



P.O. Box 1749
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Item No. 5
Committee of the Whole
February 1, 2017

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed

SUBMITTED BY:

Jacques Dubé, Chief Administrative Officer

DATE: January 23, 2017

SUBJECT: Proposed 2017/18 Multi-year Parks & Recreation Budget and Business Plan

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented in the Information Report of November 22, 2016, staff is required to present the 2017/18 draft Business Unit Budget and Business Plans to the Committee of the Whole for review and discussion prior to consideration by Regional Council.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

RECOMMENDATION

It is recommended that the Committee of the Whole direct staff to proceed to prepare the 2017/2018 Multi-year Parks and Recreation Budget and Business Plan, including 2018/2019 in principle, as proposed in the accompanying presentation and consistent with the preliminary fiscal direction.

BACKGROUND

As part of the design of the 2017/2018 Budget and Business Plan development process, the Committee of the Whole is reviewing each Business Unit's high level budget and proposed plans in advance of detailed HRM Budget and Business Plan preparation.

At the December 6, 2016 Committee of the Whole Regional Council considered and confirmed their Council Priority Outcomes and on December 14, 2016 provided fiscal direction for the 17/18 multi-year budget, directing staff to: "develop the 2017/18 Multi-year Budget and Business Plans in support of the fiscal direction and approved priorities."

DISCUSSION

Staff has prepared the proposed 17/18 Budget consistent with the preliminary fiscal direction received from Council on December 14, 2016 and aligned with Council Priorities as approved on December 6, 2016.

Following direction from the Committee of the Whole, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed HRM 2017/18 Multi-year Budget and Business Plan documents to be presented to Council, as per the process and schedule in the November 22, 2016 Information Report.

RISK CONSIDERATION

None are specifically associated with this report.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2017-18 Multi-year budget. There are no immediate financial implications from these recommendations. The broader financial implications will be discussed and debated as the budget is developed in more detail.

COMMUNITY ENGAGEMENT

None are specifically associated with this report.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

The Committee of the Whole can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed HRM Budget and Business Plan documents.

ATTACHMENTS

Parks & Recreation 2017 – 2018 Multi-year Budget and Business Plan Presentation

**Parks & Recreation Business Unit
Proposed 2017/2018 Multi-year Budget and Business Plan
Council Report**

- 3 -

February 1, 2017

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.php> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Approved by: Original Signed

Brad Anguish, Director, Parks & Recreation, 902.490.4933

Report and Financial Approval by: Original Signed

Amanda Whitewood, Director of Finance & ICT/CFO, 902.490.6308

The background features a large, stylized graphic of the word 'HALIFAX' in white, bold, sans-serif capital letters. This text is set against a dark blue, triangular shape that points downwards. The overall design is composed of several overlapping geometric shapes in various shades of blue, creating a modern and professional look.

HALIFAX

**2017/18
Parks and Recreation
Multi-Year Budget &
Business Plan**

Committee of the Whole
February 1, 2017

Business Unit Overview

Parks & Recreation works to create a Halifax where everyone has access to meaningful recreation experiences that foster healthy lifestyles, vibrant communities, and sustainable environment. *We make a difference.*

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Welcome to Parks & Recreation



- 69 Recreation Facilities
- 20 Ice Surfaces
- 7 Indoor Pools
- 4 Outdoor Pools
- 5 Spray Pads
- 2 Outdoor Competition Running Tracks
- 1 Outdoor Skating Oval
- 149 Public Boat Launches
- 4 Public Plazas



- 899 Parks
- 532 Trails & Pathways
- 222 km Linear Trails
- 395 Playgrounds
- 324 Sports/ Ball Fields
- 315 Sport Courts
- 6 All Weather Fields
- 13 BMX Parks
- 12 Skate Parks
- 4 Lawn Bowling Greens

- 5.4 Million sq. m of Grass Maintained
- 2 Greenhouse Complexes
- 914 Shrub and Flower Beds
- 424 Baskets/ Planters

1,695 participants
Try-a-Ride
program



3,936 participants in FREE
Mobile Rec Van
program

25,637 participants in
FREE spring and
summer programming at the Oval



69 recreation
facilities offering
thousands of programs
for individuals of all ages

2,312 participants in
FREE swimming



142,984

participants free
outdoor skating



3,947 participants indoor
skating

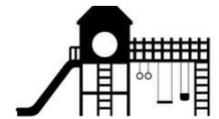
3,560 participants in
FREE open gym
programs

4,348 participants
for FREE canoe and
paddling



Safety inspections
completed on
100% of
Rec facilities

Over 42,000
hours of play on
324 sports fields



30
new play
structures

Service Areas

Program Support Services

Delivers support services designed to enhance and empower communities such as civic events, cultural initiatives, strategic recreation and open space planning, community and regional recreation facility partnership support.

Recreation Programming

Delivers a wide variety of structured and unstructured programming including aquatic services, indoor/outdoor recreation, youth at risk, sport and wellness.

Parks

Delivers operation/maintenance services for all parks, open spaces, sports fields, courts, playgrounds, green spaces and splash pads.

2016/17 Update:

Develop/ Implement Strategic Plans



- Regional Parkland Direction- Blue Mountain Birch Cove, Purcell's Cove Backlands, 100 Wild Islands
- Parks and Recreation Strategic Framework being finalized for Council consideration in early 2017
- Draft Inclusion Policy complete and being finalized in 2017
- Youth Plan drafted
- Halifax Common Plan scope being finalized and stakeholder meetings initiated
- Fort Needham Master Plan - Phase 1 design finalized, tender to be released early 2017
- Off-Leash Strategy - Administrative Order being finalized
- Cultural Spaces Plan- community museum working group established to inform regional museum strategy and inventory

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2016/17 Update: Improve Customer Outreach and Access



- Replacement Recreation software underway
- Outreach and Communications Plan drafted
- Increased free and intergenerational programming opportunities
- Fee Structure Review- RFP to be released in January
- Newcomer Program – One year free access to all recreation programs and facilities for 130 families

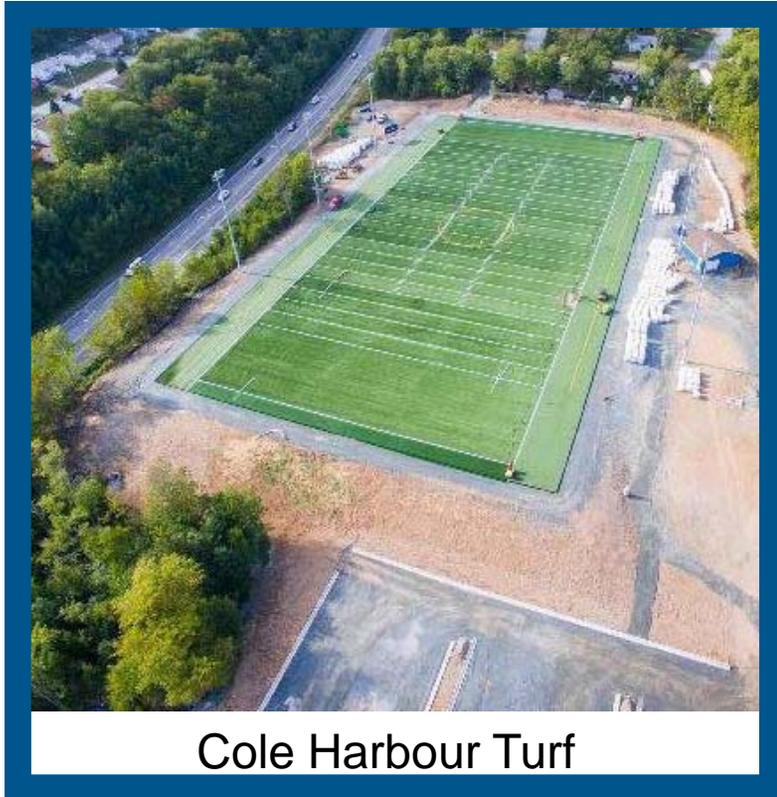
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2016/17 Update: Strengthen Partnerships



- Partnership for the development of Regional Tennis Centre
- Updated draft agreements for Multi-District Facilities being created for negotiation
- Facility Management and Lease Agreements- new template for updated terms and conditions underway
- Memorandum of Understanding for gym access with Halifax Regional School Board implemented for one year pilot
- Joint Use Agreements for Cole Harbour and Bedford Hammonds Plains finalized
- Informal Sport Committee initiated
- New agreement achieved with Dartmouth Heritage Museum Society
- Transfer of former Cherrybrook Community Centre to the community

2016/17 Update: Improve Asset Management



- Parks capital project management- tendered 90% of 16/17 capital program by Fall 2016- \$10.6M
- Community Facilities Master Plan recommendations complete
- Proposed 10 year capital plan complete
- Cole Harbour All Weather Field opening Spring 2017
- Horticultural service delivery review RFP issued, to be awarded February 2017
- Dartmouth 4-pad under construction, opening fall 2017
- Dartmouth Sportsplex refurbishment project tendered
- Full participation in Enterprise Asset Management program to strengthen data governance and asset management
- 279 out of 352 sport court assessments have been completed
- Regional Parks Washroom Strategy- RFP to be released by year end

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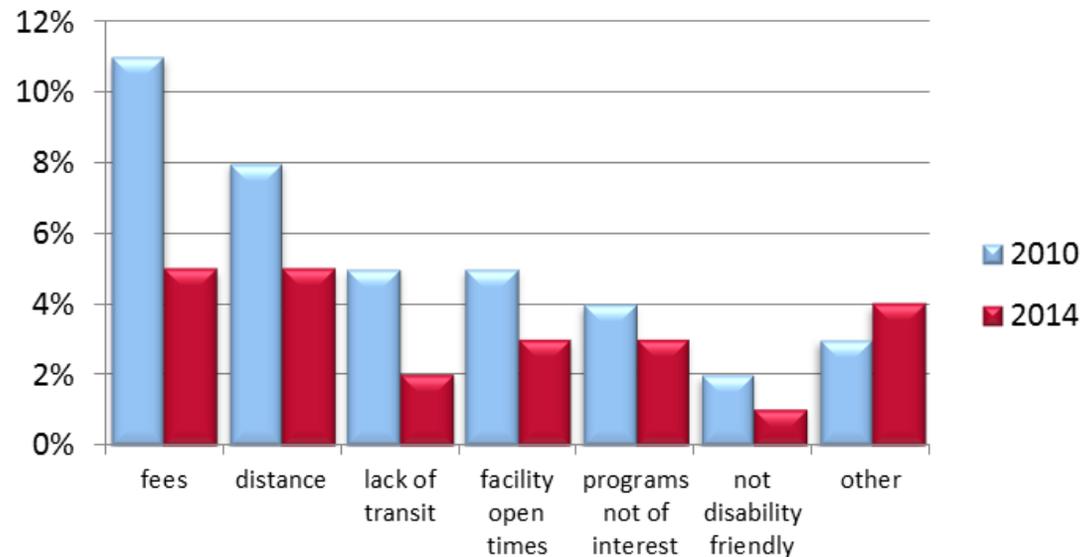
Parks & Recreation

2016-17 Key Performance Indicators

ACCESS TO RECREATION PROGRAMS

87% of residents indicate they have no issues accessing municipal facilities or programs. (79% in 2010)

Barriers to access decreased between 2010 to 2014



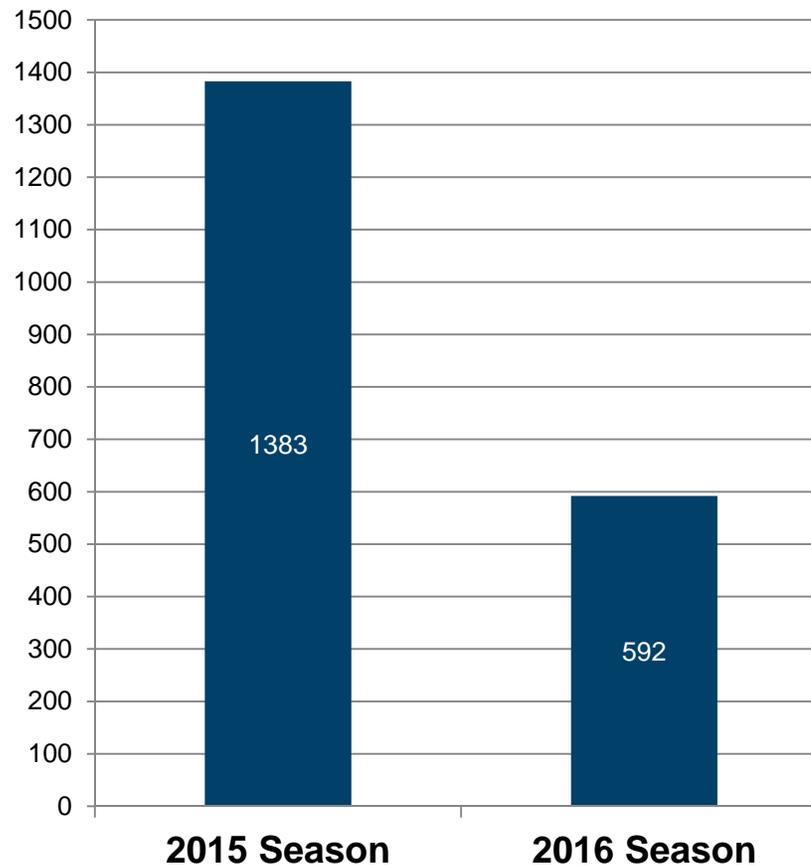
Source: 2010 Halifax Citizen Survey, 2014 Halifax Citizen Survey



Service Requests: Grass

Increased service and monitoring resulted in a **decrease in grass related service calls by 57.2%**

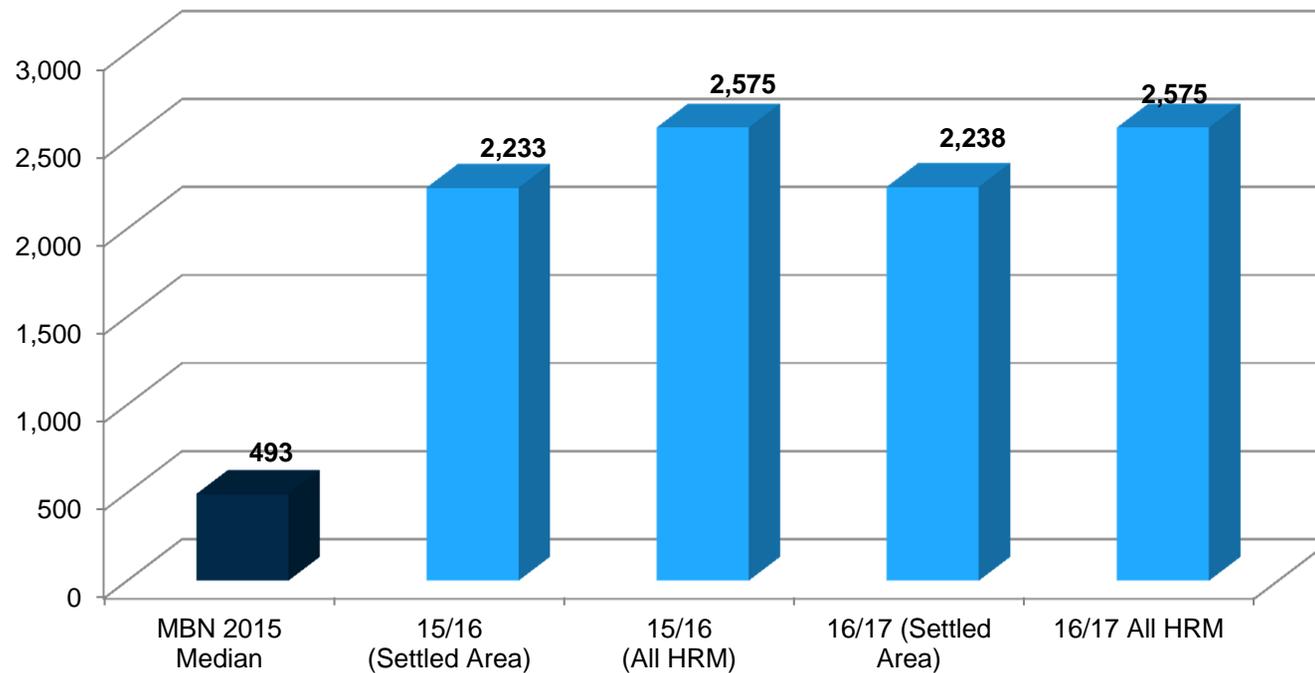
Increased customer service efforts resulted in a **96%** of requests completed within standard, a **7% improvement** over 15/16



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Hectares of Parkland

Hectares of Parkland per
100,000 population



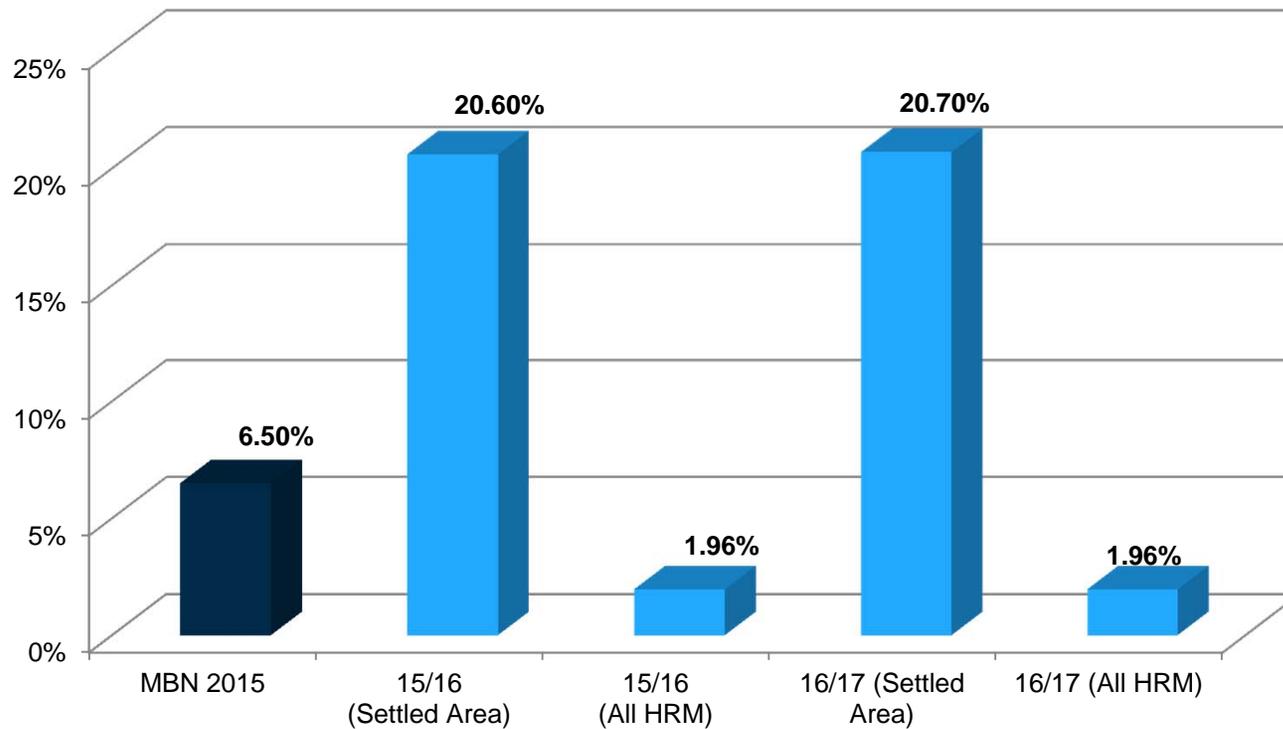
Note:

- MBN: Municipal Benchmarking Network
- MBN Indicator Definition: Hectares of Natural and Maintained Parkland in Municipality per 100,000 Population

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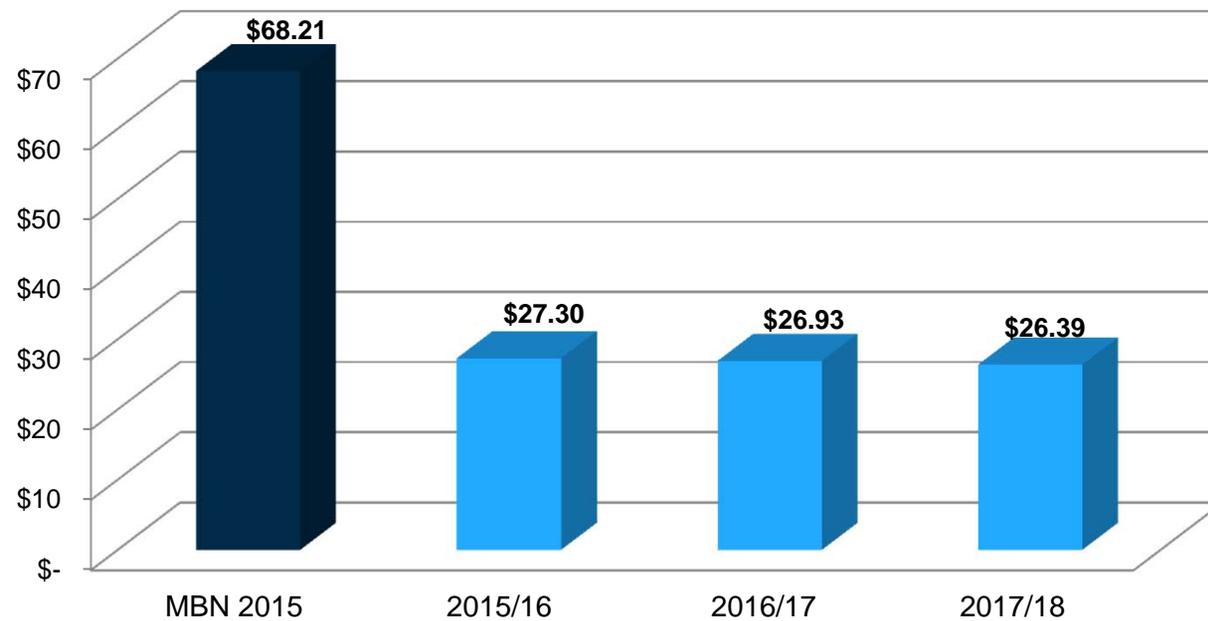
Percentage of Parkland

% of the Municipality that is Parkland



Parks Operating Costs

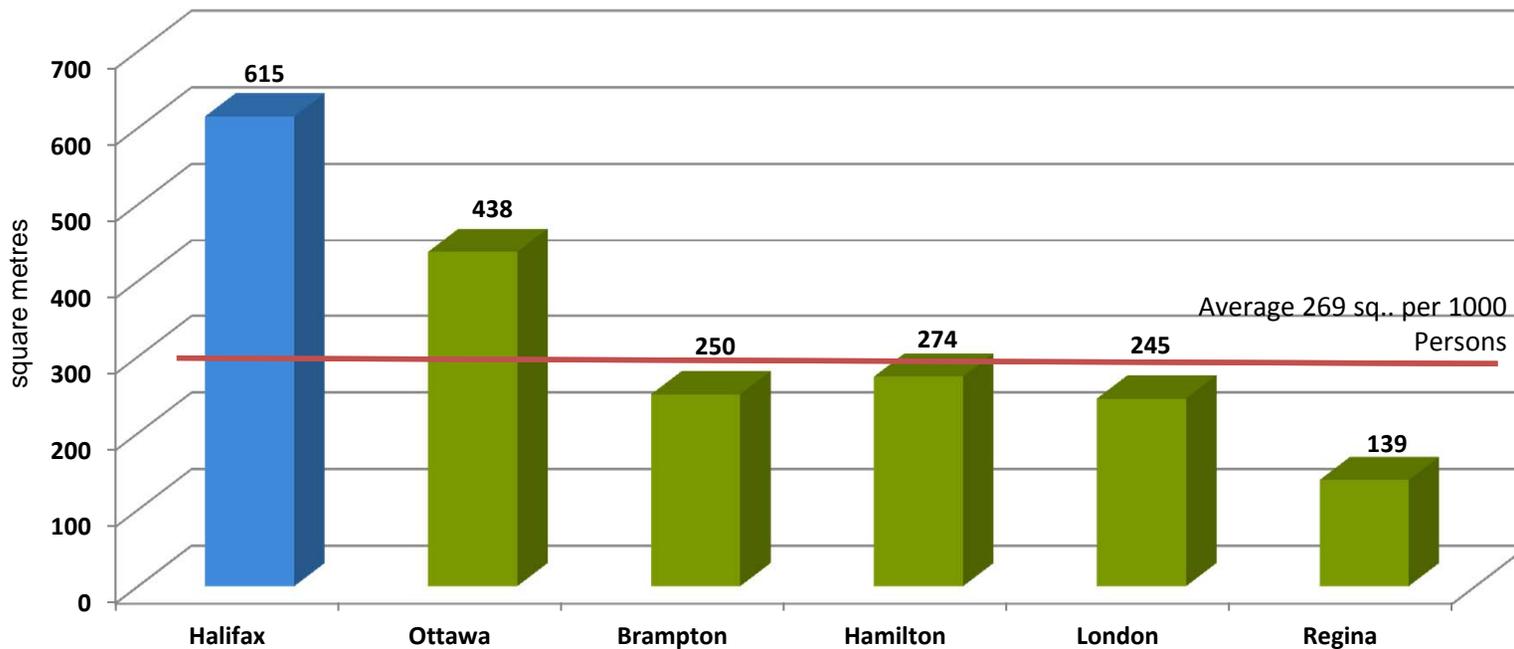
Cost to Operate the Parks System
per Person



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Indoor Recreation Facilities

Square metres of Indoor Recreation Facilities per 1,000 Persons



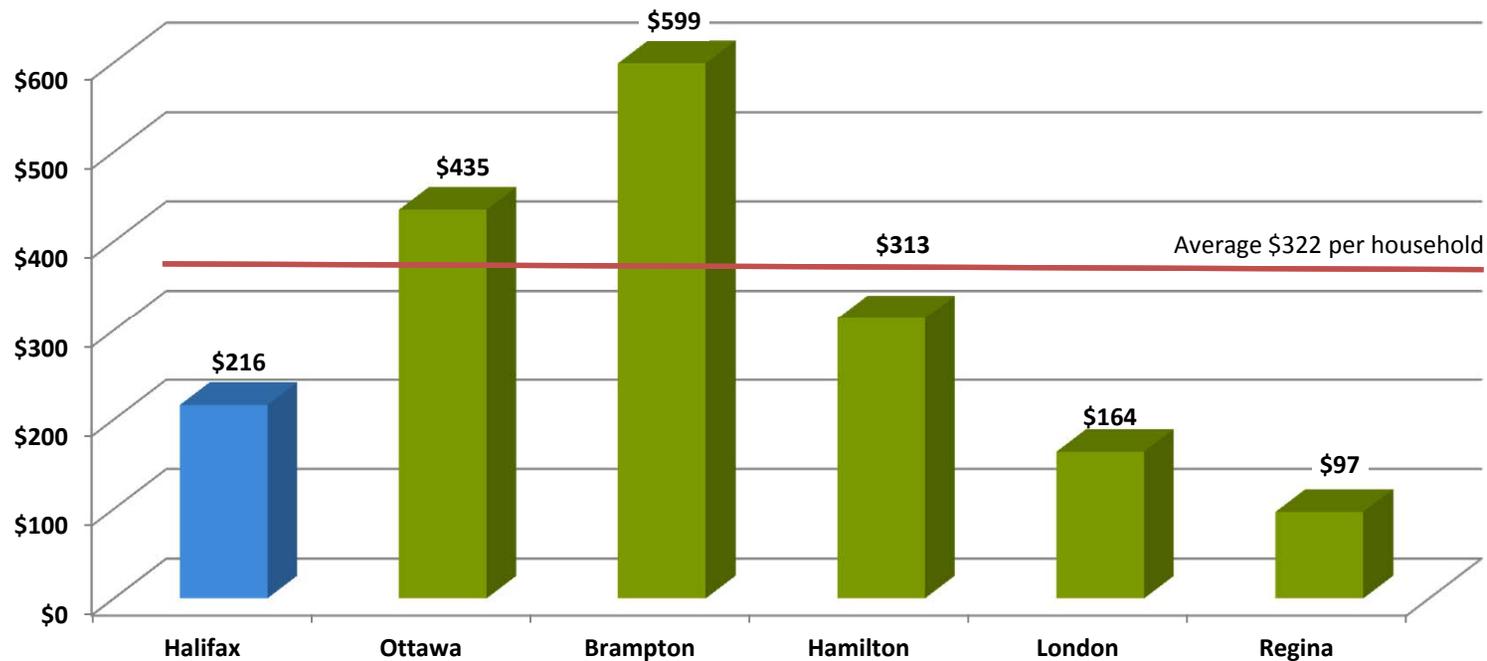
Note:

This calculation includes the square meters of indoor recreation facilities operated by the MDFs

Source: KPMG analysis of annual financial information returns and municipally supplied data

Parks & Recreation Operating Costs

Net Operating Costs for Parks, Recreation Programs, and Facilities per Household



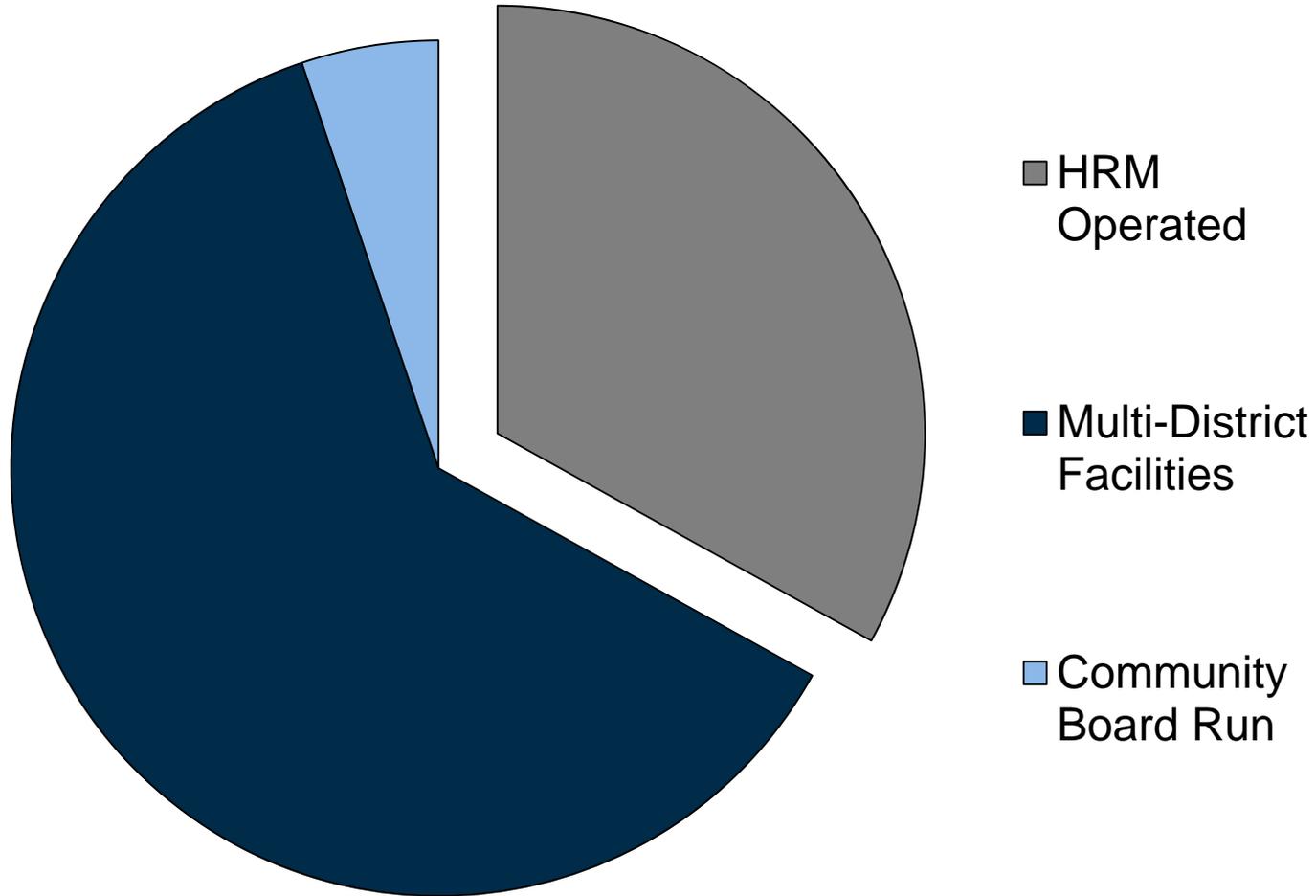
Note:

This calculation includes MDFs. Costs are net of recreation fees for 2014/15.

Source: KPMG analysis of annual financial information returns and municipally supplied data

Parks & Recreation

Operating Expenses by Facility Type



Initiatives

Initiative and Priority Outcome	Proposed 17/18 Cost	Projected 18/19 Cost	Comment
Canada 150 Program Projects and Events Economic Development <i>Arts, culture and heritage</i>	-\$4,200,000 (external funding)		March 31, 2018 completion required
Regional Parkland Planning & Acquisition Healthy, Livable Communities <i>Recreation and Leisure</i>	\$5,600,000	\$1,000,000	As directed by Council
Implement Customer Service Technology Service Delivery <i>Service to our People</i>		\$800,000 (estimate)	Service fees and technical support

Initiatives

Initiative and Priority Outcome	Proposed 17/18 Cost	Projected 18/19 Cost	Comment
Rural Recreation Strategy Social Development <i>Accessible Community</i>		\$150,000	External study
'One Membership' Access Study Social Development <i>Accessible Community</i>		\$150,000	External study
Long-term Aquatic Strategy Social Development <i>Social Infrastructure</i>			Ensure municipal needs are met and optimize asset utilization
Sports Fields/Courts State of Good Repair Social Development <i>Social Infrastructure</i>	\$1,250,000	\$1,500,000	Prioritized based on condition assessments

Initiatives

Initiative and Priority Outcome	Proposed 17/18 Cost	Projected 18/19 Cost	Comment
Wanderers Grounds Rehabilitation Healthy, Livable Communities <i>Recreation and Leisure</i>	\$1,100,000		
St. Andrews Community Center Recapitalization Social Development <i>Social Infrastructure</i>		\$6,000,000	
Sheet Harbour Community Centre Replacement Social Development <i>Social Infrastructure</i>		\$2,520,000	
Dartmouth North Community Centre Rehabilitation Social Development <i>Social Infrastructure</i>	\$1,000,000	\$600,000	

Operating Budget Overview

Expenditures	2015 Budget	2015 Actual	2016 Budget	2016 Proj.	2017 Budget	2018 Budget
* Compensation and Benefits	23,246,000	21,535,976	23,330,300	23,100,177	23,262,200	23,021,400
* Office	558,500	342,293	508,500	375,985	412,200	464,500
* External Services	5,149,700	4,992,641	4,842,200	5,121,718	4,578,950	4,780,750
* Supplies	578,000	586,553	562,300	555,741	539,250	541,050
* Materials	534,300	497,248	515,100	534,844	523,800	504,700
* Building Costs	2,056,800	2,252,179	2,178,900	2,261,551	2,325,000	2,160,400
* Equipment & Communications	532,000	432,373	554,100	636,192	552,800	534,900
* Vehicle Expense	16,100	16,535	15,700	15,338	15,700	15,700
* Other Goods & Services	2,890,700	2,792,326	2,656,200	2,821,662	2,665,200	2,460,000
* Interdepartmental	129,200	(189,000)	192,400	98,624	192,400	192,400
* Debt Service	1,379,500	1,379,618	1,343,900	1,356,100	1,343,900	1,343,900
* Other Fiscal	1,728,700	1,921,378	1,726,800	1,419,123	1,476,800	1,476,800
** Total	38,799,500	36,560,119	38,426,400	38,297,055	37,888,200	37,496,500
Revenues						
* Fee Revenues	(11,450,500)	(11,143,422)	(11,513,700)	(11,281,057)	(10,276,200)	(10,133,500)
* Other Revenue	(1,099,600)	(1,265,946)	(1,108,600)	(1,378,830)	(1,323,000)	(994,000)
** Total	(12,550,100)	(12,409,368)	(12,622,300)	(12,659,887)	(11,599,200)	(11,127,500)
Net Surplus/Deficit	26,249,400	24,150,751	25,804,100	25,637,168	26,289,000	26,369,000



Service Area Budget Overview

Net Parks & Recreation Expenses by Service Area	15/16		16/17		17/18	18/19
	Budget	Actual	Budget	Projected	Proposed Budget	Proposed Budget
Administration	390,900	361,872	411,000	409,700	407,900	407,900
Program Support Services	4,982,800	4,526,426	4,711,200	4,693,771	5,251,300	5,254,500
Recreation Programming	9,562,800	8,793,620	9,400,200	9,252,708	9,460,000	9,329,700
Parks	11,312,900	10,468,797	11,281,700	11,280,989	11,169,800	11,376,900
Business Unit Total	26,249,400	24,150,751	25,804,100	25,637,168	26,289,000	26,369,000

Staff Counts

Service Area	2014/15	2015/16	2016/17	2017/18 (Proposed)	2018/19 (Proposed)
Administration	3	3	3	3	3
Program Support Services	32	35	35	35	35
Recreation	93	88.6	85.7	81.8	79.8
Parks	116	105	102.5	107	107
Business Unit Total	244	231.6	226.2	226.8	224.8
Student	17	16	16	18	18
Seasonal	35	39	41	41	41
Casual	1474	1474	1446	1450	1450

Business Unit Capital Budget Implications

Capital Project Name	Project Total Capital Cost	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact	Outcome Supported / Description of New Cost
New Parks	\$7,600,000	\$49,000	\$27,000	\$76,000	Healthy, Livable Communities
					Implementation, operating and maintenance
Parks State of Good Repair	\$10,710,000	\$35,500	\$35,000	\$70,500	Healthy, Livable Communities
					Operating and maintenance
District Capital		\$20,000	\$20,000	\$40,000	Healthy, Livable Communities
					Operating and maintenance for new assets
Donated Assets		\$20,000	\$20,000	\$40,000	Healthy, Livable Communities
					Operating and maintenance for new assets
Total	\$18,310,000	\$124,500	\$102,000	\$226,500	



Summary of 2 Year Budget Changes

Parks & Recreation	Proposed 17/18 Budget	Proposed 18/19 Budget
Starting Budget 2016-2017	\$25,804,000	\$25,804,000
Revenue & Expense Pressures	\$1,778,000	\$2,248,000
Service Reduction	-\$780,000	-\$1,001,000
Service Efficiencies	-\$187,000	-\$326,000
Revenue Increases	-\$326,000	-\$356,000
Proposed Budget	26,289,000	26,369,000

Changes Included in Proposed Budget

Proposed Change	Proposed 17/18 \$ Impact	Projected 18/19 \$ Impact	2 Year Cumulative	Impact on Service Delivery
Cease Lifeguard Supervision at 4 Beaches:	\$44,000	\$44,000	\$88,000	Based upon closure rate, utilization and location
Jumpstart- Eliminate Funding and Staff Wages	\$146,000	\$146,000	\$292,000	Potential loss of opportunity for individual grants to access non-HRM programs
Remove Monitors On All-Weather Fields	\$60,000	\$60,000	\$120,000	Clients will be required to set up field each use
Adhere to D Level Field Service	\$5,000	\$5,000	\$10,000	Users line and stripe fields
Reduce Rec Catalogue Production		\$25,000	\$25,000	
Eliminate Employee Discount	\$15,000	\$15,000	\$30,000	
Increase Artificial Turf Field Fees	\$81,000	\$81,000	\$162,000	
Staff Position Reduction		\$139,000	\$139,000	



Changes Included in Proposed Budget

Proposed Change	Proposed 17/18 \$ Impact	Projected 18/19 \$ Impact	2 Year Cumulative	Impact on Service Delivery
Reduction of Portable Washrooms	\$5,000	\$5,000	\$10,000	Limit to AA, A, and B Sites Only
Reduce Parks State of Good Repair	\$76,000	-\$57,500	\$18,500	Defer Maintenance
Reduce Volunteer Support Services	\$125,000	\$145,000	\$360,000	Support to External Volunteers Reduced
Reduce Multi-District Facility Contribution	\$300,000	\$300,000	\$600,000	Council directed MDF debt to be absorbed, contribution no longer necessary
Eliminate Souls Strong Program		\$310,000	\$310,000	Federal funding ends March 31/18

Operating Options: *Below Budget*

Option Description	17/18 Amount	17/18 Avg Bill Impact	18/19 Amount	18/19 Avg Bill Impact	2 Year Cumulative	Strategic Alignment (Priority Outcome)
Reduce Mowing Area	-\$30,000	-\$0.09	-\$30,000	-\$0.09	-\$60,000	Healthy, Livable Communities – Recreation and Leisure
Rationalize 8-10 Parks/Fields/Year			-\$80,000	-\$0.25	-\$80,000	Healthy, Livable Communities – Recreation and Leisure
Total Operating Options Below Budget	-\$30,000	-\$0.09	-\$110,000	-\$0.34	-\$140,000	

Operating Options: *Over Budget*

Option Description	17/18 Amount	17/18 Avg Bill Impact	18/19 Amount	18/19 Avg Bill Impact	2 Year Cumulative	Strategic Alignment (Priority Outcome)
Increase Spring Mowing Frequency	\$30,000	\$.09	\$30,000	\$.09	\$60,000	Healthy, Livable Communities – Recreation and Leisure
Improved Park/Field Maintenance	\$500,000	\$1.56	\$500,000	\$1.56	\$1,000,000	Healthy, Livable Communities – Recreation and Leisure
Public Garden Extended Season Access	\$25,000	\$.08	\$25,000	\$.08	\$50,000	Healthy, Livable Communities – Recreation and Leisure
Increase Contributions to Community Facilities	\$65,000	\$.21	\$65,000	\$.21	\$130,000	Healthy, Livable Communities – Recreation and Leisure
Total Operating Options Over Budget	\$620,000	\$1.94	\$620,000	\$1.94	\$1,240,000	





Parks & Recreation: *Summary*

Exciting but challenging year ahead:

- Canada 150 celebrations and capital commitments
- Regional Parkland acquisition
- Continued focus on recreation outreach, access and inclusion
- New Recreation software
- Youth Plan implementation
- Significant asset recapitalization

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