



P.O. Box 1749
Halifax, Nova Scotia
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Item No.
Audit & Finance Standing Committee
March 20, 2013

TO: Chair and Members of Audit & Finance Standing Committee

Original Signed

SUBMITTED BY: Brad Anguish, Director of Community & Recreation Services

DATE: March 7, 2013

SUBJECT: Community & Recreation Services
2013/14 Preliminary Budget Presentation

ORIGIN

At the December 4, 2012 Committee of the Whole, Regional Council directed staff to present the 2013/14 draft Budget and Business Plans to the Audit and Finance Committee for review and discussion prior to consideration by Regional Council.

RECOMMENDATION

It is recommended that the Audit and Finance Committee direct staff to proceed to prepare the Community & Recreation Services Budget and Business Plan as proposed in the accompanying presentation, incorporating additional direction provided through the committee discussion on March 20, 2013, for inclusion in the proposed HRM 13/14 Budget and Business Plan documents.

BACKGROUND

As part of the design of the 2013-2014 Proposed Budget, the Audit and Finance Committee is reviewing each Business Unit's high level budget and proposed plans in advance of detailed Budget and Business Plan preparation.

At the December 4, 2012 Committee of the Whole Regional Council considered their Strategic Priority Outcomes and directed staff to: *"present the 2013/14 draft Budget and Business Plans to the Audit and Finance Committee for review and discussion prior to consideration by Regional Council following the priority outcomes described in Attachment "A" having regard to the changes and additional priorities raised by Council during the course of discussion in Committee of the Whole."*

DISCUSSION

Staff has prepared a draft Business Unit Budget and Business Plan presentation consistent with the fiscal direction received from the Audit and Finance Committee on December 19, 2012 and aligned with the Council Priorities discussed at the December 4th Committee of the Whole.

The proposed budget for Community & Recreation Services will enable advancement of Council's priorities as follows:

Healthier Community:

- New Youth-at-Risk program opportunities
- Increased Access to Recreation through:
 - New/Expanded Programs with a focus on Unstructured Play
 - Frozen/reduced recreation rates
 - Community Access Plan and Centralized Scheduling
 - Accessibility Upgrades

Economic Development:

- Increased organizational capacity to process applications/permits
- No new/increased development-related fees
- Continued focus on cutting of red tape and review/rationalization of fees

Improved Governance and Financial Stewardship of HRM's recreational and cultural assets

It should be noted that staff intend structural changes to the Community & Recreation Services' budget on April 1, 2013 that are not yet reflected in the attached budget presentation as follows:

- Budget for Destination Halifax will transfer to Government Relations & External Affairs (GREA)
- Structural budget deficit for the Sackville Sports Stadium will transfer from Fiscal and become the responsibility of Community & Recreation Services

Following direction from the Audit and Finance Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed HRM 13/14 Budget and Business Plan documents to be presented to Audit and Finance Committee as per the process and schedule endorsed by Regional Council on December 4, 2012.

FINANCIAL IMPLICATIONS

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of the Project and Operating reserves, as well as any relevant legislation.

COMMUNITY ENGAGEMENT

None are associated with this report.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

The Audit and Finance Standing Committee 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


13/14 Draft Budget and Business Plan Presentation – Community & Recreation Services

A copy of this report can be obtained online at <http://www.halifax.ca/boardscom/SCfinance/index.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Barbara Beaver, Coordinator, 490-5106

Original Signed

Financial Approval by:

 _____
Greg Keefe, Director of Finance & Information Technology/CFO, 490-6308



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CUSTOMER SERVICE CENTER

Audit and Finance Committee 13/14 Draft Budget and Business Plan

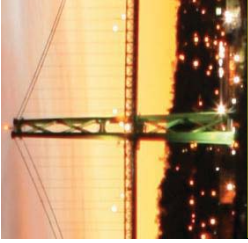
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Community & Recreation Services |

March 20, 2013



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Business Unit Overview

- Community & Recreation Services (C&RS) provides quality front-line customer service to HRM citizens.
- There are 5 service areas:
 - Development Approvals
 - Municipal Compliance
 - Regional Recreation & Culture
 - Community Recreation and Culture
 - Citizen Contact Centres
- Services are delivered by approximately 307 full-time employees at 34 sites. In addition, C&RS has approximately 900 casual staff that offer programming at a variety of locations.



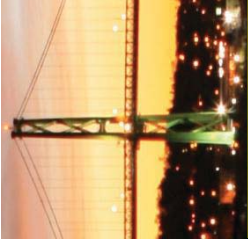
C&RS Service Areas

COMMUNITY RECREATION & CULTURE

- Recreation Program Delivery
- Recreation Facility Scheduling
- Youth Development
- Community Development and Support

REGIONAL RECREATION & CULTURE

- Regional Recreation Planning
- Facility Partnership Management
- Arts and Culture Development and Support
- Civic, Cultural, and Arts Events Support
- Volunteer and Non-Profit Support



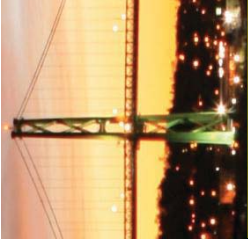
C&RS Service Areas

DEVELOPMENT APPROVALS

- As-of-Right Land Development Regulation
- Discretionary Land Development Regulation
- Heritage Properties Program
- Subdivision Approvals
- Civic Addressing
- Asset Naming Policy Administration

MUNICIPAL COMPLIANCE

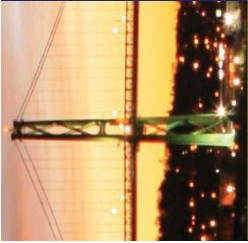
- Animal Control
- Parking Enforcement
- Licensing
- Building Approvals
- Building / Property Standards
- By-Law Enforcement



C&RS Service Areas

CITIZEN CONTACT CENTRES

- Citizen Service Request Intake and Response
- Licenses, Permits, Products or Services Payment
- After-Hours Alarm Monitoring and Responder Dispatch
- Training and Operational Support – Hansen Customer Service

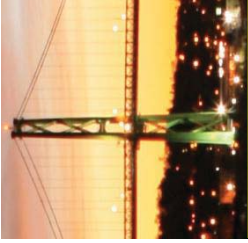


Budget Overview

This proposed budget will enable:

Healthier Community:

- New Youth-at-Risk Program Opportunities
- Increased Access to Recreation through:
 - New/Expanded Programs, focus on Unstructured Play
 - Frozen/Reduced Rates
 - Community Access Plan and Centralized Scheduling
 - Accessibility Upgrades



Budget Overview

Foster Economic Development:

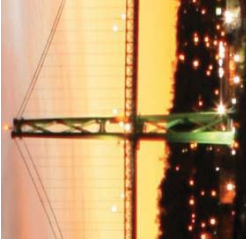
- Increased organizational capacity to process applications/permits
- No new/increased development-related fees
- Continued focus on cutting of red tape and rationalization of fees

Improved Governance and Financial Stewardship of HRM's recreational and cultural assets



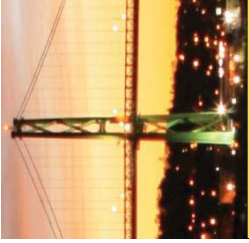
12/13 Operating Budget Overview

Cost Element Groups	2010-11 Budget	2011-12 Budget	2012-13 Budget	2012-13 Q3 Projection
Expenditures				
* Compensation and Benefits	26,832,741	26,681,335	24,631,200	24,121,181
* Office	904,303	906,743	869,400	835,872
* External Services	2,450,877	2,274,236	2,765,600	2,946,610
* Supplies	417,661	487,496	513,200	512,933
* Materials	7,000	7,000	1,500	18,706
* Building Costs	607,587	1,145,910	1,089,000	1,122,243
* Equipment & Communications	283,296	322,468	388,400	390,330
* Vehicle Expense	263,500	183,470	175,100	135,901
* Other Goods & Services	3,090,656	3,254,624	3,351,700	3,255,097
* Interdepartmental	2,653,848	2,821,467	(167,700)	(287,460)
* Debt Service	1,158,024	1,135,383	1,101,600	1,101,600
* Other Fiscal	3,453,393	3,064,590	3,353,100	3,121,266
** Total	42,122,886	42,284,722	38,072,100	37,274,279
Revenues				
* Area Rate Revenue	(2,397,030)	(2,940,120)	(3,136,100)	(3,136,100)
* Transfers from other Govt's	(701,900)	(233,186)	-	-
* Fee Revenues	(18,761,640)	(17,776,117)	(17,200,400)	(18,865,341)
* Other Revenue	(2,518,800)	(2,368,377)	(2,386,000)	(2,417,053)
** Total	(24,379,370)	(23,317,800)	(22,722,500)	(24,418,494)
Net Surplus/Deficit	17,743,516	18,966,922	15,349,600	12,855,785



Service Area Budget Overview

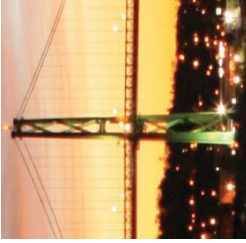
Net C&RS Expenses by Service Area	11/12 Budget	12/13 Budget	Q3 Projection
Director/Admin	\$283,610	\$365,700	\$699,000*
Community Recreation & Culture	\$10,545,122	\$7,342,600	\$7,153,296
Regional Recreation & Culture	\$3,533,665	\$3,647,580	\$3,431,491
Municipal Compliance	(\$3,871,169)	(\$3,647,248)	(\$5,570,263)
Development Approvals	\$5,510,790	\$4,456,448	\$4,023,953
Citizen Contact Centres	\$2,575,553	\$2,791,520	\$2,725,308
Market Development (Destination Halifax)	\$389,350	\$393,000	\$393,000
C&RS Net Expenses	\$18,966,921	\$15,349,600	\$12,855,785



Year to Year Base Comparison

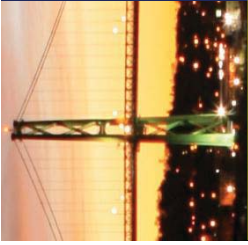
12/13 Services at 13/14 Costs including Inflation, Contracts, etc.

Service Area	12/13 Budget	13/14 Cost	13/14 Proposed
Director/Admin	\$365,700	\$392,681	\$395,200
Community Recreation & Culture	\$7,342,600	\$8,099,985	\$8,063,700
Regional Recreation & Culture	\$3,647,580	\$3,810,299	\$3,994,600
Municipal Compliance	(\$3,647,248)	(\$3,278,770)	(\$4,999,200)
Development Approvals	\$4,456,448	\$4,833,920	\$5,487,500
Citizen Contact Centres	\$2,791,520	\$2,990,645	\$2,836,600
Market Development (Destination Halifax)	\$393,000	\$393,000	386,600
Business Unit Total	\$15,349,600	\$17,241,760	\$16,165,000



13/14 Cost Reduction Initiatives

Cost Reduction Initiatives	Proposed 13/14 Saving	Projected 14/15 Saving	Projected 15/16 Saving
Reduced operating costs for 311	\$100,000		
Vacancy Management	\$97,000		
Operational Efficiencies <ul style="list-style-type: none">• office supplies, contract services, Recreation Program Supplies	\$112,000		
Reduced costs for Parks Patrol Contract	\$70,000		
Reduction in Vehicle Expenses	\$156,000		
Increased Revenue	\$1,124,000		
Total to offset Base Cost Increase	\$1,659,000		



13/14 Priority Initiatives

Priority Alignment	Priority Initiative	Proposed 13/14 Cost	Projected 14/15 Cost	Projected 15/16 Cost
Economic Development	Improve Development Approvals Organizational Capacity	\$500,000	?	?
Economic Development	Review/Rationalize development-related fees	GHP/GREA Freeze Fees		
Economic Development	Benchmark/Improve Development Review & Permitting Processes	GHP/Province		
Economic Development	Benchmark Arts & Culture Funding	\$10,000		



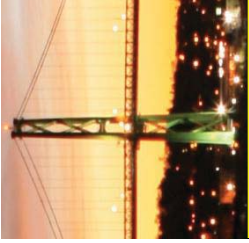
13/14 Priority Initiatives

Priority Alignment	Priority Initiative	Proposed 13/14 Cost	Projected 14/15 Cost	Projected 15/16 Cost
Healthy Communities	Explore expansion of Youth-at-Risk Programs			
Healthy Communities	Increase Citizen Access To Recreation	\$227K Freeze Rates		
Healthy Communities	Develop and Execute 10 year Recreation Facility Capital Plan			
Healthy Communities	Peninsula Recreation Transition and Capital Plan			
Healthy Communities	Dartmouth Sportsplex Complete Prelim Design and Business Case			
Healthy Communities	Advance Arena Recapitalization Plan			



13/14 Priority Initiatives

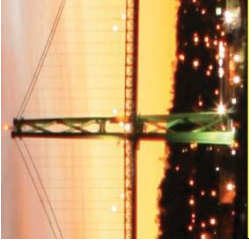
Priority Alignment	Priority Initiative	Proposed 13/14 Cost	Projected 14/15 Cost	Projected 15/16 Cost
Governance and Communication	Review Governance, Business Model, and Community Alignment of Multi-District Recreation Facilities			
Excellence in Service Delivery	Explore further opportunities to integrate call-taking and counter services within HRM			
Excellence in Service Delivery	Review Tools/Technologies to improve customer experience	\$100,000		



13/14 New or Expanded Services

These items are funded:

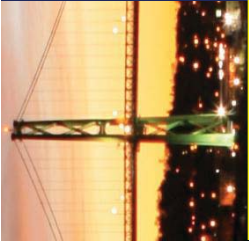
Priority Alignment	New or Expanded Service	Proposed 13/14 Cost	Projected 14/15 Cost	Projected 15/16 Cost
Healthy Communities	Implement Soul Strong Program (Youth-At-Risk)	Federal Funding (Pending)		
Healthy Communities	Implement “After the Bell” in partnership with the Province (pilot)	Provincial Funding		
Healthy Communities	Expand HRM Kids (Canadian Tire Jumpstart Program)	\$40,000		
Healthy Communities	HRM Beaches Swim Program	\$25,000		
Healthy Communities	Complimentary Lessons (pilot)			
Healthy Communities	Implement Year Round Oval Programming	\$95,000		
Healthy Communities	Complimentary In-line Skate usage			
Healthy Communities	Expand Outdoor Recreation / Environmental education program (pilot)	\$67,000		



13/14 New or Expanded Services

These items are funded:

Priority Alignment	New or Expanded Service	Proposed 13/14 Cost	Projected 14/15 Cost	Projected 15/16 Cost
Healthy Communities	Recreation/Culture Facility Needs Assessments	\$225,000		
Healthy Communities	Bedford Community Centre and All Weather Field	\$5M		
Healthy Communities	Accessibility Upgrades	\$200,000		
Healthy Communities	Additional Civic Event Funding	\$100,000		
Financial Stewardship	Cultural Inventory and Restoration	\$400,000		
Economic Development	New Public Art	\$100,000		



13/14 New or Expanded Services

These items are not funded. Additional funding is required:

Priority Alignment	New or Expanded Service	Proposed 13/14 Cost	Projected 14/15 Cost	Projected 15/16 Cost
	24/7 By-law Enforcement	??		
	Spay & neuter Program	??		
	Grants (Symphony, Neptune, YMCA, Discovery Center)	??		



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Questions and Discussion

Community & Recreation Services

March 20, 2013

