Shake Rattle And Roll (3-5)	\$8.33	\$56.23	\$6.35	\$42.86	-\$1.98	-24%
Com Programs	So You Wish You Could Dance	\$6.62	\$59.58	\$6.35	\$57.15	-\$0.27	-4%
Com Programs	So You Wish You Could Dance Couples	\$6.43	\$57.86	\$6.35	\$57.15	-\$0.08	-1%
Com Programs	So You Wish You Could Dance -Youth	\$6.50	\$58.50	\$6.35	\$57.15	-\$0.15	-2%
Com Programs	Spicy Dance	\$7.19	\$64.71	\$8.85	\$79.65	\$1.66	23%
Com Programs	Spiffy Sports & Awesome Art With Parent (2 to 4)	\$6.20	\$83.70	\$6.35	\$85.73	\$0.15	2%
Com Programs	Stand Up And Speak For Adults	\$19.57	\$176.13	\$21.70	\$195.30	\$2.13	11%
Com Programs	Stand Up And Speak For Kids (6 to 9 Years)	\$19.52	\$175.68	\$21.70	\$195.30	\$2.18	11%
Com Programs	Stand Up And Speak Youth (13 to 17 Years)	\$20.01	\$180.09	\$21.70	\$195.30	\$1.69	8%
Com Programs	Studying Skills For Youth	\$6.13	\$110.34	\$6.35	\$114.30	\$0.22	4%
Com Programs	Teddy Bear's Picnic (3 to 5)	\$11.48	\$206.64	\$11.75	\$211.50	\$0.27	2%
Com Programs	Trolls and Monsters	\$9.60	\$129.60	\$10.50	\$141.75	\$0.90	9%
Com Programs	Two For Fun	\$10.01	\$90.09	\$6.35	\$57.15	-\$3.66	-37%
Com Programs	Wii Sing (6 to 8)	\$5.82	\$52.38	\$6.35	\$57.15	\$0.53	9%
Com Programs	Wii Sing (9 to 12)	\$5.82	\$52.38	\$6.35	\$57.15	\$0.53	9%

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LOB	COURSE	2011 - Existing		Pricing Study		Analysis	
		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Com Programs	Workshop A Bug's Life (3 to 5)	\$11.77	\$211.86	\$11.75	\$211.50	-\$0.02	0%
Com Programs	Workshop Basic Floral Design	\$7.85	\$211.95	\$8.85	\$238.95	\$1.00	13%
Com Programs	Workshop Calligraphy	\$7.85	\$211.95	\$8.85	\$238.95	\$1.00	13%
Com Programs	Workshop Creative Scrapbooking	\$7.85	\$211.95	\$8.85	\$238.95	\$1.00	13%
Com Programs	Workshop Flowers For Your Wedding	\$8.04	\$217.08	\$8.85	\$238.95	\$0.81	10%
Com Programs	Workshop Fun With Fish	\$11.77	\$158.94	\$11.75	\$158.63	-\$0.02	0%
Com Programs	Workshop Hairstyles For Your Daughter	\$11.97	\$215.46	\$11.75	\$211.50	-\$0.22	-2%
Com Programs	Workshop Mystery Adventure Evening	\$4.86	\$131.22	\$6.35	\$171.45	\$1.49	31%
Com Programs	Workshop Self Publishing	\$10.39	\$187.02	\$10.50	\$189.00	\$0.11	1%
Com Programs	Workshop Spying On Spiders	\$11.77	\$158.94	\$11.75	\$158.63	-\$0.02	0%
Com Programs	Young Interior Designer (12 to 16)	\$7.53	\$101.70	\$8.85	\$119.48	\$1.32	17%
Fitness	ABS Abdominals, Back & Stretching	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	ABsession	\$6.48	\$29.16	\$6.55	\$29.48	\$0.07	1%
Fitness	Afterschool Fitness	\$6.44	\$72.45	\$6.55	\$73.69	\$0.11	2%
Fitness	Athletic Training Drills	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Basic Fitness Sampler	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Belly Fit	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Bhangra Fitness	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Bikini Boot Camp	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Bikini Boot Camp Women's Only	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Body Flex	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Boot Camp 60 Minutes	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Boot Camp Lunch Crunch	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Boot Camp Outdoors	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Buttocks Legs And Core	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Calypso Reggae Cardio	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Cardio And Resistance	\$6.48	\$72.90	\$6.55	\$73.69	\$0.07	1%
Fitness	Cardio Rebounding for Fitness	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Cardio With Ball Work	\$6.48	\$72.90	\$6.55	\$73.69	\$0.07	1%
Fitness	Chair-Ercise	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Core Moves	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Cycle And Lift	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Cycle With Pilates	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Cycle Workout Introductory	\$9.45	\$106.31	\$10.25	\$115.31	\$0.80	8%
Fitness	Cyding Mommies	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Cyding Workout	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Dance Fit Class	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Detoxify Your Body	\$8.04	\$144.72	\$10.25	\$184.50	\$2.21	27%
Fitness	Fitness Boxing	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Fitness Boxing For Youth	\$8.55	\$76.95	\$10.25	\$92.25	\$1.70	20%
Fitness	Fitness Boxing Introductory Clinic	\$16.57	\$149.13	\$16.75	\$150.75	\$0.18	1%
Fitness	Fitness Circuit Outdoor	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Fitness Circuit for Older Adult Outdoor	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Fitness Circuit for Youth Outdoor	\$8.55	\$76.95	\$10.25	\$92.25	\$1.70	20%
Fitness	Fitness Class For Older Adults	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Gentle Low Impact	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Hi.Low with Weights	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Hi/Low and Tone	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Hip Hop Hustle	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Hoop Fitness by Felinity Hoopnotica	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Kettlebell Class	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Kickbox Cardio	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Latin Rhythm Fitness	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Low Impact Fitness	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Low Impact With Yoga	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Meditation For Healing The Chakras	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Meditation For Health, Healing And Well Being	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Mind Body And Core Strength	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Muscle Conditioning	\$6.48	\$43.74	\$6.55	\$44.21	\$0.07	1%
Fitness	Nia Technique	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Nordic Walking	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	On the Ball	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Osteoporosis Class	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%

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LOB	COURSE	Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Fitness	Parent And Baby Fitness	\$6.48	\$43.74	\$6.55	\$44.21	\$0.07	1%
Fitness	Parent And Baby Fitness Buttocks, Legs And Co	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Parent And Baby Latin Fitness	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Parent And Baby Stroller Fit	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Parent And Baby Yoga	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Parent And Baby Yogalates	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Personal Training 1-4 Private	\$41.92	\$377.28	\$35.00	\$315.00	-\$6.92	-17%
Fitness	Personal Training 5 Plus Private	\$37.41	\$336.69	\$35.00	\$315.00	-\$2.41	-6%
Fitness	Personal Training Semi Private 1 -4	\$30.67	\$276.03	\$35.00	\$315.00	\$4.33	14%
Fitness	Personal Training Semi Private 5 plus	\$26.45	\$238.05	\$35.00	\$315.00	\$8.55	32%
Fitness	Pilates	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Pilates Advanced	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Pilates Intermediate All Year (Sept To June)	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Pilates Intermediate Level	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Pilates Reformer Private Classes	\$74.06	n/a	\$74.00	n/a	-\$0.06	100%
Fitness	Pilates Reformer Semi Private Classes	\$34.48	\$310.32	\$35.00	\$315.00	\$0.52	2%
Fitness	Pilates With Ball Work	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Pilates With Large Equipment	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Pilates With Small Equipment	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	PIYo	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Pole Fitness	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Pole Fitness Intermediate	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Power, Performance, Periodization	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Recovery and Relaxation	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Reiki I Usui Tradition	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Reiki II Usui Tradition	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Restorative Circles	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Running and Yoga Workout	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Running Class Indoor	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Spicy Fit	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Step Interval	\$6.48	\$72.90	\$6.55	\$73.69	\$0.07	1%
Fitness	Stroke Survivor Exercise Program	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Stroller Fit	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Strong And Steady	\$6.39	\$115.02	\$6.55	\$117.90	\$0.16	3%
Fitness	Stronger And Steadier Level 1	\$6.39	\$57.51	\$6.55	\$58.95	\$0.16	3%
Fitness	Stronger and Steadier Level 2	\$6.39	\$57.51	\$6.55	\$58.95	\$0.16	3%
Fitness	Tai Chi	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Tai Chi Qigong Level 1	\$6.48	\$72.90	\$6.55	\$73.69	\$0.07	1%
Fitness	Tai Chi Qigong Level 2	\$6.48	\$72.90	\$6.55	\$73.69	\$0.07	1%
Fitness	TAWS	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	The Biggest Winner	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Therapy Therapeutic Body Movement	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Total Body Workout	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Trail Walk And Tone	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	TRX & Kettlebell Class	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	TRX Circuit Class	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	TRX Introductory Clinic	\$16.57	\$149.13	\$16.75	\$150.75	\$0.18	1%
Fitness	Turbo Kick	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Walk Fit Circuit	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Walk Fit Power	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Walk Fit With Weights	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Weight Room And Cardio Workout	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Weight Training For Older Adults	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Weight Training For Women	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Weight Training For Youth	\$8.55	\$76.95	\$10.25	\$92.25	\$1.70	20%
Fitness	Weight Watchers And Fitness Class	\$6.48	\$87.48	\$6.55	\$88.43	\$0.07	1%
Fitness	Yoga	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga 60 Minutes	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga ABC's	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga Abs	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga Abs All Year (Sept To June)	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga All Year (Sept To June)	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga Flow	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%

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		2011 - Existing		Pricing Study		Analysis	
LOB	COURSE	Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Fitness	Yoga for Athletes	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga For Older Adults	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga For Parents And Youth	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga Gentle	\$6.48	\$87.48	\$6.55	\$88.43	\$0.07	1%
Fitness	Yoga Heated	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Yoga Hot	\$9.45	\$85.05	\$10.25	\$92.25	\$0.80	8%
Fitness	Yoga In The Park	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga Intermediate Level	\$6.48	\$87.48	\$6.55	\$88.43	\$0.07	1%
Fitness	Yoga Kids	\$6.44	\$57.96	\$6.55	\$58.95	\$0.11	2%
Fitness	Yoga Kundalini	\$6.48	\$87.48	\$6.55	\$88.43	\$0.07	1%
Fitness	Yoga Power	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga Prenatal	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga Sampler	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yoga Youth	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Yogalates	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Youth Dance Fit	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Zumba Advanced	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Zumba Fitness	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Zumba Gold for Older Adults	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Zumba Master Class	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Zumba Toning	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Fitness	Zumbatonic	\$6.48	\$58.32	\$6.55	\$58.95	\$0.07	1%
Sports	3 on 3 Shinny Hockey Tournament	\$1.38	\$24.80	\$4.25	\$76.50	\$2.87	209%
Sports	ABC123 Fit 4 Me (3 to 5)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	ABC's Yoga For Tots & Parents	\$6.44	\$57.96	\$5.50	\$49.50	-\$0.94	-15%
Sports	Adult Cardio Skate	\$11.83	\$88.74	\$13.00	\$97.50	\$1.17	10%
Sports	Adult Figure Skating	\$9.86	\$88.74	\$10.75	\$96.75	\$0.89	9%
Sports	Adult Ice Dancing	\$11.83	\$88.74	\$13.00	\$97.50	\$1.17	10%
Sports	Adult Power Skating	\$12.85	\$96.39	\$13.00	\$97.50	\$0.15	1%
Sports	Adult Power Skating Plus	\$12.85	\$96.39	\$13.00	\$97.50	\$0.15	1%
Sports	Adult Skating	\$9.89	\$74.16	\$10.75	\$80.63	\$0.86	9%
Sports	Adult Skating 30 minutes	\$8.24	\$37.08	\$8.50	\$38.25	\$0.26	3%
Sports	Advanced Skating	\$8.28	\$62.10	\$8.50	\$63.75	\$0.22	3%
Sports	Archery (12 to 16)	\$7.71	\$69.39	\$8.50	\$76.50	\$0.79	10%
Sports	Archery (8 to 11)	\$7.71	\$69.39	\$8.50	\$76.50	\$0.79	10%
Sports	Archery Advanced (12 to 16)	\$7.71	\$69.39	\$8.50	\$76.50	\$0.79	10%
Sports	Archery Advanced Adults	\$7.51	\$67.59	\$8.50	\$76.50	\$0.99	13%
Sports	Archery and Fencing Robin Hood Sampler Sess	\$13.22	\$178.47	\$13.00	\$175.50	-\$0.22	-2%
Sports	Archery For Adults	\$7.51	\$67.59	\$8.50	\$76.50	\$0.99	13%
Sports	Badminton (12 to 14)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Badminton (6 to 8)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Badminton (9 to 11)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Badminton Adult	\$5.84	\$78.84	\$5.50	\$74.25	-\$0.34	-6%
Sports	Badminton Coaching Round Robin	\$5.84	\$105.12	\$5.50	\$99.00	-\$0.34	-6%
Sports	Badminton Hit Around (10 to 14)	\$4.48	\$60.48	\$4.25	\$57.38	-\$0.23	-5%
Sports	Badminton Hit Around (14 to 17)	\$4.85	\$65.48	\$4.25	\$57.38	-\$0.60	-12%
Sports	Badminton Hit Around Adult	\$4.85	\$65.48	\$4.25	\$57.38	-\$0.60	-12%
Sports	Badminton Hit Around Family	\$4.59	\$61.97	\$4.25	\$57.38	-\$0.34	-7%
Sports	Badminton Instructional For Youth	\$5.65	\$76.28	\$5.50	\$74.25	-\$0.15	-3%
Sports	Badminton Lessons For The Family	\$5.65	\$76.28	\$5.50	\$74.25	-\$0.15	-3%
Sports	Badminton Round Robin	\$4.85	\$65.48	\$4.25	\$57.38	-\$0.60	-12%
Sports	Basketball Women's Pick Up	\$4.85	\$54.56	\$4.25	\$47.81	-\$0.60	-12%
Sports	Basketball (12 to 14)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Basketball (6 to 8)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Basketball (9 to 11)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Basketball 3 On 3 League	\$4.49	\$40.37	\$5.50	\$49.50	\$1.01	23%
Sports	Basketball 6-8 All Year (Sept To June)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Basketball 9 -11 All Year (Sept To June)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Basketball Adult 3 on 3 League	\$8.79	\$79.11	\$8.50	\$76.50	-\$0.29	-3%
Sports	Basketball Adult Men's Intermediate League	\$10.50	\$94.50	\$10.75	\$96.75	\$0.25	2%
Sports	Basketball Adult Recreational League	\$10.50	\$94.50	\$10.75	\$96.75	\$0.25	2%
Sports	Basketball Development	\$5.90	\$79.67	\$5.50	\$74.25	-\$0.40	-7%
Sports	Basketball For Girls (12 to 14)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%

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LOB	COURSE	2011 - Existing		Pricing Study		Analysis	
		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Sports	Basketball For Girls (6 to 8)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Basketball For Girls (9 to 11)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Basketball League for Boys (10 to 14)	\$7.62	\$68.58	\$6.50	\$58.50	-\$1.12	-15%
Sports	Basketball League for Girls (10 to 14 yrs)	\$7.62	\$68.58	\$6.50	\$58.50	-\$1.12	-15%
Sports	Basketball League For Youth (10 to 14)	\$7.62	\$68.58	\$6.50	\$58.50	-\$1.12	-15%
Sports	Basketball Level 2 (12 to 14)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Basketball Level 2 (6 to 8)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Basketball Level 2 (9 to 11)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Basketball Shoot Around (10 to 13)	\$4.59	\$61.97	\$4.25	\$57.38	-\$0.34	-7%
Sports	Basketball Shoot Around Adult	\$4.85	\$65.48	\$4.25	\$57.38	-\$0.60	-12%
Sports	Basketball Shoot Around Adult (Sept - June)	\$4.85	\$65.48	\$4.25	\$57.38	-\$0.60	-12%
Sports	Basketball Women's Beginner League	\$8.79	\$79.11	\$8.50	\$76.50	-\$0.29	-3%
Sports	Blastball	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	CBET Hockey Coach Development 1 Clinic	\$10.48	n/a	\$16.00	n/a	\$5.52	153%
Sports	CBET Hockey Coach Stream Clinic	\$13.88	n/a	\$16.00	n/a	\$2.12	115%
Sports	Cheerleading Basics	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Cricket - Getin2KCricket	\$8.79	\$79.11	\$8.50	\$76.50	-\$0.29	-3%
Sports	Cricket4Kids (6 to 8)	\$7.81	\$70.29	\$8.50	\$76.50	\$0.69	9%
Sports	Curling	\$10.10	\$181.80	\$10.75	\$193.50	\$0.65	6%
Sports	Dodgeball Co-Ed League	\$6.77	\$60.93	\$8.50	\$76.50	\$1.73	26%
Sports	Dodgeball Dynamic (12 to 14)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Dodgeball Dynamic (9 to 11)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Endurance Training For Your Sport	\$3.43	\$30.90	\$4.25	\$38.25	\$0.82	24%
Sports	Fencing	\$12.26	\$165.51	\$13.00	\$175.50	\$0.74	6%
Sports	Fencing Adult Club	\$12.26	\$165.51	\$13.00	\$175.50	\$0.74	6%
Sports	Fencing for Kids (6 to 9)	\$12.31	\$110.79	\$13.00	\$117.00	\$0.69	6%
Sports	Fencing For Youth (10 to 15)	\$12.31	\$166.19	\$13.00	\$175.50	\$0.69	6%
Sports	Fencing Introduction For Adults	\$12.26	\$165.51	\$13.00	\$175.50	\$0.74	6%
Sports	Fencing Introduction For Youth (10 to 15)	\$12.31	\$166.19	\$13.00	\$175.50	\$0.69	6%
Sports	Fencing Youth Club (10 to 15)	\$12.31	\$166.19	\$13.00	\$175.50	\$0.69	6%
Sports	Field Hockey	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Fit Kids	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Floor Hockey (12 to 14)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Floor Hockey (6 to 8)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Floor Hockey (9 to 11)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Floor Hockey Adult Recreation League Division	\$8.33	\$75.00	\$8.50	\$76.50	\$0.17	2%
Sports	Floor Hockey Pick Up	\$4.85	\$54.56	\$4.25	\$47.81	-\$0.60	-12%
Sports	Floor Hockey Women's	\$5.31	\$47.78	\$5.50	\$49.50	\$0.19	4%
Sports	Floorball Youth League	\$7.62	\$68.58	\$6.50	\$58.50	-\$1.12	-15%
Sports	Floorball For Adults	\$4.29	\$77.22	\$5.50	\$99.00	\$1.21	28%
Sports	Floorball For Youth (6 to 9)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Football Skills & Drills Development	\$5.72	\$77.22	\$5.50	\$74.25	-\$0.22	-4%
Sports	Golf - Golf Clinic (Including Video Swing Analysis)	\$27.25	\$245.25	\$26.30	\$236.70	-\$0.95	-3%
Sports	Golf - Playing Lesson Clinic	\$24.75	\$445.50	\$26.30	\$473.40	\$1.55	6%
Sports	Golf Kids Clinics	\$27.25	\$245.25	\$26.30	\$236.70	-\$0.95	-3%
Sports	Golf Ladies Only Clinics	\$24.75	\$222.75	\$26.30	\$236.70	\$1.55	6%
Sports	Golf Mixed Beginner Clinics	\$24.75	\$222.75	\$26.30	\$236.70	\$1.55	6%
Sports	Golf Outdoor Lessons	\$16.92	\$152.28	\$16.00	\$144.00	-\$0.92	-5%
Sports	Golf Play With a Pro	\$27.25	\$490.50	\$26.30	\$473.40	-\$0.95	-3%
Sports	Golf Semi Private For Older Adults	\$31.59	\$284.31	\$26.30	\$236.70	-\$5.29	-17%
Sports	Golf Semi Private Lessons	\$31.59	\$284.31	\$26.30	\$236.70	-\$5.29	-17%
Sports	Golf Semi Private Lessons Advanced	\$31.59	\$284.31	\$26.30	\$236.70	-\$5.29	-17%
Sports	Golf Semi Private Lessons For Women	\$31.59	\$284.31	\$26.30	\$236.70	-\$5.29	-17%
Sports	Golf Semi Private Lessons Intermediate	\$31.59	\$284.31	\$26.30	\$236.70	-\$5.29	-17%
Sports	Golf Short Game	\$16.92	\$152.28	\$16.00	\$144.00	-\$0.92	-5%
Sports	Golf Short Game For Women	\$16.92	\$152.28	\$16.00	\$144.00	-\$0.92	-5%
Sports	Golf Sunday Night Junior League	\$9.97	\$224.25	\$10.75	\$241.88	\$0.78	8%
Sports	Group Registration Skating Lessons	\$14.00	\$210.00	\$16.00	\$240.00	\$2.00	14%
Sports	Hockey Coed Beginner	\$10.71	\$96.39	\$10.75	\$96.75	\$0.04	0%
Sports	Hockey Conditioning Clinic (10 to 13)	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%
Sports	Hockey Conditioning Clinic (4 to 6)	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%
Sports	Hockey Conditioning Clinic (7 to 9)	\$18.05	\$135.38	\$18.75	\$140.63	\$0.70	4%
Sports	Hockey Goalie Training (10 to 13)	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%

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		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Sports	Hockey Goalie Training (7 to 9)	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%
Sports	Hockey Men's Beginner	\$10.71	\$96.39	\$10.75	\$96.75	\$0.04	0%
Sports	Hockey Pre Season Level 1 (10 to 13)	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%
Sports	Hockey Pre Season Level 1 (7 to 9)	\$18.05	\$135.38	\$18.75	\$140.63	\$0.70	4%
Sports	Hockey Pre Season Level 2 (10 to 13)	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%
Sports	Hockey Shinny	\$2.92	\$52.47	\$4.25	\$76.50	\$1.34	46%
Sports	Hockey Shooting Training (10 to 13)	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%
Sports	Hockey Shooting Training (7 to 9)	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%
Sports	Hockey Shooting Training For Men	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%
Sports	Hockey Shooting Training For Women	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%
Sports	Hockey Skating Skills	\$9.00	\$67.50	\$8.50	\$63.75	-\$0.50	-6%
Sports	Hockey Skills And Drills	\$11.60	\$78.30	\$10.75	\$72.56	-\$0.85	-7%
Sports	Hockey Skills For Beginners (10 to 13)	\$10.90	\$98.10	\$10.75	\$96.75	-\$0.15	-1%
Sports	Hockey Skills For Beginners (7 to 9)	\$8.92	\$80.28	\$10.75	\$96.75	\$1.83	21%
Sports	Hockey Trainer's Certification Level 1	\$11.16	n/a	\$16.00	n/a	\$4.84	143%
Sports	Hockey Trainers Certification Level 1/2	\$15.00	n/a	\$16.00	n/a	\$1.00	107%
Sports	Hockey Women's Beginner	\$10.71	\$96.39	\$10.75	\$96.75	\$0.04	0%
Sports	In Line Skating Beginner Adult	\$5.01	\$45.05	\$5.50	\$49.50	\$0.49	10%
Sports	In Line Skating Beginner Family	\$6.79	\$61.14	\$6.50	\$58.50	-\$0.29	-4%
Sports	In Line Skating Beginner Youth	\$6.79	\$61.14	\$6.50	\$58.50	-\$0.29	-4%
Sports	In Line Skating Intermediate Youth	\$6.79	\$61.14	\$6.50	\$58.50	-\$0.29	-4%
Sports	Indoor Track And Field (6 to 8)	\$5.50	\$49.51	\$5.50	\$49.50	\$0.00	0%
Sports	Intermediate Skating	\$8.28	\$62.10	\$8.50	\$63.75	\$0.22	3%
Sports	Jiu Jitsu	\$6.28	\$56.52	\$6.50	\$58.50	\$0.22	4%
Sports	Jiu Jitsu Adult	\$6.13	\$68.96	\$6.50	\$73.13	\$0.37	6%
Sports	Jiu Jitsu Teen	\$7.85	\$70.65	\$6.50	\$58.50	-\$1.35	-17%
Sports	Junior Skating	\$8.48	\$63.63	\$8.50	\$63.75	\$0.02	0%
Sports	Junior Skating Level 5	\$8.28	\$62.10	\$8.50	\$63.75	\$0.22	3%
Sports	Karate Advanced Yellow Belt and Up All Year (S	\$6.28	\$70.65	\$6.50	\$73.13	\$0.22	4%
Sports	Karate Beginners 6-8 yrs	\$7.54	\$56.52	\$6.50	\$48.75	-\$1.04	-14%
Sports	Karate Classes	\$5.83	\$65.60	\$6.50	\$73.13	\$0.67	11%
Sports	Karate Classes All Year (Sept To June)	\$6.28	\$70.65	\$6.50	\$73.13	\$0.22	4%
Sports	Karate Classes - Private Classes	\$50.48	\$227.16	\$26.30	\$118.35	-\$24.18	-48%
Sports	Karate Classes Advanced Brown Belts And Up	\$6.13	\$68.96	\$6.50	\$73.13	\$0.37	6%
Sports	Karate Classes Advanced Yellow Belts and Up	\$6.28	\$70.65	\$6.50	\$73.13	\$0.22	4%
Sports	Karate Classes- Semi Private Classes	\$25.87	\$116.42	\$26.30	\$118.35	\$0.43	2%
Sports	Kayaking Skills Rolls And More	\$15.89	\$214.52	\$16.00	\$216.00	\$0.11	1%
Sports	Kickboxing Muay Thai	\$6.32	\$56.88	\$6.50	\$58.50	\$0.18	3%
Sports	Kindergym And Swim	\$7.52	\$101.52	\$5.50	\$74.25	-\$2.02	-27%
Sports	Kindergym Level 2 (6 months to 1 year)	\$7.21	\$48.67	\$5.50	\$37.13	-\$1.71	-24%
Sports	Kindergym Level 3 (1 to 2 years)	\$7.21	\$64.89	\$5.50	\$49.50	-\$1.71	-24%
Sports	Kindergym Level 4 (2 to 4 years)	\$7.21	\$64.89	\$5.50	\$49.50	-\$1.71	-24%
Sports	Kung Fu Shaolin (6 - 8)	\$6.28	\$70.65	\$6.50	\$73.13	\$0.22	4%
Sports	Kung Fu Shaolin (9yrs - and up)	\$6.28	\$70.65	\$6.50	\$73.13	\$0.22	4%
Sports	Learn To Paddle	\$15.59	\$140.31	\$16.00	\$144.00	\$0.41	3%
Sports	Little Tykes Basketball (3 to 4)	\$6.03	\$40.67	\$5.50	\$37.13	-\$0.53	-9%
Sports	Little Tykes Floor Hockey (3 to 4)	\$6.03	\$40.67	\$5.50	\$37.13	-\$0.53	-9%
Sports	Little Tykes Soccer (3 to 4)	\$6.03	\$40.67	\$5.50	\$37.13	-\$0.53	-9%
Sports	Little Tykes Soccer for Girls	\$5.96	\$40.23	\$5.50	\$37.13	-\$0.46	-8%
Sports	Little Tykes Soccer Outdoor with Parent	\$6.03	\$40.67	\$5.50	\$37.13	-\$0.53	-9%
Sports	Little Tykes Sports Series (3 to 4)	\$5.96	\$40.23	\$5.50	\$37.13	-\$0.46	-8%
Sports	Little Tykes Sports Series With Parent	\$5.96	\$40.23	\$5.50	\$37.13	-\$0.46	-8%
Sports	Little Tykes Tennis - Le Petit Tennis	\$13.57	\$122.13	\$16.00	\$144.00	\$2.43	18%
Sports	March Break Junior Fun Skate	\$8.90	\$66.78	\$10.75	\$80.63	\$1.85	21%
Sports	March Break Power Skating (6 to 8)	\$10.44	\$78.30	\$10.75	\$80.63	\$0.31	3%
Sports	March Break Power Skating (9 to 12)	\$10.44	\$78.30	\$10.75	\$80.63	\$0.31	3%
Sports	March Break Preschool Skate	\$13.80	\$62.10	\$16.00	\$72.00	\$2.20	16%
Sports	Mini Basketball (4 to 5)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Mini Floor Hockey (4 to 5)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Mini Hockey Skating Skills	\$8.77	\$65.79	\$8.50	\$63.75	-\$0.27	-3%
Sports	Mini Hockey Skills	\$7.31	\$65.79	\$10.75	\$96.75	\$3.44	47%
Sports	Mini In Line Skating	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Mini Ninjas (4 to 6)	\$6.28	\$56.52	\$6.50	\$58.50	\$0.22	4%

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LOB	COURSE	2011 - Existing		Pricing Study		Analysis	
		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Sports	Mini Soccer Indoor (4 to 5)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Mini Soccer Indoor For Girls	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Mini Soccer Outdoor with Parent	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Mini Soccer Outdoors	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Mini Sports Series (4 to 5)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Mini Sports Series With Parent	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Mini Tennis (4 to 6)	\$14.34	\$129.09	\$16.00	\$144.00	\$1.66	12%
Sports	Mini Track And Field Indoor	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Mountain Bike Rides	\$7.80	\$70.20	\$8.50	\$76.50	\$0.70	9%
Sports	Multi Sport Development	\$5.72	\$77.22	\$5.50	\$74.25	-\$0.22	-4%
Sports	NCCP Teaching and Learning/Planning a Practi	\$7.27	\$360.00	\$6.50	\$321.75	-\$0.77	-11%
Sports	Parent And Tot Skating	\$14.15	\$63.68	\$16.00	\$72.00	\$1.85	13%
Sports	Power Skating (13 to 16)	\$10.44	\$78.30	\$10.75	\$80.63	\$0.31	3%
Sports	Power Skating (6 to 8)	\$10.44	\$78.30	\$10.75	\$80.63	\$0.31	3%
Sports	Power Skating (9 to 12)	\$10.44	\$78.30	\$10.75	\$80.63	\$0.31	3%
Sports	Power Skating Plus	\$10.44	\$78.30	\$10.75	\$80.63	\$0.31	3%
Sports	Pre Season Hockey Prep	\$18.05	\$162.45	\$18.75	\$168.75	\$0.70	4%
Sports	Preschool Skating	\$14.15	\$63.68	\$16.00	\$72.00	\$1.85	13%
Sports	Rowing Sampler	\$14.14	\$381.87	\$13.00	\$351.00	-\$1.14	-8%
Sports	Rugby	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Semi Private Junior Skating	\$25.24	\$113.58	\$26.30	\$118.35	\$1.06	4%
Sports	Semi Private Preschool Skating	\$25.24	\$113.58	\$26.30	\$118.35	\$1.06	4%
Sports	Semi Private Soccer Development	\$16.43	\$147.87	\$16.00	\$144.00	-\$0.43	-3%
Sports	Semi Private Soccer Development - Summer Or	\$15.95	\$143.55	\$16.00	\$144.00	\$0.05	0%
Sports	Skateboard Lessons Beginner	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Skateboard Lessons Intermediate	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Skipping Basics (6 to 8)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Skipping Basics (9 to 12)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Smorgasports (2 to 3)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Soccer (9 to 11)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Soccer Development Model Academy	\$9.27	\$125.19	\$8.50	\$114.75	-\$0.77	-8%
Sports	Soccer Development Model Tot Program	\$9.27	\$125.19	\$8.50	\$114.75	-\$0.77	-8%
Sports	Soccer Indoor (12 to 14)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Soccer Indoor (6 to 8)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Soccer Indoor (9 to 11)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Soccer Indoor 6 - 8 All Year (Sept To June)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Soccer Indoor 9 to 11 yrs All Year (Sept -June)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Soccer Indoor For Girls (6 to 8)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Soccer Indoor For Girls (9 to 11)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Soccer Indoor League For Youth	\$7.62	\$68.58	\$6.50	\$58.50	-\$1.12	-15%
Sports	Soccer Indoor Men's League	\$8.58	\$77.22	\$8.50	\$76.50	-\$0.08	-1%
Sports	Soccer Indoor Women's Beginner League	\$8.58	\$77.22	\$8.50	\$76.50	-\$0.08	-1%
Sports	Soccer Indoor Womens Intermediate League	\$8.58	\$77.22	\$8.50	\$76.50	-\$0.08	-1%
Sports	Soccer Outdoors (6 - 8)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Soccer Skills and Drills Development	\$5.72	\$77.22	\$5.50	\$74.25	-\$0.22	-4%
Sports	Soccer Women's Indoor Lessons	\$4.87	\$65.70	\$5.50	\$74.25	\$0.63	13%
Sports	Special Needs Skating	\$25.24	\$113.58	\$26.30	\$118.35	\$1.06	4%
Sports	Sport Series with Parent (6-8)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Sport Series with Parent (9-11)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Sport Specific Conditioning	\$8.34	\$75.06	\$6.50	\$58.50	-\$1.84	-22%
Sports	Sports Series (6 to 8)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Sports Series For Girls	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Squash League Junior	\$4.66	\$41.93	\$5.50	\$49.50	\$0.84	18%
Sports	Squash League Junior	\$10.25	\$92.25	\$4.25	\$38.25	-\$6.00	-59%
Sports	Squash Lessons Adult	\$12.67	\$114.03	\$8.50	\$76.50	-\$4.17	-33%
Sports	Squash Lessons Adult	\$12.36	\$111.24	\$16.00	\$144.00	\$3.64	29%
Sports	Squash Lessons Junior Co-ed	\$10.25	\$92.25	\$4.25	\$38.25	-\$6.00	-59%
Sports	Squash Lessons Junior Co-Ed	\$10.25	\$92.25	\$4.25	\$38.25	-\$6.00	-59%
Sports	Steve Nash Youth Basketball Program	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Table Tennis (12 to 14 yrs)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Table Tennis (9 to 11 yrs)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Table Tennis Hit Around (12-14)	\$4.59	\$41.31	\$4.25	\$38.25	-\$0.34	-7%
Sports	Table Tennis Hit Around (9-11)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%

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		Hourly Price	9 Session Course Cost	Hourly Price	9 Session Course Cost	Hourly Change	% Change
Sports	Table Tennis Hit Around Adult	\$4.85	\$65.48	\$4.25	\$57.38	-\$0.60	-12%
Sports	Tae Kwon Do	\$6.25	\$70.31	\$6.50	\$73.13	\$0.25	4%
Sports	Tae Kwon Do Beginner (6 to 8)	\$6.28	\$56.52	\$6.50	\$58.50	\$0.22	4%
Sports	Tae Kwon Do Blue Belt And Up	\$6.28	\$70.65	\$6.50	\$73.13	\$0.22	4%
Sports	Tae Kwon Do Challenge	\$7.22	\$74.72	\$6.50	\$67.28	-\$0.72	-10%
Sports	Tae Kwon Do Purple Belts And Up	\$6.28	\$70.65	\$6.50	\$73.13	\$0.22	4%
Sports	Tae Kwon Do White Belt to Orange 2nd Stripe	\$6.10	\$68.63	\$6.50	\$73.13	\$0.40	7%
Sports	Tae Kwon Do Yellow Belt 2 Stripe And Up	\$6.28	\$70.65	\$6.50	\$73.13	\$0.22	4%
Sports	Taekwondo Exam and Belt Fee	\$6.82	\$122.76	\$6.50	\$117.00	-\$0.32	-5%
Sports	Teen Skating	\$8.48	\$63.63	\$8.50	\$63.75	\$0.02	0%
Sports	Tennis Adult Off Season Conditioning	\$13.25	\$119.25	\$13.00	\$117.00	-\$0.25	-2%
Sports	Tennis For The Family	\$9.50	\$85.50	\$8.50	\$76.50	-\$1.00	-11%
Sports	Tennis Lessons Adult Beginner	\$13.25	\$119.25	\$13.00	\$117.00	-\$0.25	-2%
Sports	Tennis Lessons Adult Intermediate	\$13.25	\$119.25	\$13.00	\$117.00	-\$0.25	-2%
Sports	Tennis Lessons Beginner (10 to 15)	\$13.24	\$119.16	\$13.00	\$117.00	-\$0.24	-2%
Sports	Tennis Lessons Beginner (6 to 9)	\$13.24	\$119.16	\$13.00	\$117.00	-\$0.24	-2%
Sports	Tennis Lessons Intermediate (10 to 15)	\$13.24	\$119.16	\$13.00	\$117.00	-\$0.24	-2%
Sports	Tennis Lessons Intermediate (6 to 9)	\$13.24	\$119.16	\$13.00	\$117.00	-\$0.24	-2%
Sports	Tennis Round Robin Level I	\$13.25	\$119.25	\$13.00	\$117.00	-\$0.25	-2%
Sports	Tennis Round Robin Level II	\$13.25	\$119.25	\$13.00	\$117.00	-\$0.25	-2%
Sports	Tennis Semi Private Adult Beginner	\$17.21	\$154.89	\$16.00	\$144.00	-\$1.21	-7%
Sports	Tennis Semi Private Adult Intermediate	\$17.21	\$154.89	\$16.00	\$144.00	-\$1.21	-7%
Sports	Tennis Semi Private Beg (10 to 15)	\$17.61	\$158.49	\$16.00	\$144.00	-\$1.61	-9%
Sports	Tennis Semi Private Beg (6 to 9)	\$17.61	\$158.49	\$16.00	\$144.00	-\$1.61	-9%
Sports	Tennis Semi Private Int (10 to 15)	\$17.61	\$158.49	\$16.00	\$144.00	-\$1.61	-9%
Sports	Tennis Semi Private Int (6 to 9)	\$17.61	\$158.49	\$16.00	\$144.00	-\$1.61	-9%
Sports	Tennis Training Youth	\$13.24	\$119.16	\$13.00	\$117.00	-\$0.24	-2%
Sports	Tennis with Parent	\$13.57	\$122.13	\$13.00	\$117.00	-\$0.57	-4%
Sports	Toddlers On The Move	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Triathlon Kids Swimming	\$7.93	\$71.37	\$6.50	\$58.50	-\$1.43	-18%
Sports	Triathlon Training for Kids	\$10.74	\$96.70	\$10.75	\$96.75	\$0.01	0%
Sports	Volleyball (12 to 14)	\$5.82	\$52.38	\$5.50	\$49.50	-\$0.32	-5%
Sports	Volleyball (6 to 8)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Volleyball (9 to 11)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Volleyball Beach (12 to 14)	\$5.96	\$53.64	\$5.50	\$49.50	-\$0.46	-8%
Sports	Volleyball Beach Coed Hit Around	\$4.85	\$87.30	\$4.25	\$76.50	-\$0.60	-12%
Sports	Volleyball Beach Coed Intermediate	\$5.99	\$80.87	\$5.50	\$74.25	-\$0.49	-8%
Sports	Volleyball Beach Coed League 4's	\$8.58	\$77.22	\$8.50	\$76.50	-\$0.08	-1%
Sports	Volleyball Beach Coed League 6's	\$8.58	\$77.22	\$8.50	\$76.50	-\$0.08	-1%
Sports	Volleyball Coed Adult Beginner	\$5.84	\$78.84	\$5.50	\$74.25	-\$0.34	-6%
Sports	Volleyball Coed Hit Around	\$4.85	\$65.48	\$4.25	\$57.38	-\$0.60	-12%
Sports	Volleyball Coed Intermediate Lessons	\$5.84	\$78.84	\$5.50	\$74.25	-\$0.34	-6%
Sports	Volleyball Coed League Advanced	\$8.58	\$77.22	\$8.50	\$76.50	-\$0.08	-1%
Sports	Volleyball Low Intermediate	\$5.84	\$78.84	\$5.50	\$74.25	-\$0.34	-6%
Sports	Volleyball Recreational Coed League	\$8.58	\$77.22	\$8.50	\$76.50	-\$0.08	-1%
Sports	Volleyball Teen Girls	\$5.82	\$78.57	\$5.50	\$74.25	-\$0.32	-5%
Sports	Volleyball Women's Adult Beginner	\$4.85	\$43.65	\$5.50	\$49.50	\$0.65	13%
Sports	Youth 3 on 3 Basketball League	\$4.48	\$40.32	\$5.50	\$49.50	\$1.02	23%
Sports	Youth Ninja & Self Defence	\$6.28	\$70.65	\$6.50	\$73.13	\$0.22	4%

APPENDIX 2: CURRENT AND PROPOSED AQUATIC MEMBERSHIP STRUCTURE

Current			Proposed		
Pass Type	Pass Term	Rate	Pass Type	Pass Term	Rate
Drop-In Rates			Drop-In Rates		
Individual	Fun Swim - Single Visit	\$3.41	Individual	All Swims - Single Visit	\$3.50
	Length Swim - Single Visit	\$2.70		All Swims - Book of 5 Tickets	\$15.75
	River Grove - Fun Singel Visit	\$3.70			
	Fun Swim - Book of 10 Tickets	\$24.30			
	Length Swim - Book of 10 Tickets	\$30.66			
	River Grove - Book of 10 Tickets	\$33.30			
Group (Max 5)	All Swims - Group Visit	\$8.10	Group (Max 5)	All Swims - Group Visit	\$10.50
	River Grove - Group Visit	\$11.10		All Swims - Book of 5 Tickets	\$47.25
	All Swims - Book of 10 Tickets	\$72.90			
	River Grove - Book of 10 Tickets	\$99.90			
Persons with Disability	All Swims	\$0			
Memberships			Memberships		
Individual	Fun - One Month	\$11.40	Individual	All Swims - One Month	\$15.00
	Fun - Three Months	\$34.20		All Swims - Three Months	\$45.00
	Fun - Twelve Months	\$136.80		All Swims - Twelve Months	\$180.00
	Length - One Month	\$15.23	Youth/Student	All Swims - One Month	\$12.00
	Length - Three Months	\$45.69		All Swims - Three Months	\$36.00
	Length - Twelve Months	\$182.76		All Swims - Twelve Months	\$144.00
	River Grove - One Month	\$17.10	Older Adults	All Swims - One Month	\$12.00
	River Grove - Three Months	\$51.30		All Swims - Three Months	\$36.00
	River Grove - Twelve Months	\$205.20		All Swims - Twelve Months	\$144.00
	Persons with Disability	All Swims - One Month	\$0	Persons with Disability	All Swims - One Month
All Swims - Three Months		\$0	All Swims - Three Months		\$36.00
All Swims - Twelve Months		\$0	All Swims - Twelve Months		\$144.00
Family (Max 5)	All Swims - One Month	\$29.50			
	All Swims - Three Months	\$88.50			
	All Swims - Twelve Months	\$354.00			
	River Grove - One Month	\$44.30	Group (Max 5)	One Month	\$45.00
	River Grove - Three Months	\$132.90		Three Months	\$135.00
River Grove - Twelve Months	\$531.60		Twelve Months	\$540.00	
Older Adult	50 visits	\$50.00			

APPENDIX 3: CURRENT AND PROPOSED FITNESS MEMBERSHIP STRUCTURE

FITNESS RATES

Current		
Pass Type	Pass Term	Rate
Drop-In Rates		
Adult (18-59)	Single Visit	\$8.54
	Book of 5 Tickets	\$37.20
Older Adult (60+)	Single Visit	\$6.40
	Book of 5 Tickets	\$27.90
Youth (14-17)	Single Visit	\$6.00
	Book of 5 Tickets	\$26.15
Student with ID	Single Visit	\$6.85
	Book of 5 Tickets	\$30.00
Persons with Disability	Single Visit	\$6.40
	Book of 5 Tickets	\$27.90
Memberships		
Adult (18-59)	One Month	\$53.64
	Three Months	\$142.73
	Twelve Months	\$439.68
Older Adult (60+)	One Month	\$40.23
	Three Months	\$107.05
	Twelve Months	\$329.76
Youth (14-17)	One Month	\$37.55
	Three Months	\$99.91
	Twelve Months	\$307.80
Student with ID	One Month	\$42.91
	Three Months	\$114.18
	Twelve Months	\$351.72
Persons with Disability	One Month	\$40.23
	Three Months	\$107.05
	Twelve Months	\$329.76

Proposed		
Pass Type	Pass Term	Rate
Drop-In Rates		
Adult (18-59)	Single Visit	\$10.00
	Book of 5 Tickets	\$45.00
Older Adult (60+)	Single Visit	\$8.00
	Book of 5 Tickets	\$36.00
Youth (14-17)	Single Visit	\$8.00
	Book of 5 Tickets	\$36.00
Student with ID	Single Visit	\$8.00
	Book of 5 Tickets	\$36.00
Persons with Disability	Single Visit	\$8.00
	Book of 5 Tickets	\$36.00
Memberships		
Adult (18-59)	One Month	\$54.00
	Three Months	\$143.00
	Twelve Months	\$444.00
Older Adult (60+)	One Month	\$43.20
	Three Months	\$114.40
	Twelve Months	\$355.20
Youth (14-17)	One Month	\$43.20
	Three Months	\$114.40
	Twelve Months	\$355.20
Student with ID	One Month	\$43.20
	Three Months	\$114.40
	Twelve Months	\$355.20
Persons with Disability	One Month	\$43.20
	Three Months	\$114.40
	Twelve Months	\$355.20

WALKING TRACK RATES

Current		
Pass Type	Pass Term	Rate
Drop-In Rates		
Adult (18-59)	Single Visit	\$3.38
	Book of 10 Tickets	\$21.60
Older Adult (60+)	Single Visit	\$1.87
	Book of 10 Tickets	\$11.70
Youth (14-17)	Single Visit	\$1.87
	Book of 10 Tickets	\$11.70
Persons with Disability	Single Visit	\$1.87
	Book of 10 Tickets	\$11.70
Memberships		
Adult (18-59)	One Month	\$32.86
	Three Months	\$65.43
	Twelve Months	\$136.68
Older Adult (60+)	One Month	\$18.52
	Three Months	\$36.88
	Twelve Months	\$77.04
Youth (14-17)	One Month	\$18.52
	Three Months	\$36.88
	Twelve Months	\$77.04
Persons with Disability	One Month	\$18.52
	Three Months	\$36.88
	Twelve Months	\$77.04

Proposed		
Pass Type	Pass Term	Rate
Drop-In Rates		
Adult (18-59)	Single Visit	\$2.75
	Book of 5 Tickets	\$12.38
Older Adult (60+)	Single Visit	\$2.20
	Book of 5 Tickets	\$9.90
Youth (14-17)	Single Visit	\$2.20
	Book of 5 Tickets	\$9.90
Persons with Disability	Single Visit	\$2.20
	Book of 5 Tickets	\$9.90
Memberships		
Adult (18-59)	One Month	\$25.00
	Three Months	\$50.00
	Twelve Months	\$100.00
Older Adult (60+)	One Month	\$20.00
	Three Months	\$40.00
	Twelve Months	\$80.00
Youth (14-17)	One Month	\$20.00
	Three Months	\$40.00
	Twelve Months	\$80.00
Persons with Disability	One Month	\$20.00
	Three Months	\$40.00
	Twelve Months	\$80.00

APPENDIX 4: CURRENT AND PROPOSED MEETING ROOM RATES

MEETING ROOM RENTALS				
CURRENT PRICE STRUCTURE				
Room Category	Affiliated	Community Groups	Resident	Commercial
Auditorium - Large				
Social	\$81.26	\$101.04	\$122.93	\$162.50
Social - Holiday Rate	\$123.96	\$144.80	\$164.57	\$206.26
Meeting Room (3 hour minimum)	\$29.16	\$35.41	\$41.66	\$57.30
Recreation Program (3 hour minimum)	\$19.80	\$22.92	\$29.16	\$36.46
Auditorium - Premium Small				
Social	\$62.50	\$71.87	\$84.38	\$102.09
Social - Holiday Rate	\$86.47	\$95.83	\$104.18	\$124.99
Meeting Room (3 hour minimum)	\$18.75	\$21.88	\$27.09	\$34.37
Recreation Program (3 hour minimum)	\$19.80	\$22.92	\$29.16	\$36.46
Auditorium - Small				
Social	\$39.58	\$52.09	\$61.46	\$81.26
Social - Holiday Rate	\$62.50	\$70.83	\$84.38	\$102.09
Meeting Room (3 hour minimum)	\$18.75	\$21.88	\$27.09	\$34.37
Recreation Program (3 hour minimum)	\$19.80	\$22.92	\$29.16	\$36.46
Gymnasium				
Full court	\$50.00	\$59.38	\$67.71	\$87.49
Single Court	\$26.04	\$33.23	\$37.81	\$75.58
Double Court	\$50.00	\$65.31	\$74.49	\$148.97
Triple Court	\$73.96	\$98.54	\$112.30	\$224.59
Recreation Program (3 hour minimum)	\$38.54	\$44.79	\$57.30	\$71.87
Lobby				
Flat Rate	\$32.28	\$32.28	\$26.04	\$26.04
Meeting Room				
Social	\$26.04	\$31.25	\$36.46	\$50.00
Meeting Room (3 hour minimum)	\$12.29	\$15.63	\$19.80	\$26.04
Recreation Program (3 hour minimum)	\$19.80	\$22.92	\$29.16	\$36.46
Social Activity Room				
Social	\$29.16	\$34.37	\$39.58	\$55.21
Meeting Room (3 hour minimum)	\$50.00	\$57.30	\$62.50	\$73.96
Recreation Program (3 hour minimum)	\$19.80	\$22.92	\$29.16	\$36.46
Youth/Senior				
Social	\$29.16	\$34.37	\$39.58	\$55.21
Social - Holiday Rate	\$50.00	\$57.30	\$62.50	\$73.96
Meeting Room (3 hour minimum)	\$12.49	\$15.63	\$19.80	\$26.04
Recreation Program (3 hour minimum)	\$19.80	\$22.92	\$29.16	\$36.46

POTENTIAL PRICE STRUCTURE				
Room Category	Affiliated	Community Groups	Resident	Commercial
A	\$14.00	\$16.00	\$22.50	\$30.00
B	\$20.00	\$27.00	\$32.00	\$40.00
C	\$39.50	\$45.00	\$60.00	\$73.00
D	\$45.00	\$52.00	\$60.00	\$84.50
L	\$4.00	\$4.00	\$4.00	\$25.00

A: Arts & Craft Room; Meeting Room; Social Activity; Youth/Senior
 B: Auditorium - Premium Small; Auditorium - Small
 C: Auditorium - Large; Auditorium - Premium Large
 D: Gymnasium
 L: Lobby

APPENDIX 5: CURRENT AND PROPOSED SPORTS FIELD RATES

SPORTS RENTALS											
RATE REPORT						PROPOSED FEES					
Facility Category and Type	Affiliated	Community Group	Resident	Commercial	School Board		Facility Category and Type	Affiliated & School Board	Community Group	Resident	Commercial
SOCCER (single use)							SOCCER				
Artificial	\$ 56.56	\$ 118.24	\$ 92.32	\$ 148.92	\$ -		Artificial	\$ 55.00	\$ 90.00	\$ 100.00	\$ 150.00
Lit	\$ 10.94	\$ -	\$ 24.29	\$ 48.58	\$ -		Lit	\$ 6.00	\$ 7.50	\$ 9.00	\$ 12.00
Unlit	\$ 4.63	\$ -	\$ 14.66	\$ 29.32	\$ 18.01		Unlit	\$ 3.00	\$ 3.75	\$ 4.50	\$ 6.00
BALL DIAMONDS (single use)							BALL DIAMONDS				
Lit	\$ 10.94	\$ -	\$ 24.29	\$ 48.58	\$ -		Lit	\$ 6.00	\$ 7.50	\$ 9.00	\$ 12.00
Unlit	\$ 4.63	\$ -	\$ 14.66	\$ 29.32	\$ 18.01		Unlit	\$ 3.00	\$ 3.75	\$ 4.50	\$ 6.00
CRICKET (single use)							CRICKET				
Cricket	\$ 10.94	\$ -	\$ 24.29	\$ 48.58	\$ -		Cricket	\$ 3.00	\$ 3.75	\$ 4.50	\$ 6.00
FOOTBALL (single use)							FOOTBALL				
Lit	\$ 10.94	\$ -	\$ 24.29	\$ 48.58	\$ -		Lit	\$ 6.00	\$ 7.50	\$ 9.00	\$ 12.00
Unlit	\$ 4.63	\$ -	\$ 14.66	\$ 29.32	\$ 18.01		Unlit	\$ 3.00	\$ 3.75	\$ 4.50	\$ 6.00
SOCCER (seasonal prime-time)											
Artificial	NA	NA	NA	NA	NA						
Lit	NA	NA	\$ 698.19	NA	NA						
Unlit	NA	NA	\$ 293.10	NA	\$ 138.16						
BALL DIAMONDS (seasonal prime-time)											
Lit	NA	NA	\$ 587.24	NA	NA						
Unlit	NA	NA	\$ 368.46	NA	\$ 224.00						
CRICKET (seasonal prime-time)											
Cricket	NA	NA	\$ 293.10	NA	NA						
FOOTBALL (seasonal prime-time)											
Lit	NA	NA	\$ 477.32	NA	NA						
Unlit	NA	NA	\$ -	NA	\$ 157.01						
SOCCER (seasonal non-prime)											
Artificial	NA	NA	NA	NA	NA						
Lit	NA	NA	\$ 361.13	NA	NA						
Unlit	NA	NA	\$ 124.56	NA	\$ 71.17						
BALL DIAMONDS (seasonal non-prime)											
Lit	NA	NA	\$ 305.43	NA	NA						
Unlit	NA	NA	\$ 185.29	NA	\$ 113.04						
CRICKET (seasonal non-prime)											
Cricket	NA	NA	\$ 124.56	NA	NA						
FOOTBALL (seasonal non-prime)											
Lit	NA	NA	\$ 236.56	NA	NA						
Unlit	NA	NA	\$ 77.47	NA	NA						
SOCCER (ADULT- tournament)											
Artificial	NA	NA	NA	NA	NA						
Lit	NA	NA	\$ 119.33	NA	NA						
Unlit	NA	NA	\$ 74.32	NA	\$ 45.02						
BALL DIAMONDS (ADULT- tournament)											
Lit	NA	NA	\$ 119.33	NA	NA						
Unlit	NA	NA	\$ 74.32	NA	\$ 45.02						
CRICKET (ADULT- tournament)											
Cricket	NA	NA	\$ 119.33	NA	NA						
FOOTBALL (ADULT- tournament)											
Lit	NA	NA	\$ 119.33	NA	NA						
Unlit	NA	NA	\$ 74.32	NA	\$ 45.02						
SOCCER (YOUTH - tournament)											
Artificial	NA	NA	NA	NA	NA						
Lit	NA	NA	\$ 54.70	NA	NA						
Unlit	NA	NA	\$ 23.14	NA	\$ 45.02						
BALL DIAMONDS (YOUTH - tournament)											
Lit	NA	NA	\$ 54.70	NA	NA						
Unlit	NA	NA	\$ 23.14	NA	\$ 45.02						
CRICKET (YOUTH - tournament)											
Cricket	NA	NA	\$ 54.70	NA	NA						
FOOTBALL (YOUTH - tournament)											
Lit	NA	NA	\$ 54.70	NA	NA						
Unlit	NA	NA	\$ 23.14	NA	\$ 45.02						

APPENDIX 6: CONSIDERATIONS AND RESEARCH

Youth and Young Adults

- Approximately 80% of Canada's youth are not sufficiently active to meet international guidelines for physical activity¹².
- Those least likely to be active are teenage girls and older teenagers¹³.
- In many instances, children do not take part in structured physical activity because they dislike its competitive nature. Youth and young adults as well prefer unorganized sport and unstructured activity, which has been shown to be especially beneficial in preventing childhood obesity, perhaps because the emphasis is not on winning but on fun¹⁴.
- Participation in recreational activities can reduce self-destructive behavior, negative social activity, crime, racism, isolation, loneliness and alienation in children and¹⁵.
- Regardless of gender, individuals aged 15-17 years are the most likely to participate in sport¹⁶.

Adults and Older Adults:

- Between 1981 and 2005, the number of adults over the age of 65 in Canada increased from 2.4 to 4.2 million¹⁷.
- Due to their increased financial well-being, some communities are finding that older adults are more willing than the current generation of seniors to spend money on services.¹⁸
- A survey conducted in 2000 found that more than two-thirds of older adults engage in regular physical exercise, double the national average for younger adults.¹⁹
- A study investigating the likelihood of participation in active leisure found that Canadians aged 60 years and older, on average, have more time for leisure than other age groups²⁰.

12. "Physical Activity Monitor" (2007). Canadian Research and Lifestyle Institute.

13. "Physical Activity Monitor" (2007). Canadian Research and Lifestyle Institute.

14. "Physical Activity Needs of Children and Youth" (2006). *Heart and Stroke Foundation*.

15. "Physical Activity Monitor" (2007). Canadian Research and Lifestyle Institute.

16. "Physical Activity Monitor" (2007). Canadian Research and Lifestyle Institute.

17. Turcotte, Martin and Grant Schellenberg (2007) "A Portrait of Seniors in Canada" (2006). Ottawa: Statistics Canada. Catalogue no.89-519-X1E.

18. Yates, Thorn and Associates. 2006. *City of Kelowna Seniors Services Strategy*. A report prepared for the City of Kelowna Recreation, Parks and Cultural Services. February 2006.

19. Ervin, Sam L. (2000). "Forecasts for an Aging Society". *The Futurist – Forecasts, Trends and Ideas about the Future*. November-December 2000 issue.

20. Hurst (2009) Who Participates in Active Leisure? Ottawa: Statistics Canada. Catalogue no: 11-008

- According to the National Population Health Survey (1994-2003), individuals with a healthy weight and higher levels of physical activity are more likely to maintain a high quality of life and independence into old age²¹.
- A research study investigating methods to encourage older adults to be more active, found that older adults are more likely to: hold misconceptions about the aging process or concerns about injury and falling; indicate health status or disability as a barrier; view activity as irrelevant to their lifestyle or to them personally; or lack the time management skills or knowledge of how to fit activity into their daily routines²².
- While aware that physical activity is important, research indicates that participation among older adults is influenced by lack of knowledge regarding its benefits²³.
- According to the Canadian Fitness and Lifestyle Research Institute (2009), physical activity appears to reduce the risk of over 25 chronic conditions, extend life expectancy and delay the onset of chronic disability²⁴.

Family Stage

- Canadians aged 25-44 years of age are more likely than other age groups to cite other competing obligations, and lack of time, as a significant barrier to sport participation²⁵.
- Both men and women aged 25-44 years are also more likely to identify *time spent with family* as a significant barrier to sport participation on time spent²⁶.
- Zoomers (those born between 1946 and 1964) are redefining retirement as a time to begin a new chapter in life, and undertake new experiences, which sometimes means re-entering the workforce, starting a new business, or consulting²⁷.
- Zoomers have a great range in income but, in general, are more well-off than previous generations and may be more well-off than the future generation²⁸.

21. Statistics Canada. May, 2005. National Population Health Survey (1994-2003).

22. "Encouraging Seniors to be More Active". *Canadian Research and Lifestyle Institute*, Issue 6-06/09.

23. "Encouraging Seniors to be More Active". *Canadian Research and Lifestyle Institute*, Issue 6-06/09.

24. "Health Benefits of Physical Activity for Adults." (2009). *Canadian Research and Lifestyle Institute*.

25. "Physical Activity Monitor." (2007). Canadian Research and Lifestyle Institute.

26. "Physical Activity Monitor." (2007). Canadian Research and Lifestyle Institute.

27. Ziegler, Jeffrey. (2002) "Recreating Retirement- How will Baby Boomers Reshape Leisure in their 60's?" Parks and Recreation, Oct. 2002.

28. Turcotte, Martin and Grant Schellenberg (2007) A Portrait of Seniors in Canada 2006. Ottawa: Statistics Canada. Catalogue no.89-519-X1E.

Income and Education

- According to the 2007 Physical Activity Monitor, 14% of Canadians cited cost as a significant barrier to participation in physical activity²⁹.
- In 1993, the richest 10% of families had \$10 for every \$1 of income in the poorest families. By 2003, this gap in pre-tax income had risen to \$13 for every \$1 in the poorest families³⁰.
- An Ontario study found that of families with an annual income under \$20,000, nearly half said that high cost was a reason for not participating in physical activities. In comparison, only one third of families earning over \$60,000 annually indicated cost as a significant barrier³¹.
- Women, more so than men, were found to indicate cost as a significant barrier to physical activity participation³².
- The proportion of individuals indicating cost as a potential barrier to participation in physical activity decreases as education and income levels increase³³.
- In the 2006 Canadian Census a slightly larger percent of Mississauga residents (12.1%) than in Ontario as a whole (11.1%) fall into the low income cut off after tax. For those less than 18 years of age (children in low income families) these numbers were 16.3 and 13.7 respectively.³⁴
- As Canada assesses the implications of an aging workforce, research³⁵ has found that older adults continue to work beyond retirement for a variety of reasons including, continuing to enjoy and find meaning in work and for additional income.
- Higher levels of education are associated with a higher propensity to participate in active leisure. Other studies have found the same link between education and physical activity in general.³⁶
- Educational institutions provide direct experience in many competitive sports. Completing higher levels of education reinforces this connection. University graduates are one and a half times as likely to participate in active sport as those who have only completed high school. Participation in organized sports follows a similar pattern³⁷.

29. "Physical Activity Monitor" (2007). Canadian Research and Lifestyle Institute.

30. Canadian Council on Social Development (2006). *The Progress of Canada's Children*. Ottawa: Canadian Council on Social Development

31. "Everybody Gets to Play." *Canadian Parks and Recreation Association (CPRA)*, Ontario Supplement © 2007, Ottawa, Ontario, Canada.

32. "Physical Activity Monitor" (2007). Canadian Research and Lifestyle Institute.

33. "Physical Activity Monitor" (2007). Canadian Research and Lifestyle Institute.

34. Statistics Canada. 2007. Mississauga, Ontario (Code3521005) (table). 2006 Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007. <http://www12.statcan.ca>

35. Statistics Canada: Labour Force Historical Review, (2001). "Overview of the Aging Workforce Challenges: Analysis" (2007).

36. Ross, C. E. and Wu, C. (1995). The links between education and health. *American Sociological Review*, 60(5), 719-745

37. Fidelis, I. (2008). *Sport Participation in Canada, 2005*. Statistics Canada, Catalogue no. 81-595. Ottawa: Minister of Industry.

- Canadians possessing less than post-secondary education are more likely than those university-educated to cite both lack of facilities in close proximity, and a lack of people with whom to participate, as significant impediments to participation³⁸.
- Compared to those who are Canadian-born, new immigrants, on average, tend to have higher levels of post-secondary education. In 2001, statistics show that 23.8% of foreign-born adults had one or more post-secondary degrees, almost 10% more than Canada's native-born population³⁹.

Ethnicity and Immigration

- For many new Canadians, values and notions of family, recreation and identity can have very different meanings than are experienced in the main-stream Canadian society. Leisure activities in ethnic communities are often a blend of cultural exposure, physical activity, socialization and family⁴⁰.
- Recent immigrants to Canada may have had less time to save for retirement, and are less likely to be eligible for the Canada Pension Plan or the Old Age Security Program⁴¹.
- While individuals from various parts of the world are aware that physical activity is of exceptional benefit, they sometimes find it difficult to become involved for reasons such as: not having social support or others with whom to be active; inability to afford activities or transportation to the activity; and not having time because other commitments are more significant⁴².
- Research indicates that new immigrants often bring their own forms of art and cultural expression to their destination countries and may seek opportunities for participation in these traditional performing arts activities (e.g., cultural dance programs) through the public sector⁴³.
- Cultural practices and beliefs can unintentionally create barriers for recreation participation, especially among girls, women and elders. Specific examples of such barriers include⁴⁴:
 - Lack of familiar games and sports
 - Cultural attire (e.g., head coverings) discouraged or forbidden in sport in some jurisdictions
 - Cultural clothing restrictions (e.g., often for women only)
 - Cultural mores that discourage women from participating in co-ed activities
- In the 2006 Canadian Census 14.7% of immigrants who had arrived in Canada in the preceding five years compared to 6.1% of those born in Canada were unemployed.⁴⁵

38. "Physical Activity Monitor" (2007). Canadian Research and Lifestyle Institute.

39. Goldberg, M & Wayland, S. (2010) "From Generation to Generation: Utilizing the Human Capital of Newcomer Parents to Benefit Families." Region of Peel Discussion Paper. Department of Citizenship and Immigration Canada.

40. Telephone interview with Dr. Susan Tirone, Sociology Professor studying Race and Ethnicity and its impacts on Recreation at Dalhousie University, September 27, 2005.

41. Ibid.

42. "Cultural Diversity: Including Everyone in Physical Activity." *Government of Alberta*, 2010. Web. 19 April 2011

43. Carrie Brooks-Joiner & Associates, 2005. Peel Cultural Diversity Project, Final Report, December, 2005. Funded by Cultural Strategic Investment Fund, Ministry of Culture, Govt. of Ont. Peel Diversity Project

44. "Cultural Diversity: Including Everyone in Physical Activity." *Government of Alberta*, 2010. Web. 19 April 2011

- 49% of Mississauga residents in 2006 were visible minorities, with those from South East Asia comprising the single largest group (20% of the total population).
- Based upon data collected from Statistics Canada's Labour Force Survey⁴⁶, a series of analytical reports were prepared, which illustrate the Canadian labour market experiences of immigrants to Canada. Specifically, the following findings demonstrate the significant relationship between immigrants, education levels, and employment:
 - In 2007, recent immigrants possessing any level of postsecondary education (i.e., a certificate, diploma or university degree) had employment rates that were lower than their Canadian native peers, regardless of where it was obtained.
 - Of very recent immigrants already possessing university degrees, almost one in five were attending school in Canada in 2007. This proportion significantly increased among those immigrants who already held a Canadian degree.

45. 2006 Canadian Census, Labour Force Characteristics.

46. Gilmore, J., & Le Petit, C. "The Canadian Immigrant Labour Market in 2007: Analysis by Region of Postsecondary Education." (2008). Statistics Canada: Ottawa. Catalogue no. 71-606-X.