

Parks & Recreation

2019/20 – 2020/21 Multi-Year Budget and Business Plan

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

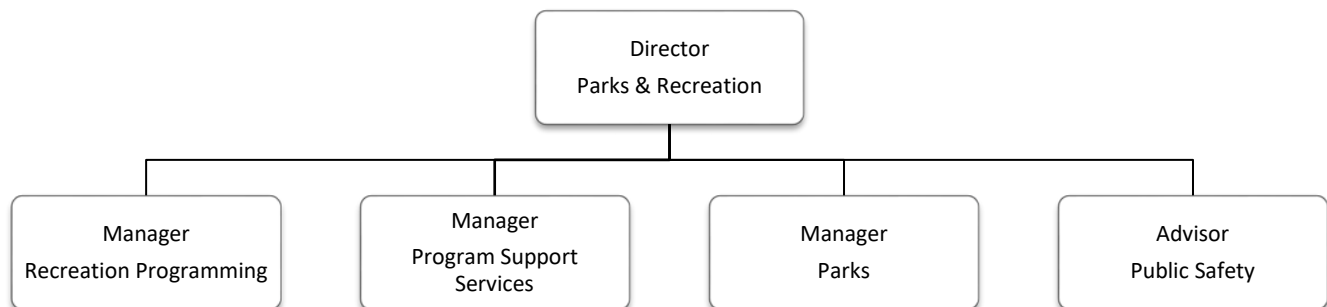
We make a difference.

PARKS & RECREATION OVERVIEW

Parks & Recreation is committed to advancing Regional Council's priority outcomes of:

- Healthy, Liveable Communities - Recreation and Leisure
- Healthy, Liveable Communities - Public Safety
- Social Development - Social Infrastructure
- Social Development - Equity and Inclusion
- Economic Development - Arts, Culture and Heritage
- Governance and Engagement - Communications
- Governance and Engagement - Municipal Governance
- Service Delivery - Service to our People
- Service Delivery - Innovation

This is achieved through accessible programs, services, facilities and open spaces offering diverse recreation, leisure and cultural choices; and delivering inclusive civic events. Services provided through recreation, and facility partnerships are focused on maintaining and establishing community character. The many parks and recreational trails include features ranging from picnic areas and playgrounds, to outdoor pools, spray parks, sports fields and skateboard parks. The Public Safety Advisor delivers strategic leadership to help ensure citizens and visitors to our community can live, learn, play and work in a safe environment.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	223.2	10.6	233.8
Seasonal, Casual and Term	243.7	+3.2/-8.8	238.1
Total	466.9	5.0	471.9

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Parks & Recreation	5.5%	5.5%	5.5%
Average tax bill amount spent on Parks & Recreation	\$105.40	\$109.10	\$110.40

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019/20)

Multi-Year Initiatives (2019/20 – 2020/21)

Healthy, Liveable Communities – Recreation and Leisure

Develop and Implement Strategic Plans

Implement a Parks and Recreation Strategic Policy Framework that identifies expected outcomes and priorities regarding service delivery, fiscal sustainability, accessibility, and inclusion. Other strategic plans include Fee Review, Halifax Common Master Plan, Halifax Forum Assessment, Rural Recreation Strategy and Park Standards.

Acquire and Develop Parkland

Continued focus on achieving Regional Plan parkland objectives as well as Regional Council's direction to acquire specific parkland such as Blue Mountain Birch Cove, Shaw Wilderness Park and several other properties. Priority focus will also be given to completing the review of the Halifax Common Master Plan and other approved park master plans as well as development of bare parkland received through development /acquisition.

Healthy, Liveable Communities – Public Safety

Ongoing Public Safety Initiatives

Continue the ongoing analysis, implementation and evaluation of priority actions identified in the public safety strategy.

Governance and Engagement – Municipal Governance

Strengthen Partnerships

Continue to implement new and updated partnership agreements with the remaining community groups and continue oversight of updated partnership agreements to ensure compliance with new agreements.

Focus will also be given to working with Cultural and Sport Organizations to better align programming and infrastructure development.

Support for social development in marginalized communities will continue, such as participation in Between the Bridges, mobile food market, community gardens, etc.

Economic Development - Arts, Culture and Heritage

Museum Strategy Preparation

Continue work on the cultural artifact inventory, museum stakeholder consultations and development of the regional museum strategy.

Service Delivery - Service to our People

Improve Customer Service

Focus will be placed on continued implementation of new Recreation Services software that will significantly improve customer experience. Staff will also continue to explore opportunities to increase unstructured play and improve access to programs and services.

Diversity & Inclusion

Diversity in Management

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Parks & Recreation will focus on working towards increasing diversity in our management team in all employment equity (EE) areas (Women, aboriginal peoples, people with disabilities; members of visible minorities).

Operational Risk - Aging Recreation Infrastructure

Improve Asset Management

Parks & Recreation is responsible for the provision of safe, reliable, and efficient physical environments that encourage participation in recreation and build strong, caring communities. There will be an increased investment of Parks and Recreation's human, financial and technological resources towards maintaining a state of good repair for all Parks & Recreation assets that will include:

- Implementation of the 3-year capital plan
- Refinement of 10-year capital plan
- Development of Park standards and completion of condition/usage assessments
- Assessments of future capital projects (Halifax Forum, Sheet Harbour, Needham, Lakeside, etc)
- Continued safety program inspections, assessments and remedies.

Parks & Recreation Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget	2019/20 OCC	2020/21 Gross Budget
Healthy, Liveable Communities				
Recreation and Leisure	St. Andrew's Community Centre	3,200,000		2,000,000
	Beazley Park	2,000,000		
	Park Recapitalization	2,620,000	11,250	1,500,000
	Sports Fields/Courts - Renewal	3,000,000		1,500,000
	Park Land Acquisition	7,000,000		500,000
	Regional Water Access/Beach Upgrades	100,000		150,000
	Recreational Trails			250,000
Economic Development				
Arts, Culture, and Heritage	Cultural Spaces	250,000	2,000	250,000

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
Director's Office	392,428	446,900	545,500	570,500	123,600	570,500
Recreation Programming	8,013,220	8,642,100	8,817,315	8,562,400	(79,700)	8,793,700
Program Support Services	6,578,493	6,507,000	6,755,580	7,650,300	1,143,300	7,617,600
Parks	11,894,739	12,604,000	12,466,185	12,364,800	(239,200)	12,294,100
Public Safety Advisor	96,748	121,600	126,000	209,800	88,200	226,500
Net (Surplus)/Deficit	26,975,628	28,321,600	28,710,580	29,357,800	1,036,200	29,502,400

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description/Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 28,321,600
Compensation	Salary adjustments	322,600	322,600
Interdepartmental Transfers	Reallocation of Washroom Contract to CCS	(162,500)	(162,500)
Budget Adjustments	Increase for Parks Maintenance - Shaw Wilderness Park	50,000	876,100
	Increase - Public Safety Advisor Office	90,600	
	Expense reduction to balance to envelope	(269,500)	
	Decrease in Revenue	22,800	
	Reduction in Debt Servicing Costs	(190,800)	
	Increase to Program Support Services - MDFs	1,048,000	
	Lake District Recreation Association Grant	50,000	
	Arts Halifax Grant	75,000	
Total Impact of Changes			1,036,200
2019/2020 Proposed Budget			\$ 29,357,800

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	23,541,503	23,607,100	24,265,385	23,929,700	322,600	24,217,100
Office	381,935	385,200	366,163	361,200	(24,000)	359,500
External Services	5,475,967	5,545,550	5,872,517	5,605,000	59,450	5,600,800
Supplies	587,166	544,250	560,299	533,550	(10,700)	530,050
Materials	425,232	664,400	647,904	540,800	(123,600)	534,300
Building Costs	1,982,944	2,515,300	2,370,087	2,237,800	(277,500)	2,237,800
Equipment & Communications	528,031	666,300	656,539	707,100	40,800	704,900
Vehicle Expense	25,941	14,100	31,376	24,100	10,000	24,100
Other Goods & Services	4,230,204	3,405,100	4,719,112	3,263,150	(141,950)	3,272,250
Interdepartmental	14,798	192,400	(67,551)	192,400		192,400
Debt Service	1,645,891	1,607,900	1,607,900	1,417,100	(190,800)	1,417,100
Other Fiscal	3,688,065	3,824,700	4,432,298	5,173,800	1,349,100	5,160,000
Total	42,527,676	42,972,300	45,462,029	43,985,700	1,013,400	44,250,300
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Fee Revenues	(12,010,140)	(11,991,100)	(13,262,268)	(12,065,800)	(74,700)	(12,185,800)
Other Revenue	(3,541,907)	(2,659,600)	(3,489,180)	(2,562,100)	97,500	(2,562,100)
Total	(15,552,048)	(14,650,700)	(16,751,448)	(14,627,900)	22,800	(14,747,900)
Net (Surplus)/Deficit	26,975,628	28,321,600	28,710,581	29,357,800	1,036,200	29,502,400

PARKS & RECREATION SERVICE AREA PLANS (2019/20 - 2020/21)

Director's Office

Director's Office Key Deliverables (2019/20 - 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Economic Development - Arts, Culture and Heritage
<p>North American Indigenous Games (Est Compl: 20/21) Ensure the municipality delivers its commitments required to stage the 2020 North American Indigenous Games (NAIG).</p>
Diversity & Inclusion
<p>Management Team Diversity (Est Compl: 20/21) Work towards Increasing diversity in our management team in all employment equity (EE) areas (Women, aboriginal peoples, people with disabilities; members of visible minorities).</p>
Business Unit Risk Management – Succession Planning
<p>Succession Planning (Est Compl: 20/21) Work towards a comprehensive staffing plan to mitigate the turnover of key operational positions within the next 5 years due to retirements.</p>
Business Unit Risk Management – Improve Asset Management
<p>Improve Asset Management (Est Compl: 20/21) Increase investment of Parks and Recreation's human, financial and technological resources towards maintaining a state of good repair for all Parks & Recreation assets.</p>

Recreation Programming

Recreation Programming is committed to supporting Regional Council priorities through the delivery of a wide variety of structured and unstructured programming including aquatic services, indoor/outdoor recreation, youth-at-risk, sport and wellness.

Services Delivered:

Healthy, Liveable Communities - Recreation and Leisure

Recreation Program Delivery – Recreation fosters healthy lifestyles, vibrant communities and a sustainable environment through encouraging lifelong participation. People of all ages and stages of life can begin and continue participating in a variety of recreational opportunities. Lifelong participation includes active living, social gathering, connecting to nature, involvement in arts and culture and volunteering in community initiatives. It can be a structured program or spontaneous free play activities.

Social Development – Equity and Inclusion

Youth Development - The development and delivery of youth engagement and employment opportunities, youth leadership development, youth diversion programs, drop-ins and special events.

Community Development and Support - Community development facilitates and supports the building of healthy and empowered individuals and communities that are better equipped and skilled to achieve their own recreation goals and projects.

Volunteer and Non-Profit Support – Responsible for supporting the work of volunteers to enhance capacity in community boards for the provision of alternate service delivery for HRM.

Service Delivery Measures

Recreation Programming Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
# Direct Programs delivered by Recreation Programming	8231	7822	8700 **	10,000**
# of Unique Registrations	64,923	65,185	66,062**	70,000**
# Youth Enrolled in Leadership Training	2780	2019	3045	3050
# Participants at Emera Oval (winter)*	110,000	104,720	110,000	112,000
# Participants at Emera Oval (summer)	43,452	41,012	49,567	44,000
# Community based partnerships	375	375	375	375

* Weather Dependent

** Includes Sackville Sports Stadium

Programs and Registrations

Recreation Programming has responded to changes in population, immigration, demand, and recreation trends by adjusting program offerings.

With the implementation of Legend Software in Fall 2018, the following changes from prior years are reflected in the table above:

- The programs and participant numbers at the Sackville Sports Stadium have been included in the analysis for 2018-19 for two seasons (Fall and Winter). The number of programs at the Sackville Sports Stadium are approximately 600 in Fall 2018 and 400 for Winter 2019. The winter program numbers at the Sackville Sports Stadium were reduced due to a capital project in the facility.
- At the conclusion of the Sackville Sports Stadium capital project, there will be an increase to planned Spring/Summer programs in 2019-20 and regular winter programming in 2020.
- Prior to 2018 all drop in programs were included in the direct programs and unique registrations, however, for Fall 2018 and Winter 2019 the drop-in programs were not included.

Youth enrollment in leadership training

Enrolment in HRM youth programming including Junior Leader programming and Youth Live has increased in 2018-19, as the awareness and availability of the Youth Leadership programs has increased. It is projected that the Youth Leadership programs will continue to have high participation, as the youth programming opportunities increases.

Participants at the Emera Oval

The participation numbers for both winter and summer 2018/19 are projected to align with the 2017/18 numbers, with higher numbers projected for winter 2019/20. Starting in 2019, the Oval will not be staffed during April and May. Parks & Recreation anticipates less spring utilization as equipment rentals and supervision will not occur during those months. As with any outdoor facility, utilization is weather-dependent.

Recreation Programming Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>Hub and Spoke Recreation Delivery Model (Est Compl: 20/21) Implement Phase 2 of Hub & Spoke Recreation Delivery with: 1) Zatzman Sportsplex (19/20); and 2) Cole Harbour Place (20/21)</p>
<p>Fee Structure Review (Est Compl: Q2 19/20) Present final analysis of all fees associated with Parks & Recreation service delivery to Regional Council for approval, along with related Fees Bylaw followed by implementation of Council's direction.</p>
<p>Rural Recreation Strategy (Est Compl: 20/21) Develop the Rural Recreation Strategy to determine effective ways of increasing recreational opportunities. Year 1 (19/20) - Creation of strategy; Year 2 (20/21) - Implementation</p>
Service Delivery - Service to our People
<p>Recreation Management Software implementation (Est Compl: 20/21) Continue to work with the Recreation Software team, ICT and change management to transition recreation registration from Class to Legend. Implement additional functionality in the HRM owned and operated Recreation facilities.</p>

Program Support Services

Program Support Services is committed to supporting Regional Council priorities through the delivery of 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.

Services Delivered:

Healthy, Liveable Communities - Recreation and Leisure

Policy and Planning - Responsible for development of strategic plans through the assessment of needs for recreation and parkland programs and facilities.

Recreation Facility Scheduling - Responsible for scheduling HRM outdoor sport facilities, athletic fields, event venues, indoor arenas, and the Halifax Regional Centre for Education schools.

Governance and Engagement - Municipal Governance

Community Partnerships - Alternate service delivery providing recreation programs and services through agreements with community groups and board-run facilities such as Facility Lease Agreement (FLA) boards, multi-district facilities, and Joint Use Agreements (Halifax Regional Centre for Education).

Economic Development - Arts, Culture and Heritage

Arts and Culture Development and Support - Implementation of programs, plans, and policies related to culture and art, including provision of grants to professional arts organizations to support cultural sector.

Civic, Arts and Culture Festivals and Events Support Program - Responsible for civic, arts and culture festivals and events support. This includes planning, programming, financial support, delivery and logistical support to small to mid-size community festivals and events as well as large- scale annual events and major event hosting opportunities. Direct delivery of 9 HRM operational events i.e. Canada Day, Natal Day, Halifax Tree Lighting, and New Year's Eve.

Service Delivery Measures

Program Support Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Arts, Heritage & Festival Grants Only per Capita	\$4.56	\$6.31 ⁺	\$5.73 ⁺⁺	\$7.75 ⁺⁺⁺	\$6.76
Operating Cost for Arts, Heritage and Festival Grants Only per Capita	\$5.20	\$7.15	\$6.58	\$8.59	\$9.32
Culture Total Cost per Capita **	\$12.68	\$15.96	\$15.24	\$20.62	\$23.15
# Annual (Signature ^{***}) and Non-Annual Event Grants	18	19	22	20	NA
Value of Annual (Signature ^{***}) and Non-Annual Event Grants	\$2,059,000	\$1,113,000	\$946,000	\$2,000,000	NA
# Facility Agreements	33	34	34	34	NA
Financial Support Provided through Facility Agreements	\$1,300,000	\$1,381,000	\$1,362,000	\$2,417,000 ⁺⁺⁺⁺	NA

* Municipal Benchmarking Network Canada

** Total cost of providing cultural services including grants and the funding of cultural venues, e.g. art galleries, historical sites, cultural centres, and museums.

***Previously referenced as Hallmark

+ 2017/18 increase due to release of second round of 100 Anniversary of the Halifax Explosion grants, Canada 150 community grants and cultural event funding to large scale events Tall Ships & ECMAs

++ 2018/19 includes \$400k to Culture Link Performing Arts Society. No major cultural event funding (Pan Am Canoe Kayak & Memorial Cup are sporting events

+++2019/20 includes \$600k to Culture Link and \$700,000 (direct funding & VIK) for NAIG

++++ Reflects increase in subsidy requests and reallocation of funding to Parks & Recreation budget

Partnership Agreements

In 2019/20, Program Support Services will continue to implement new and modernized partnership agreements with volunteer community boards and continue oversight of updated Management agreements to ensure compliance with new agreements.

Civic/Large Scale Events

In 2019/20, Program Support Services will continue the direct delivery of 9 large-scale HRM operational events, and provide event granting to approximately 22 community celebrations, 39 established community events, 13 cultural showcases & events. In addition, approximately 14 event grants are expected to be issued from the Marketing Levy Special Events Reserve totaling up to \$1.5m.

Civic/Large Scale Events 2019/20 (dates TBC)	2018 Dates
Canada Day	July 1
Bedford Days	June 28 – July 2
Natal Day	August 3 –6
Clam Harbour Beach Sandcastle	August 12
Halifax Tree Lighting	November 24
Dartmouth Tree Lighting	December 1

Civic/Large Scale Events 2019/20 (dates TBC)	2018 Dates
Halifax Explosion	December 6
Menorah Lighting	December 3
New Year's Eve	December 31

Value of Annual (Signature) and Non-Annual Event Grants

2019/20 projected increase due to several upcoming large-scale funding requests (i.e. North American Indigenous Games (NAIG), National Indigenous Dance Championships), remaining \$600k to Link Performing Arts Society.

Financial Support Provided through Facility Agreements

2019/20 planned financial support increase for facility support is due to increase in subsidy request from several Multi-District Facilities. HRM has previously covered payroll for St. Margaret's Centre and Zatzman Sportsplex in lieu of a direct subsidy. Payroll support was not previously budgeted but covered through a Loan Valuation Allowance. Moving forward there is no payroll funding, the only funding source will be the direct subsidy requested by the Boards to facility operation of the facility and programming.

Program Support Services Key Deliverables (2019/20 - 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>Parkland Acquisition (Est Compl: Q3 19/20) Continued focus on executing Regional Council's direction to achieve access to Blue Mountain Birch Cove and Shaw Wilderness Park and acquisition of other parcels. Site plans and Masterplans for park areas: Completion of ongoing masterplans (Lake Echo, Gorsebrook and Eastern Passage Common) and initiation of plans for Cole Harbour Re-hab lands, Kingswood North and Africville Cultural Plan.</p>
<p>Aquatic Strategy (Est Compl: Q1 19/20) Finalize completion of the long-term strategy to determine the future aquatic needs for the municipality related to recreation, leisure and sport.</p>
<p>One Membership Access Study (Est Compl: Q1 20/21) Undertake the analysis in relation to a One Membership model for the delivery of Recreation Services.</p>
Service Delivery - Service to our People
<p>Technology Implementation (Est Compl: 20/21) Continue with the implementation of the Legend software solution to meet the needs of all HRM-owned recreation facilities including those operated by HRM and community boards. The new solution includes program registration, membership management, facility scheduling, equipment rentals and online payment processing.</p>
Governance & Engagement - Municipal Governance
<p>Modernize Facility Management/Lease Agreements (Est Compl: 20/21) Continue to implement new and updated partnership agreements with the remaining community groups and continue oversight of updated partnership agreements to ensure compliance with new agreements.</p> <p>Focus will also be given to working with Cultural and Sport Organizations to better align programming and infrastructure development.</p>

Governance and Engagement - Fiscal Responsibility
Capital Asset Initiatives (Est Compl: Q3 19/20) Complete assessments of recreation and leisure facility projects including Sheet Harbour and Halifax Forum and return to Regional Council for direction.
Economic Development – Arts, Culture and Heritage
Museum Strategy Preparation (Est Compl: Q4 19/20) Continue work on the cultural artifact inventory, museum stakeholder consultations and work on the development of the regional museum strategy (Phase 1).

Parks

The Parks service area is committed to supporting Regional Council priorities through operation, maintenance and capital project delivery for all parks, open spaces, sports fields, courts, playgrounds, cemeteries, green spaces, and splash pads.

Services Delivered:

Healthy, Liveable Communities - Recreation and Leisure

Athletic Field Maintenance - Responsible for maintenance of municipal sport fields, ball fields, and sports courts.

Social Development - Social Infrastructure

Park Planning, Development, and Maintenance - Responsible for development, revitalization and maintenance of municipal parks and beaches.

Playground Planning, Development, and Maintenance - Responsible for development, revitalization, and maintenance of playgrounds on HRM property and, through service agreements, those associated with community groups and schools.

Cemetery Management – Management, operation and maintenance of HRM-owned cemeteries.

Service Delivery Measures

Parks Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
All Parkland in Municipality as a Percent of Total Area of Municipality	NA	0.9%	0.92%	0.94%	6.5%
All Parkland in Designated Urban Area as Percent of Urban Area	NA	19.5%	19.5%	19.5%	9.5 %
Hectares of Maintained and Natural Parkland in Municipality per 100,000 Population	NA	1,231	1,270	1,289	652

Parks Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Number of Playground Sites per 100,000 Population	92.75 (395)	93.3 (403)	94.2 (407)	94.2 (407)	70.37
% of Parks Capital Projects Completed on Time within Budgeted Costs	90%	93%	93%	95%**	NA
% of Customer Service Requests closed within Standard	90.81% (4653)	90.79% (4792)	88% (4614)	90%	NA
Operating Cost of Parks per Person	NA	41.05	41.50	41.88	67.28

* Municipal Benchmarking Network Canada

** Original Capital Budget (A List) Projects only

The Parks Service supports the recreational and leisure needs of HRM. Parkland, both maintained and natural, enhances the quality of life; physical, mental and psychological well-being of the individual and the community in its entirety. Parks create opportunities for people to gather, interact and socialize through active and passive leisure activities connecting themselves to their community, neighbourhood and municipality.

HRM measures its parks services against the Municipal Benchmarking Network of Canada (MBNCanada), a repository of performance data for several comparable Canadian municipalities. The measures are in 4 categories: community impact, service level, efficiency, and customer service. There are numerous influencing factors to be considered when comparing the MBNCanada measures including, geography, demographics, maintenance levels, and service levels of maintained and natural parkland.

Parkland in Municipality as a Percent of Total Area of Municipality

Although HRM is one of the strongest municipalities in the provision of parks and playgrounds, parkland as a percent of the municipality is low due to HRM's large geographic area, which is 79% higher than the MBNCanada average. By comparison, HRM's urban area continues to provide significantly higher park density.

Percent (%) of Parks Capital Projects Completed

Capital Project completion of construction projects that are delivered on budget and on time continues to perform at a high level and is expected to continue.

Customer Service Requests closed within Standard

Service calls continue to track below 5000 with a high volume closed within standard. Although grass calls are up, the overall service request calls are showing a decline. In 2018/19, calls related to grass increased, primarily due to new contracts. New contract terms with vendors necessitated a shift of maintenance early in the season to ensure appropriate mowing standards. Concerns were addressed resulting in a decline in service calls during the last quarter of the season.

Operating Cost of Parks per Person

Operating cost of parkland per person and operating cost of parkland per hectare remains lower than average due to the structure of the various MBNCanada municipal budgets and varying service levels and contractual agreements. Costs attributed to parks services vary by municipality within MBNCanada and participants continue to work toward a common formula.

HRM Parks continues to provide delivery of parks infrastructure such as playgrounds, parks, sport fields and open green spaces across HRM. Parks aims to deliver its service as a customer focused, high performance, results-

oriented service and therefore, planning, designing, implementing, maintaining, and measuring are key components contributing to lifecycle management and performance excellence.

Parks Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
State of Good Repair within Parks and Cemeteries (Est Compl: 20/21) Improve asset and enhance lifecycle management by addressing aging infrastructure of parks, fields, and cemeteries as well as improved customer experience through enhanced maintenance and service level standards.
Parks Provision Standards (Est Compl: Q4 19/20) To develop updated and new service levels standards for the assessment and provision of parks and park amenities. Update and improve asset inspection and assessments through technology and software. Provision of parks and park assets will include a rationalization or right-sizing component providing reduction recommendations for Regional Council's consideration.
Improve Utilization of All-Weather Fields (Est Compl: Q4 19/20) Continue to provide all-weather field access and add one additional designated all-weather field location to enable free public access to the field(s) when not booked for exclusive use.
Capital Project Delivery (Est Compl: Q4 19/20) Complete 95%* of annual capital plan by March 31, 2020. Ensure approved Parks capital projects are advanced sufficiently in order to enable tendered/awarded/constructed.
Playground Inspections and Assessments (Est Compl: 20/21) Use CityWorks and Asset Registry technology to improve playground inspection delivery and measure performance against industry and service level standards.
Service Delivery - Service to People
Horticultural Service Review Implementation (Est Compl: 20/21) Implementation of a horticulture service delivery model to improve the quality, efficiency and sustainability of delivering horticultural services and greenhouse production across the Municipality.

* Original Capital Budget (A List) Projects only

Public Safety Advisor

The Public Safety Advisor service area is committed to supporting Regional Council priorities by delivering strategic leadership and promotion of HRM's Public Safety Strategy.

Services Delivered:

Healthy, Liveable Communities – Public Safety

Public Safety Coordination - This service is responsible for ensuring a coordinated and holistic approach for addressing the root causes of crime and enhancing public safety. This includes maintaining strong partnerships with various levels of government, social agencies, educational institutions, business associations, and community groups.

Public Safety Advisor Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
<p>Ongoing Public Safety Initiatives (Est Compl: 20/21) Continue the ongoing analysis, implementation and evaluation of priority actions identified in the public safety strategy.</p>
<p>Leverage Partnerships: Advisory Board (Est Compl: 20/21) Engage a formal Advisory Board to implement collaborative and holistic approaches that advance public safety for all.</p> <p>Key stakeholders include Education, Housing, Community Services, & Immigrant Services.</p>
<p>Build Capacity: Community Mobilization Teams (Est Compl: Q4 19/20) Grow CMTs both in number and strength (from 1 to 3); outreach to communities not yet engaged (Dartmouth North/East).</p>
<p>Build Capacity: Community Mobilization Teams (Est Compl: Q4 20/21) Establish CMT's in 5 communities; existing Joint Emergency Management Teams trained to prepare and respond to critical incidents.</p>
Service Delivery - Innovation
<p>Vulnerabilities Index (Est Compl: Q4 20/21) Generate evidence on state of community safety efforts internally and among community stakeholders, including well-being/neighbourhood equity index and KPIs to monitor progress on the Public Safety Strategy. Develop program evaluation for CMTs.</p>

MULTI-DISTRICT FACILITIES / VOLUNTEER BOARDS

Overall, recreation services in HRM are delivered through a hybrid system, with several facilities operated by third parties and others directly operated by the municipality. In 2011, HRM initiated a review of the governance and oversight of its regional facilities to ensure the current governance and operating models were appropriate and meet current requirements. Under that project, seven (7) Multi-District Facility Associations/Societies; Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Zatzman Sportsplex, Halifax Forum, and St. Margaret's Centre, have negotiated updated and consistent management agreements.

The management agreements have provisions in place to ensure effective stewardship of publicly owned assets in support of HRM's recreation outcomes. These agreements also contain a requirement for the volunteer community boards to submit annual budget and business plans, which may include an operating subsidy request. Since the new management agreements were approved by both the boards and Regional Council in 2018, this budget cycle will be the initial presentation of the board's annual budgets and business plans.

A summary of the overall financial status of the facilities is outlined in the table below, followed by the business plan submitted by each facility.

2019/20 Financial Summary

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Previous Subsidy	Previous Payroll Support Provided *	Additional Net New Funds
Alderney Landing	\$1,472,500	\$1,472,500	\$0	\$320,500	\$175,000	\$0	\$145,500
Canada Games Centre	\$5,949,246	\$6,037,050	\$87,804	\$0	\$0	\$0	\$0
Centennial Pool	\$690,000	\$690,000	\$0	\$200,000	\$140,000	\$0	\$60,000
Cole Harbour Place	\$3,976,800	\$3,976,800	\$0	\$61,300	\$0	\$0	\$61,300
Zatzman Sportsplex	\$4,236,200	\$4,236,200	\$0	\$600,000	\$0	\$788,400	(\$188,400)
Halifax Forum	\$4,865,200	\$4,865,200	\$0	\$0	\$102,800	\$0	(\$102,800)
St. Margaret's Centre	\$1,799,500	\$1,799,500	\$0	\$284,000	\$0	\$861,700	(\$577,700)
TOTALS	\$22,989,446	\$23,077,250	\$87,804	\$1,465,800	\$417,800	\$1,650,100	(\$602,100)
*Payroll support has not been previously budgeted but covered through Loan Valuation Allowance							

In 2018/2019, the municipality provided either direct subsidies or payroll support valued at \$2,067,900 to MDF's. Zatzman Sportsplex and St. Margaret's Centre have requested that the financial contributions come in the form of a subsidy rather than funding via the Loan Valuation Allowance. Alderney Landing, Centennial Pool and Cole Harbour Place have requested additional subsidy funding. The changes require a total contribution request of \$1,465,800 which is \$602,100 less than the total amount dispensed in 2018/2019.

As noted, the new management agreements for the following Multi-District Facilities require that the facilities submit budgets and business plans starting in 2019/20 pursuant to Regional Council's direction. The following pages include the first business plans prepared by each facility and outline an introduction to each facility and their respective programs and services.

ALDERNEY LANDING

Alderney Landing cultural venue delivers 667 immersive cultural festivals, events, and performances annually. The organization is governed by a Board of Directors and is operated by 7 full time staff, 5 part-time staff, and 50 casual event staff. Alderney Landing is supported by 31 volunteer industry advisors, and approximately 445 program and event volunteers.

Vision

“Alderney Landing, a coveted destination, is the inclusive cultural leader on the vibrantly connected Dartmouth Waterfront.”

Top 3 Deliverables for 2019/2020

1. Plan. Develop a robust Strategic Plan for Alderney Landing that results in a concise yet thorough process that guides decision making over the next 3-5 years.
2. Program. Maximize programming opportunities for Theatre, Gallery, Market and outdoor venues. Ensuring that we enrich the lives of the broader community through immersive cultural experiences, supporting at all levels local, artists, performers and farmers.
3. Promote the 20th Anniversary of Alderney Landing. Promote our excellence in diversity, inclusion, community, accessibility and creativity through our Signature Events.

Services Offered

Healthy, Liveable Communities - Recreation and Leisure

Saturday Farmers Market – 50 events days including free family entertainment, musical performances and crafts for children. Continue to build as the social, cultural gathering place and find ways to expand meeting the demand, such as the seasonal Farmers Market Tent.

Sunday Cultural Market – 50 days continue to work with diverse citizens to build meaningful cultural events on the Sunday. Find new revenue sources to support hiring 50 more artists and musicians.

Wednesday Evening Market – 50 days continue to explore successful features to encourage the growth of the Market.

Community Groups and not for profits – continue to support the greater community by offering both the space to meet the community needs and to support their fundraising efforts.

Incubate Businesses – Alderney Landing has incubated over a dozen thriving businesses in HRM. Continue to find ways to support local entrepreneurs in the development of their product.

Economic Development – Arts, Culture, Heritage

Theatre – Total rental/performances 2018/2019 – 264; 2019/2020 - 288 target.

Dance – Increase rentals from 254 performances/events to 280. Maintain and service the 12 dance companies that perform 62 shows.

Professional and Community Theatre – Increase the rental and awareness of the diverse profile of the 8 Theatre Companies that performed 32 shows to 40 shows. New Anthony Sherwood Production.

Musical Performances – Increase the awareness and rentals of the 18 Musical productions at Alderney Landing including Symphony NS.

Literacy – Increase the number of Literary events from 3 to 4 major events.

Community Events – maintain and build on the 115 community event days including our accessible Theatre and Art Camps.

Film – Expand the Film opportunities to include more rental and more public performances. 49 rental days and 22 shows to 55 rental days and 25 shows. New free themed movie nights for the public.

Community Groups and Private Functions – Increase the 19 rentals to 22 in 2019/2020.

Craig Gallery – 83 Gallery Openings, exhibitions, Artists Talks Lectures 2018/2019, increase to 88 in 2019/2020 Workshops, Demos and Artist Talks, increase from 13 to 20.

Nocturne, continue to work with independent Artists to utilized A.L. for the event
Blue Mondays, Life Drawing, continue to increase the number of life drawing sessions 43
Fringe Festival continue to collaborate on larger events with HRM grow from 3 to 5.

Outdoor and Signature Events 2019/20 – Continue to build on our Signature Events. Cultivate new partnership funding and events.

Mother Goose Festival – Alderney Landing produces a free cultural event for Children, with the financial support of Kiwanis. The program creatively brings to life many characters and stories, that capture the essence of traditional stories with a modern twist, through plays, musical performances, art making and ten hands on activities.

The Fire and Water Festival – Free; an annual innovative, culturally diverse, inclusive festival celebrated by our region for our artistic achievements. The festival pays respect, builds awareness of our Mi'kmaq heritage and celebrates the diversity of all immigrants to this land, through elements that we all share Fire and Water. It includes, large creatively illuminated sculptures, a pyrotechnic show to music, Mi'kmaq sculptures, fire circles, storytelling, diverse musical presentations, flaming Food, and interactive Art making. 2019/2020 increase financial support and elevate with NEW programming.

The Bluenose Ghosts Festival – Share our local history through the works of Dr. Helen Creighton by creating new works with professional artists, and engaging youth. The community comes together to create new works in film, theatre, visual arts, new media, literacy and animation. Continue to expand the offerings 2019/2020 New Theme for Fear the Darkness Haunted House. Build on the success of the Court yard offering, VIP experiences, The Crypt ride, The Selfie Park, Photo Booth and the Great Escape. 2019 increase the offerings for new experiences and expansion. Total volunteers 168, build to 200 volunteers. Creative team of 20, build to 30.

The Christkindlmarket Festival – Free, supported by the Canadian German Association of NS, is a traditional German market offering authentic German experiences in social gathering with tradition crafts, food and beverage. Free train rides, carousal rides, the Maritime Mariotte’s nativity story play, making German crafts, Santa’s workshop, our Live singing Christmas tree and feature live musical performances. 2019/20 find more community private partners and expand the offerings. Grow revenue 10,000 additional.

Partnership Events

2019/20 Continue to build on our Partnership Events. Cultivate new partnership funding and events. Some of these events include:

Extravaganza FREE, Interactive artists festival.

Multi-Fest, FREE Alderney Landing was instrumental in supporting both the development of the Board, the Society, the event, the funding partners and the in-kind contributions to bring the event to Alderney Landing. Extensive planning is currently underway to improve the profile, the number of artists, the juration of the festival for 2019/20.

Alderney Landing hosts several additional annual and one-off events that we will continue to cultivate, develop new relationship and build on our successes for 2019/20. Alderney Landing is planning for 20th Year programming and Special Events.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Events, Cultural programming	262,200
Snow clearing and parking supplies	56,000
Art Gallery	23,000
Brand communication cultural programming	50,000
Tent install dismantle, cleaning, storage	30,600
Bar and catering	18,000
Wages and event staff	544,000
CPP EI WCB Health	59,000
Building maintenance	85,000
HRM Geo Thermal	40,000
Events supplies and equipment	85,000
Garbage removal	10,000
SOCAN, licenses, fees, ATM, security, linen	10,000
Utilities, power telephones	111,000
Interest, bank, ATM	14,200
Service and equipment	25,000
Professional fees and development	19,000
Property Tax and amortization	30,500
Total	\$1,472,500

Revenues	2019/2020 Budget
Cultural Events programming	335,000
Events Plaza Parking	218,000
Farmer's and Cultural Market Vendors	168,000
Permanent Market Vendors	97,000
Theatre, tech and box office	139,000
Community corporate, bar and catering	35,000
Visual Arts	58,000
ATM	21,000
Cultural Grants	51,000
A.L.A. Donation	30,000
HRM Subsidy - Geo Thermal	\$40,000
Subsidy Requested	\$280,500
Total	\$1,472,500
Net Surplus/Deficit	\$0

Subsidy Request

Factors that have influenced the financial position of this facility include:

- Reduction in wharf rental revenue with the removal of the wharf management from the agreement
- Reduction in P3 revenue
- Curtailment of waste management contracts to focus on cultural mandate
- Non-renewal of sponsorship contract

These circumstances have necessitated the request of a subsidy in 19/20 of \$320,500 (\$40,000+\$280,500), which is an overall increase of \$145,500.

The impact of not receiving the subsidy would mean increased reliance on unsecured fund development/grants making programing and planning difficult to forecast and a risk to organization to adequately staff for key programs.

CANADA GAMES CENTRE

Mission

The Canada Games Centre is committed to the promotion of healthy and active living. We provide opportunities and access for sport and recreation at all levels. Driven by our passion, leadership and teamwork, we provide innovative programming and exceptional experiences.

Top 3 Deliverables for 2019/2020

1. Development of a Removing Barriers & Enhancing Accessibility Plan for the Canada Games Centre.
2. Integration of HRM Legend Solution, SAP Solution, and ICT network into operations of the CGC.
3. Reduction of utility costs through joint partnership with HRM and Efficiency Nova Scotia.

Services Offered

Healthy, Liveable Communities - Recreation and Leisure

Recreation Programs – Offer a wide variety of Community, School, Camp and Sport programs that appeal to a mix of interests, ages and abilities. Our programs support Physical Literacy and continue to align to the Sport For Life (S4L) model to foster active living through recreation.

Fitness and Wellness Programs – Offer over 60 fitness and wellness classes per week. Classes range from Zumba, Yoga, Tai Chi, Aqua Fit, fitness forever, high intensity training, etc. Often offer Fitness or Wellness programming that are workshops such as nutrition, mental health, coaching, etc. that are free for members with a nominal cost for non-members who might be interested.

Aquatics Programs – Our program focuses on basic survival skills and proper swimming technique. We offer a broad range of program such as Parent & Tot, preschool lessons, school aged lessons, swim patrol and a range of leadership program that prepared youth for employment as lifeguard and instructors. Working on collaboration with swim lessons, our Swim Academy provides youth with training in competitive swimming, water polo, diving and lifesaving sport.

Facility Rentals - Rental of various spaces and areas around the facility including; pool lanes, community rooms, Field House courts, track and dance/fitness studios. Included in this area are birthday party bookings as they take place in areas that we traditionally rent.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Compensation and Benefits	3,869,030
Office	158,579
Contract Services	331,092
Training and Education	41,616
Repairs and Maintenance	60,180
Supplies	40,377
Aquatics	46,126
Athletics	35,142
Materials	93,840
Building Costs	1,077,221
Equipment & Communications	70,967
Other Goods & Services	125,076
Total	\$5,949,246

Revenues	2019/2020 Budget
Memberships	3,748,156
Aquatics	741,856
Athletics	716,365
Rentals	378,781
Advertising	29,471
Grants	15,300
Other Revenue	83,181
Leases	323,940
Subsidy Requested	\$0
Total	\$6,037,050
Net Surplus/Deficit	\$87,804

Subsidy Request

Canada Games Centre has not requested an annual subsidy.

CENTENNIAL POOL

Mission

The Centennial Pool Association is committed to providing the opportunity for amateur sport athletes and the community to have access to aquatic training. The Association prides itself on delivering a clean and safe aquatic facility that provides access for amateur and professional athlete training.

Top 3 Deliverables for 2019/2020

1. Provide more opportunity for amateur athletes to access the benefits of aquatic training regardless of the sport they are training in.
2. Tapping into Professional Sport Training.
3. Modernizing our safety & accessibility.

Services Offered

Healthy, Liveable Communities - Recreation and Leisure

Fitness and Wellness Programs – Aquasize and Dedicated Lane Availability

Aquatics Programs – Adult Swim Lessons

Facility Rentals – Amateur Competitive Sport, Military Training, and Professional Sport fitness

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Compensation and Benefits	364,600
Office	25,100
Contract Services	46,000
Training and Education	2,000
Repairs and Maintenance	11,500
Supplies	22,600
Aquatics	1,000
Building Costs	176,000
Equipment & Communications	5,500
Other Goods & Services	30,500
Other Fiscal	5,200
Total	\$690,000

Revenues	2019/2020 Budget
Memberships	30,000
Aquatics	267,000
Parking	193,000
Subsidy Requested	\$200,000
Total	\$690,000
Net Surplus/Deficit	\$0

Subsidy Request

Factors that have influenced the financial position of this facility include:

- Wage pressures for lifeguards to be on par with other facilities to promote staff retention and recruitment
- Equipment requirements for operations such as lifeguard chairs and uniforms
- Additional lifeguards on pool deck to continue to meet safety standards

These circumstances have necessitated the request of a subsidy in 19/20 of \$200,000, which is an increase of \$60,000.

The impact of not receiving the subsidy would mean lifeguard retention concerns and delays in purchasing operational equipment.

COLE HARBOUR PLACE

Purpose

To fulfil the recreational, cultural and wellness needs of the community, while creating a legacy for families and inspiring leaders of tomorrow

Vision

The Heart of the community, inspiring and enabling physical, mental and social well-being.

Top 3 Deliverables for 2019/2020

1. Increased recreational and fitness programming for youth.
2. Increased focus on small group fitness and Personal Training to meet evolving demands of our membership.
3. Providing increased opportunities for access to individuals and families in need of financial support.

Services Offered

Healthy, Liveable Communities - Recreation and Leisure

Recreation Programs – Cole Harbour Place (CHP) offers recreational programming for all age groups, 7 days a week. Our facility contains multiple dance studios, weight training centre, cardio room, spin studio, squash courts as well as a newly renovated functional training space. Programs offered include, but are not limited to, spin classes, high intensity interval training (HIIT), yoga, Zumba, chair fit, personal training, heavy bag training, squash lessons, as well as a drop-in squash night. We also offer babysitting services as well as day camps to help keep parents active and youth engaged.

Aquatics Programs – CHP is home to a six lane, 25 metre competition pool, a large leisure pool, hot tub and tot pool and offers a variety of recreational options for people of all ages. Members and the general public can take part in public swims, lane swimming, parent and tot swims, lessons, swimming certifications, stroke improvement as well as group classes such as aqua-fit and social water fit.

Arena Programming / Rental – CHP contains 2 NHL sized arenas and is host to a variety of on-ice activities. We cater to multiple minor hockey associations, ringette, figure skating, HRM learn to skate, recreational public skating as well as adult hockey leagues. We are proud to be the home rink of a Major Midget, Major Bantam, Junior B and High School hockey teams and are involved in hosting large tournaments and camps throughout the year.

Facility Rentals – Associations, community groups, corporations and individuals can rent space at CHP to suit their needs. We offer multiple meeting rooms of various sizes, including a newly renovated 5500 sq ft Multi-Purpose Room. We have non-profit rates and donate space for community groups to ensure we are doing our part to help support the needs of the areas we serve. Spaces are commonly rented for trade shows, craft fairs, birthday parties, dry land training, team meetings, corporate meetings and weddings to name a few.

Economic Development – Arts, Culture, Heritage

Cultural Events – CHP has played host to the annual Harvest Festival which is a major attraction for the local community every September. Highlights of the Harvest Fest include a parade, live music, fireworks, art exhibit, health expo, farmers market and many interactive games for kids and families.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Compensation and Benefits	2,188,600
Office	19,100
Contract Services	550,500
Training and Education	21,100
Repairs and Maintenance	106,100
Supplies	56,400
Aquatics	26,000
Athletics	39,200
Arena	39,500
Dance	6,300
Materials	42,000
Building Costs	737,300
Equipment & Communications	8,300
Other Goods & Services	11,100
Other Fiscal	125,300
Total	\$3,976,800

Revenues	2019/2020 Budget
Memberships	1,081,600
Aquatics	578,800
Athletics	276,100
Arena	982,000
Dance	85,000
Rentals	85,800
Advertising	25,000
Other Revenue	65,600
Leases	735,500
Subsidy Requested	\$61,300
Total	\$3,976,800
Net Surplus/Deficit	\$0

Subsidy Request

Factors that have influenced the financial position of this facility include:

- loss of revenue due to reopening of Bowles Arena and shift of ice demands to RBC Centre;
- anticipated loss in membership and aquatic revenue with Zatzman Sportsplex reopening; and
- union negotiations this upcoming year with increase legal costs and wage pressures

These circumstances have necessitated the request of a subsidy in 19/20 of \$61,300, which is an increase of \$61,300.

Lack of funding could mean that the facility would defer annual maintenance; reduce part time staffing hours; and have potential impact to legal services for union negotiations.

ZATZMAN SPORTSPLEX

Mission

Great communities have citizens who are healthy in body, mind and spirit. The Zatzman Sportsplex provides sport, recreation and social gathering opportunities supporting individuals, families, and groups to realize their full potential and contribute to the development of a prosperous, diverse, inclusive, and healthy community.

Vision

Citizens are physically and socially active, healthy, happy, and feel a strong sense of belonging in their community.

Motto

Transforming the health and wellbeing of our community one person at a time.

Top 3 Deliverables for 2019/2020

1. The revitalized Sportsplex is fully operational with a complete program and service suite.
2. 2500 pass holders & in excess of 600,000 visits to the facility during the year.
3. A comprehensive community access program including Teen Takeover Night, free swimming and skating opportunities for marginalized families and citizens, free fitness classes each week, times for weekly use the running track at no charge, and subsidized instructional program opportunities.

Services Offered

Healthy, Liveable Communities- Recreation and Leisure

Recreation Programs – Through its gymnasium, program studios and meeting rooms Sportsplex offers a wide variety of recreation programs. From dance to sport instruction and free play opportunities to summer camps and non-physical activity-based programs the Sportsplex offers recreation opportunities for children, youth, adults, older adults and families. Programs are offered at introductory levels, moderate skill and advanced skills levels. Through the arena and swimming pool recreational skating and swimming opportunities are available.

Fitness and Wellness Programs – The Sportsplex offers a full-service fitness centre including a weight room, gymnasium, and fitness classes. Programs focus on physical activity as well as overall health and wellness.

Aquatics Programs – The pool offers public swimming, learn to swim lessons, leadership training and rentals for everything from birthday parties, to swim teams, to other sport groups, and even training for kayakers and airline staff.

Arena Programming / Rental – The arena is used for a variety of ice related sports and leagues including minor and gentleman's hockey, ringette, figure skating, public skating, and learn to skate programming. The Sportsplex hosts several yearly hockey tournaments include SEDMHA and Justice Scores for Wishes along with

non-hockey community events including graduations for the local high schools and NSCC, the Dartmouth Handcrafters Guild Show, dance competitions and concerts.

Facility Rentals – The Zatzman Sportsplex offers 5 community meeting rooms for rental by the community when not in use for Sportsplex programs and services. Rentals can be varied between meetings, events and even things like birthday parties.

Economic Development- Arts, Culture, Heritage

Cultural Events – The Zatzman Sportsplex hosts the largest piece of indigenous art in a municipal facility in HRM. We also host Artists Alley which is a community art display where artists can, at no charge, place their art in the building for one (1) month. Those that sell something from their display pay a commission on those sales that is used to maintain the public art display cases. The facility also hosts a pop up show area in its lobby for community groups wishing to promote their programs and/or services. The Sportsplex also hosts concerts, art shows and other programs that support community, culture and/or heritage development in HRM.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Administration	391,000
Athletics	1,266,500
Aquatics	550,600
Operations	1,258,700
Events and Rentals	172,900
Maintenance	596,500
Total Expenses	\$4,236,200
Membership Deferral	225,000
Total	\$4,461,200

Revenues	2019/2020 Budget
Arena	637,500
Athletics	2,096,000
Aquatics	710,200
Room Rentals	76,000
Fund Development	230,000
Other	111,500
Subsidy Requested	\$600,000
Total	\$4,461,200
Net Surplus/Deficit	\$0

Subsidy Request

Factors that have influenced the financial position of this facility include:

- Loss of membership and programming revenue due to delayed reopening
- Payroll previously covered by HRM will now be covered by Zatzman Sportsplex
- Staff and programming funding required to reopen and relaunch facility
- Membership and programming revenue will require time to re-establish.

These circumstances have necessitated the request of a subsidy in 19/20 of \$600,000, which is an increase of \$600,000 but would be offset by a reduction in payroll support of \$788,400.

Lack of funding could mean that the facility would be unable to meet payroll obligations, eliminate all free community access programming included free track access and have potential difficulties paying facility operations maintenance.

HALIFAX FORUM

Mission

The Halifax Forum Community Association is committed to provide an innovative and quality facility for diverse recreation, entertainment, arts, business and community opportunities. To provide facilities that are fun, safe, versatile and active for children, adults and seniors through individual and team activities using efficient and financially responsible management as a vital community partner for the residents of HRM.

Top 3 Deliverables for 2019/2020

1. Continue to operate in a financially responsible manner, despite the uncertain future, offering a wide range of services and activities in one location.
2. Adjust to the loss of the SMU varsity programs, while continuing to support organizations with explorative opportunities and hosting of major sporting events.
3. Maintain or increase event days throughout the complex while being a community focal point where patrons can socialize with an atmosphere that advocates and promotes the values and benefits of recreational activities for all ages.

Services Offered

Healthy, Liveable Communities – Recreation and Leisure

Arena

Rent over 6000 hours of ice annually with a focus on minor hockey, recreation ice rental and attendance generating events. Ice in both pads for 11 months, removed from the Forum in June.

Facility

Host over 300 events throughout the facility including the facilitation of community events, fitness activities, meeting rooms, commercial events, spectator based activities, providing quality customer service and day to day maintenance of all associated infrastructure

Programming

Maintain our profitable working relationship with NS Sport Hall of Fame while continuing to provide senior social, activity through bingo.

Financial Responsibility

Business plan is based on traditional revenue and expense streams with preventative maintenance and capital planning lacking, prior to potential re-development. The expectation with this lack of planning is that the contribution to the reserve account should be higher than budgeted, assuming no large-scale maintenance requirement.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Compensation and Benefits	1,619,000
Office (Supplies, advertising, telephone)	62,000
Training and Education	5,000
Repairs and Maintenance	125,000
Sanitary Supplies	35,000
Uniforms	5,000
Arena Equipment repairs & maintenance	60,000
External Services refuse, security, audit	66,000
Materials	146,746
Utilities (electricity, fuel, water)	580,000
Equipment & Communications – ICT core services	10,000
Vehicle Expense	20,000
Other Goods & Services Bar Supplies, Cost of Goods, Bingo Prizes	2,072,000
Ground Maintenance (Paving, salt)	35,000
Other Fiscal (Reserve, Interest)	24,500
Total	\$4,865,200

Revenues	2019/2020 Budget
Concessions	170,000
Bingo	3,175,000
Arena Ice	1,000,000
Events	365,000
Rentals	70,000
Parking	35,000
Advertising	25,000
Other Revenue (Misc., cash machines)	20,000
Leases	5,200
Subsidy Requested	\$0
Total	\$4,865,200
Net Surplus/Deficit	\$0

Subsidy Request

Halifax Forum has not requested an annual subsidy, which is a reduction of \$102,800.

ST. MARGARET'S CENTRE

Mission

St. Margaret's Centre is dedicated to the community. The Centre evolved from the grassroots of the community and will continue to evolve to serve. We are committed to providing quality programming at an affordable price in a great recreational setting to the community. The heart of St. Margaret's is in the Centre.

Top 3 Deliverables for 2019/2020

1. Quality ice and great gym experiences with a wide scope of programs offered.
2. Health and Wellness Fitness initiatives for family and individuals.
3. Development of new programs to fit the need of changing populations.

Services Offered

Healthy, Liveable Communities - Recreation and Leisure

Recreation Programs – From Summer Camp programs to Elite Sport we have a very diverse range of activities. Public skates, adult skates, pickle ball, and yoga to just name a few. Dance and skating to spin and fitness classes. Parent tot skates, tumble tots and after school programs.

Fitness and Wellness Programs – Our Fitness Center is affordable, accessible and user friendly. Our Fitness and wellness programs are support strength building to relaxation. We are a friendly fitness and family orientated environment.

Aquatics Programs – St. Margaret's Centre has an outdoor pool that runs from June to September. The Centre provides quality swim lessons for the community both in group and private lessons format. Lots of public and family swims every day of the summer. A perfect meeting place for a community event or a child's birthday party.

Arena Programming / Rental – Two ice surfaces (one Olympic size and one International size) are available for rental 12 months a year. St. Margaret's Centre has a wide variety of groups utilizing the facility for hockey, figure skating, speed skating and ringette. Lots of family skates and great programs for people of all ages to learn to skate.

Facility Rentals – Ice rentals, gym rentals, meeting rooms as well as multipurpose rooms are available for rental.

Economic Development – Arts, Culture, Heritage

Events – St. Margaret's Centre provides art, theatre, music and dance classes through the afterschool programs and summer camp programming. Dance and skating as well as Tae Kwon Do are also very important part of the community programming at the Centre.

2019/20 Operating Budget

Expenditures	2019/2020 Budget
Compensation and Benefits	1,105,400
Office	77,200
Contract Services	46,600
Training and Education	5,000
Repairs and Maintenance	164,500
Supplies	26,200
Building Costs	348,000
External Services	9,900
Vehicle Expense	11,700
Other Goods & Services	5,000
Total	\$1,799,500

Revenues	2019/2020 Budget
Memberships	31,500
Aquatics	66,200
Athletics	227,500
Arena	963,400
Rentals	147,200
Advertising	40,000
Grants	12,300
Other Revenue	27,400
Subsidy Requested	\$284,000
Total	\$1,799,500
Net Surplus/Deficit	\$0

Subsidy Request

Factors that have influenced the financial position of this facility include:

- payroll previously covered by HRM will now be covered by St. Margaret's Centre.

These circumstances have necessitated the request of a subsidy in 19/20 of \$284,000, which is an increase of \$284,000 but would be offset by a reduction in payroll support of \$861,700.

Lack of funding could mean reductions in programming (free skates), in student employment opportunities, and in proactive facility maintenance.

Summary of Net Expenditures - Parks and Recreation

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
C411 Public Safety Advisor	96,748	121,600	126,000	209,800	88,200	226,500
**** Public Safety Advisor	96,748	121,600	126,000	209,800	88,200	226,500
C410 Director's Office	392,428	446,900	446,900	346,900	(100,000)	346,900
C888 NAIG P-R			98,600	223,600	223,600	223,600
**** Parks & Recreation Administra	392,428	446,900	545,500	570,500	123,600	570,500
R851 Horticulture East	716,158	758,500	766,350	759,800	1,300	759,800
W180 Playgrounds East	755,457	758,250	811,105	778,250	20,000	778,250
W181 Parks East Admin	284,562	313,700	336,000	313,700		313,700
W182 Sportsfields East	761,160	983,450	967,008	998,050	14,600	996,050
W183 Playgrounds Central	572,068	659,300	628,600	657,200	(2,100)	657,200
W185 Sportsfields - Central	854,374	949,500	913,939	947,800	(1,700)	947,800
W187 Artificial Fields	2,690	377,300	364,475	366,800	(10,500)	366,800
W191 Cntrcts-Grass/Hort	2,013,584	1,951,600	1,893,350	1,781,800	(169,800)	1,781,800
*** Parks East	5,960,053	6,751,600	6,680,827	6,603,400	(148,200)	6,601,400
R831 Parks West Admin	819,851	174,600	189,324	174,600		174,600
R850 Horticulture West	1,199,588	1,202,700	1,145,245	1,199,600	(3,100)	1,199,600
R855 Cemeteries	(2,606)	24,400	19,533	28,800	4,400	28,800
R860 Major Parks	637,307	620,400	660,524	671,900	51,500	669,900
W184 Playgrounds West	843,970	944,700	934,026	925,300	(19,400)	925,300
W186 Sportsfields West	1,039,722	1,303,500	1,285,901	1,301,200	(2,300)	1,301,200
*** Parks West	4,537,832	4,270,300	4,234,553	4,301,400	31,100	4,299,400
W189 Fleet Maintenance	3,172		4,000	1,700	1,700	
W702 Parks Administration	599,687	(203,200)	(258,700)	(180,800)	22,400	(265,800)
W705 State of Good Repair		1,015,000	1,065,305	995,000	(20,000)	995,000
W954 Parks Capital Projects	793,995	770,300	740,200	664,100	(106,200)	664,100
**** Parks	11,894,739	12,604,000	12,466,185	12,384,800	(219,200)	12,294,100
C705 Community Partnerships	1,723,866	1,578,000	1,465,100	2,720,400	1,142,400	2,691,700
C711 Destination Halifax	403,170	393,000	409,600	410,100	17,100	410,100
C760 Culture & Events	1,771,395	1,558,800	1,733,565	1,758,300	199,500	1,758,300
C764 Cultural Development	225,000	285,000	229,100	360,000	75,000	360,000
C772 Reg-Events/Culture						
D710 Program Sup Serv Adm	266,949	225,800	230,600	184,300	(41,500)	180,300
D911 Administration Services	488,964	545,400	506,667	564,400	19,000	564,400
W700 Policy & Planning	817,120	906,400	852,600	935,600	29,200	935,600
*** Operations	5,696,465	5,492,400	5,427,232	6,933,100	1,440,700	6,900,400
C706 BMO Centre	(181,128)	(278,000)	(181,535)	(278,000)		(278,000)
C708 RBC Centre	(254,182)	(244,700)	152,884	(219,700)	25,000	(219,700)
C910 Facility Transfers	128,958	140,000	140,000	140,000		140,000
W204 Spencer House						
*** Facilities	(306,352)	(382,700)	111,349	(357,700)	25,000	(357,700)
D960 LKD:Devonshire Arena	(6,988)					
D970 Le Brun Centre	(345,305)	(199,700)	(392,400)	(345,000)	(145,300)	(345,000)
D980 Gray Arena	(16,876)	(16,300)	(3,000)	(10,300)	6,000	(10,300)
D985 Locked: Bowles Arena	(20,708)					
*** Arenas	(389,877)	(216,000)	(395,400)	(355,300)	(139,300)	(355,300)
C220 Riverlake Com. Ctr.	1,741	5,300	900	5,300		5,300
C230 Waverley Com. Centre	7,863	22,300	23,900	22,300		22,300
C260 Lockview Ratepayers	3,820	6,900	5,000	6,900		6,900
C270 Lucasville Comm. Ctr	6,365	8,400	7,400	8,400		8,400
C290 Upper Sack. Com. Ctr		40,000	40,000	40,000		40,000
*** Area Services	19,788	82,900	77,200	82,900		82,900
C106 Prospect Rd Com Ctr	203,299	197,800	197,800	192,000	(5,800)	192,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
C110 East Preston Rec Ctr	32,488	33,400	32,900	33,400		33,400
C113 Bedford Hamm P C/Ctr						
C125 Beaver Bank Com. Ctr	677,262	655,400	667,100	642,100	(13,300)	642,100
C150 Up. Ham Plns Com Ctr	27,728	34,100	33,300	34,100		34,100
C155 Hrtsfld/Wlmwd Com Ct	22,710	32,000	24,900	32,000		32,000
C165 LKD-Stlmnt/Rvrlne CC	2,292		1,500			
C194 G.Snow/Fall Riv Rec	369,262	356,300	356,300	194,900	(161,400)	194,900
C199 St. Marg Bay Ctr	223,429	221,400	221,400	218,800	(2,600)	218,800
C215 Porter's Lake Com Ct						
*** Mun. Rec. Facil-General Rate	1,558,469	1,530,400	1,535,200	1,347,300	(183,100)	1,347,300
**** Program Support Services	6,578,493	6,507,000	6,755,581	7,650,300	1,143,300	7,617,600
D101 Rec. Prog. Admin.	406,647	446,000	313,167	435,000	(11,000)	436,800
D999 Clearing Account Rec	63,117					
*** Recreation Services	469,764	446,000	313,167	435,000	(11,000)	436,800
D160 SMBC Prog. & Skating	74,213	121,600	120,373	120,000	(1,600)	120,000
D175 CWSCC PR AQ FC	255,490	298,900	285,826	430,400	131,500	430,400
D320 Bedford Outdoor Pool	(9,296)	(7,900)	(15,347)	(8,900)	(1,000)	(9,900)
D540 Beaches/Commons Pool	457,834	480,600	398,798	400,800	(79,800)	400,800
D570 Needham Pool	84,895	98,900	90,900	101,900	3,000	101,900
D640 Colby Vill Otdr Pool			26,800	(33,750)	(33,750)	(33,750)
** Aquatics & Leisure	863,136	992,100	907,350	1,010,450	18,350	1,009,450
C471 Emera Oval	403,114	388,700	467,787	437,600	48,900	437,600
D180 Herring Cove Program	87,505	242,350	136,732		(242,350)	
D840 Physical Active Living	(12,477)	(53,550)	(3,857)		53,550	
D850 Inclusion Services	103,813	94,400	183,209	185,100	90,700	185,100
*** Aquatics, Leisure, Active Livin	1,445,091	1,664,000	1,691,221	1,633,150	(30,850)	1,632,150
S210 Youth LIVE Admin	299,237	289,700	302,860	307,800	18,100	307,800
S231 947 Mitchell	121,303	98,800	123,492	103,800	5,000	103,800
S232 1300 St. Margaret's Bay	6,917	5,000	550	5,000		5,000
S233 Youth LIVE Initiatives	552,352	610,900	579,301	600,800	(10,100)	600,800
** Youth LIVE Operations	979,810	1,004,400	1,006,203	1,017,400	13,000	1,017,400
C761 Youth Power House				130,900	130,900	130,900
C762 Youth Advocate Program		1,800	1,700		(1,800)	319,100
D755 Youth Programming	638,701	656,700	669,613	562,200	(94,500)	562,200
*** Youth Programming	1,618,510	1,662,900	1,677,516	1,710,500	47,600	2,029,600
C175 Hubbards Programming	27,137	42,600	36,024	37,100	(5,500)	37,100
D155 Chocolate Lk Program	186,691	180,900	217,464	159,900	(21,000)	143,900
D210 Lakeside Programming	360,614	391,400	434,587	405,400	14,000	390,100
D215 St.Margs/Tantal Prog	3,704	12,100	10,017	2,200	(9,900)	(5,900)
D580 St Andrews Programming	141,435	223,700	167,205	219,600	(4,100)	219,600
*** Mainland North & Western	719,581	850,700	865,297	824,200	(26,500)	784,800
D310 Gordon Snow Programm	236,626	230,400	238,286	177,000	(53,400)	177,000
D315 Acadia Programming	384,967	356,900	383,169	393,700	36,800	393,700
D325 Lebrun Programming	284,641	296,300	256,010	297,200	900	297,200
D330 Mid. Musq. Program	42,445	37,000	35,808	36,700	(300)	36,700
D350 Bdfd/Hmdplns CommCtr	116,322	138,500	168,380	141,300	2,800	141,300
*** Bedford/Sackville/Fall River	1,065,000	1,059,100	1,081,653	1,045,900	(13,200)	1,045,900
D172 NPCC Programming	432,388	536,200	525,170	529,600	(6,600)	529,600
D410 Musq Harbour Prog/FC	329,411	335,700	346,586	340,000	4,300	340,000
D430 Sheet Hbr.Prog/FC	233,963	228,300	233,932	229,800	1,500	229,800
D620 Cherrybrk/LkEcho Pro	2,131	13,100	9,846	12,700	(400)	12,700
D630 Cole Hbr Programming	423,620	374,600	393,916	396,200	21,600	396,200
D810 Findlay Programming	192,318	261,400	267,919	258,500	(2,900)	258,500
D815 Dart North Com Ctr.	254,837	288,100	311,961	293,000	4,900	293,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
D825 Tallahassee Programming	327,270	348,200	334,164	326,300	(21,900)	306,300
*** Cole Harbour/Dartmouth & East	2,195,937	2,385,600	2,423,494	2,386,100	500	2,366,100
D510 Needham Programming	420,001	407,000	439,908	435,100	28,100	435,100
D550 G. Dixon Programming	233,335	219,600	237,531	215,000	(4,600)	209,800
D555 Isleville Programming	(11,244)	(5,200)	(7,242)	(5,200)		(5,200)
D565 The Pavilion/HFX Com	6,188	13,400	9,247	13,400		13,400
D575 Larry O'Connell Prog	383	(800)	(880)	(5,600)	(4,800)	(9,600)
D590 Citadel Programming	170,064	197,700	173,115	187,150	(10,550)	187,150
*** Peninsula	818,726	831,700	851,679	839,850	8,150	830,650
Z186 LKD:Sackville SSPool	(97,980)	17,000		17,000		17,000
ADMN SSS - Administration		487,900	418,980	362,550	(125,350)	362,550
ATHL SSS-Athletics		116,100	130,400	110,800	(5,300)	110,800
ICEX SSS - Ice		(562,700)	(528,400)	(562,700)		(562,700)
MEMB SSS - Memberships		(145,800)	(59,100)	(151,850)	(6,050)	(151,850)
POOL SSS - Pool		(111,100)	(48,592)	(108,100)	3,000	(108,100)
Z118 LKD:Stadium Program	70,986					
Z125 Locked: Stadium Admin.	(292,395)	(59,300)			59,300	
*** Sackville Sports Stadium	(319,389)	(257,900)	(86,712)	(332,300)	(74,400)	(332,300)
**** Recreation Programming	8,013,220	8,642,100	8,817,315	8,542,400	(99,700)	8,793,700
**** Locked						
Net (Surplus)/Deficit	26,975,628	28,321,600	28,710,581	29,357,800	1,036,200	29,502,400

Summary Details - Parks and Recreation

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	14,535,404	14,958,200	15,051,321	15,792,500	834,300	15,792,500
6002 Salaries - Overtime	306,306	116,000	109,127	106,000	(10,000)	106,000
6003 Wages - Regular	5,688,568	40,000	40,000	40,000		40,000
6004 Wages - Overtime	8,653					
6005 PDP & Union Con Incr	(95,482)		(308,941)			
6051 Shift Agreements	3,301					
6054 Vacation payout	19,608		7,705			
6099 Other Allowances	211					
6100 Benefits - Salaries	3,034,898	3,151,700	3,113,324	3,167,800	16,100	3,167,800
6101 Benefits - Wages	338,392					
6110 Vacancy Management		(648,000)		(808,000)	(160,000)	(808,000)
6150 Honorariums	6,112	10,300	11,400	10,300		10,300
6152 Retirement Incentives	104,111	106,500	107,800	111,500	5,000	111,500
6154 Workers' Compensation	376,140	270,900	276,210	286,800	15,900	286,800
6155 Overtime Meals	11,922	500	500	500		500
6157 stipends	261,380	326,500	228,900	326,500		326,500
6158 WCB Recov Earnings	(5,622)					
6199 Comp & Ben InterDept	(143,404)	(500,200)	(786,079)	(819,300)	(319,100)	(500,200)
9200 HR CATS Wage/Ben	(588,299)	5,774,700	6,382,648	5,715,100	(59,600)	5,683,400
9210 HR CATS OT Wage/Ben	(320,697)		31,470			
* Compensation and Benefits	23,541,503	23,607,100	24,265,385	23,929,700	322,600	24,217,100
6201 Telephone	72,664	54,200	59,090	52,500	(1,700)	51,800
6202 Courier/Postage	54,977	64,400	59,716	64,200	(200)	64,200
6203 Office Furn/Equip	16,836	35,600	16,709	32,100	(3,500)	31,900
6204 Computer S/W & Lic	13,574	7,900	360	1,400	(6,500)	2,400
6205 Printing & Reprod	33,913	9,600	7,400	8,000	(1,600)	8,200
6207 Office Supplies	112,425	98,200	113,537	93,100	(5,100)	91,100
6299 Other Office Expenses	77,545	115,300	109,351	109,900	(5,400)	109,900

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
* Office	381,935	385,200	366,163	361,200	(24,000)	359,500
6301 Professional Fees	27,322	17,500	100	2,000	(15,500)	800
6303 Consulting Fees	9,808	6,500	27,800	6,500		6,500
6304 Janitorial Services	226,724	210,800	272,755	322,300	111,500	322,300
6305 Property Appraisal	100	5,100		5,100		5,100
6306 Property Survey	199					
6308 Snow Removal	26,539	22,900	35,700	22,900		22,900
6309 Litigation Disburse	12,061		150			
6310 Outside Personnel	233,723	241,200	132,550	5,300	(235,900)	5,300
6311 Security	150,139	150,300	151,150	137,600	(12,700)	137,600
6312 Refuse Collection	65,562	52,700	40,910	41,500	(11,200)	41,500
6390 Ext Svc Transfer			100			
6399 Contract Services	4,723,791	4,838,550	5,211,302	5,061,800	223,250	5,058,800
* External Services	5,475,967	5,545,550	5,872,517	5,605,000	59,450	5,600,800
6401 Uniforms & Clothing	125,112	104,900	125,636	83,300	(21,600)	83,300
6402 Med & First Aid Supp	10,247	9,600	7,849	10,300	700	10,300
6404 Rec Prog Supplies	317,787	319,550	298,220	296,850	(22,700)	295,250
6405 Photo Supp & Equip	176					
6406 Bridge Tolls	5,107	3,400	5,919	4,000	600	2,300
6407 Clean/Sani Supplies	66,456	65,200	65,417	73,900	8,700	74,700
6409 Personal Protect Equ	23,204	15,800	26,833	40,900	25,100	39,900
6499 Other Supplies	39,078	25,800	30,425	24,300	(1,500)	24,300
* Supplies	587,166	544,250	560,299	533,550	(10,700)	530,050
6501 Asphalt	21,725	103,250	153,100	2,000	(101,250)	2,000
6502 Chemicals	374	700	750	500	(200)	500
6503 Fertilizer	18,862	28,500	20,500	32,000	3,500	32,000
6504 Hardware	55,996	72,000	63,720	61,100	(10,900)	61,100
6505 Lubricants	2,601	3,400	3,450	1,200	(2,200)	1,200
6506 Lumber	45,674	67,900	66,500	72,400	4,500	72,400
6507 Propane	236		400			
6508 Ready Mix Concrete	383	2,900	1,150	900	(2,000)	900
6510 Road Oils						
6511 Salt	3,808	5,500	3,800	3,000	(2,500)	1,750
6512 Sand	6,988	15,000	22,346	17,500	2,500	16,250
6513 Seeds & Plants	44,293	57,600	83,475	72,800	15,200	72,800
6514 Sods	4,859	9,600	6,363	8,600	(1,000)	8,600
6515 Stone and Gravel	29,045	87,450	57,400	74,950	(12,500)	72,950
6516 Topsoil	105,915	110,400	72,800	99,200	(11,200)	97,200
6517 Paint	75,768	76,700	82,650	77,150	450	77,150
6518 Metal	73	1,000	100		(1,000)	
6519 Welding Supplies	1,103		3,500			
6520 Salt-Sand Mix		500			(500)	
6522 Greenhouse Materials		15,000			(15,000)	
6599 Other Materials	7,531	7,000	5,900	17,500	10,500	17,500
* Materials	425,232	664,400	647,904	540,800	(123,600)	534,300
6602 Electrical	66,636	92,800	69,526	95,100	2,300	95,100
6603 Grnds & Landscaping	90,244	174,100	120,218	1,000	(173,100)	1,000
6605 Municipal Taxes	39,222	37,800	27,068	20,000	(17,800)	20,000
6606 Heating Fuel	45,520	70,400	55,300	70,400		70,400
6607 Electricity	1,138,713	1,437,600	1,412,284	1,399,600	(38,000)	1,399,600
6608 Water	126,405	141,400	128,700	128,600	(12,800)	128,600
6610 Building - Exterior	17,881	100	28,536		(100)	
6611 Building - Interior	3,876	37,000	38,152	1,000	(36,000)	1,000
6612 Safety Systems	3,422	800	10,825	800		800

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6614 Envir Assess/Cleanup						
6617 Pest Management	4,101	4,200	2,914	4,200		4,200
6690 Building Exp Transfe	109					
6699 Other Building Cost	446,816	519,100	476,564	517,100	(2,000)	517,100
* Building Costs	1,982,944	2,515,300	2,370,087	2,237,800	(277,500)	2,237,800
6701 Equipment Purchase	305,759	437,600	416,444	464,800	27,200	462,600
6702 Small Tools	38,005	30,900	38,919	39,400	8,500	39,400
6703 Computer Equip/Rent	736	5,700		5,000	(700)	5,000
6704 Equipment Rental	38,060	61,900	30,978	47,400	(14,500)	47,400
6705 Equip - R&M	10,604	23,000	26,200	22,100	(900)	22,100
6706 Computer R&M	390	600	800	600		600
6707 Plumbing & Heating	2,837	12,100	5,000	5,800	(6,300)	5,800
6708 Mechanical Equipment	5,053	1,000		1,000		1,000
6711 Communication System	126,587	93,500	138,198	121,000	27,500	121,000
* Equipment & Communications	528,031	666,300	656,539	707,100	40,800	704,900
6802 Vehicle R&M	256	1,000	377		(1,000)	
6803 Vehicle Fuel - Diesel	1,099	600	800	500	(100)	500
6804 Vehicle Fuel - Gas	8,129	6,700	5,888	6,500	(200)	6,500
6806 Vehicle Rentals	16,226	5,800	24,161	17,100	11,300	17,100
6811 Shop Supplies	142		50			
6899 Other Vehicle Expense	89		100			
* Vehicle Expense	25,941	14,100	31,376	24,100	10,000	24,100
6901 Membership Dues	18,612	19,150	10,300	20,350	1,200	20,350
6902 Conferences/Workshop	54,770	19,500	17,135	22,200	2,700	22,200
6903 Travel - Local	199,991	191,500	195,417	164,600	(26,900)	148,800
6904 Travel - Out of Town	22,392	17,700	16,847	14,700	(3,000)	15,700
6905 Training & Education	59,952	61,700	36,640	56,700	(5,000)	59,700
6906 Licenses & Agreements	10,729	5,800	4,900	5,500	(300)	5,500
6907 Commission Fees	709		700			
6908 Medical Examinations	3,089	2,950	5,910	3,850	900	3,850
6909 Cost of Sales	404,505	243,800	1,848,666	238,800	(5,000)	238,800
6910 Signage	1,778	40,800	19,191	43,000	2,200	43,000
6911 Facilities Rental	361,443	382,900	314,182	388,900	6,000	387,900
6912 Advertising/Promotio	45,317	92,100	46,731	81,000	(11,100)	81,000
6913 Awards	56,163	60,500	55,062	62,350	1,850	62,350
6914 Recruiting	1,287	1,000	1,000	1,000		1,000
6916 Public Education	25,883	46,000	5,000	11,000	(35,000)	10,000
6917 Books and Periodicals		1,600	650	2,700	1,100	2,700
6918 Meals	4,004	4,500	10,970	10,400	5,900	10,400
6919 Special Projects	913,550	571,200	480,015	564,500	(6,700)	588,200
6928 Committee Expenses		300		300		300
6932 Youth Pr Services	1,392	3,000	3,000	3,000		3,000
6933 Community Events	1,330,516	833,000	856,673	854,500	21,500	854,500
6936 Staff Relations	47					
6938 Rewarding Excellence	13,038	13,900	11,600	13,900		13,900
6940 Fencing	152,276	173,700	148,950	188,800	15,100	188,000
6941 Playground Equipment	27,179	47,300	46,100	47,300		47,300
6942 Management Fees	342,419	568,200	441,118	568,200		568,200
6943 Health and Wellness	2,436	2,000	3,000	2,000		2,000
6999 Other Goods/Services	176,726	1,000	139,355	(106,400)	(107,400)	(106,400)
* Other Goods & Services	4,230,204	3,405,100	4,719,112	3,263,150	(141,950)	3,272,250
7009 Internal Trfr Other	(103,206)	(20,000)	(196,966)	(20,000)		(20,000)
7011 Int Trf Record Check	13,960		15,759			
7013 Int Trf Extra Duty	34,552	212,400	45,000	212,400		212,400

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
7015 Int Trf FacilityRent	68,397		68,456			
7099 Interdept Chargeback	90		200			
9911 PM Labour-Reg	1,005					
* Interdepartmental	14,798	192,400	(67,551)	192,400		192,400
8011 Interest on Debentur	332,298	294,300	294,300	253,100	(41,200)	253,100
8012 Principal on Debentu	1,313,593	1,313,600	1,313,600	1,164,000	(149,600)	1,164,000
* Debt Service	1,645,891	1,607,900	1,607,900	1,417,100	(190,800)	1,417,100
8001 Transf Outside Agenc	3,825,261	3,032,300	3,763,600	4,118,900	1,086,600	4,097,400
8003 Insurance Pol/Prem	5,893	9,000	11,800	9,000		9,000
8004 Grants	1,975,344	2,405,200	2,423,098	2,530,200	125,000	2,530,200
8008 Transf to/fr Reserve	(2,054,563)	(1,621,800)	(1,693,800)	(1,484,300)	137,500	(1,476,600)
8022 Transf to/fr Trust	(63,869)		(72,400)			
* Other Fiscal	3,688,065	3,824,700	4,432,298	5,173,800	1,349,100	5,160,000
** Total	42,527,676	42,972,300	45,462,029	43,985,700	1,013,400	44,250,300

Summary Details - Parks and Recreation

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
5101 Parking Rentals	(142,317)	(150,000)	(150,000)	(150,000)		(150,000)
5102 Facilities Rentals	(1,564,816)	(1,573,800)	(1,564,081)	(1,535,100)	38,700	(1,647,400)
5150 Other Rental Revenue	(48,304)	(43,600)	(50,100)	(43,600)		(43,600)
5151 Lease Revenue	(435,194)	(423,900)	(438,393)	(423,900)		(423,900)
5204 Administration Fees	(20,303)	(25,000)	(44,000)	(25,000)		(25,000)
5207 Arts & Crafts Revenue	(151,569)					
5208 Dance & Drama Revenue	(76,730)					
5209 Comm. Events Rev.	(704,103)	(549,200)	(245,840)	(399,200)	150,000	(399,200)
5210 Sport & Fitness Rev.	(747,019)	(660,800)	(691,214)	(660,800)		(660,800)
5211 Program Facil. Rev.	(42,065)					
5212 Leisure Skills Rev.	(225,181)	(274,600)	(296,756)	(296,600)	(22,000)	(296,600)
5213 Play. & Camp Rev.	(828,260)	(731,900)	(894,751)	(731,900)		(731,900)
5214 Wellness Revenue	(49,192)					
5215 Aquat.Rev.-Instuct.	(894,031)	(869,000)	(901,300)	(891,500)	(22,500)	(891,500)
5216 Aquat.Rev.-Recreat.	(158,827)	(170,800)	(163,847)	(190,700)	(19,900)	(190,700)
5217 Inclusion Svcs. Rev.			(944)			
5218 Hockey Revenue	(2,848)	(30,000)		(30,000)		(30,000)
5219 Ice Rentals	(4,332,359)	(4,734,900)	(4,642,414)	(4,926,400)	(191,500)	(4,934,100)
5220 Public Skates	(21,810)	(18,000)	(18,000)	(18,000)		(18,000)
5228 Membership Revenue	(668,863)	(785,300)	(669,753)	(794,300)	(9,000)	(794,300)
5239 Cultural Programs		(192,400)	(210,401)	(192,400)		(192,400)
5250 Sales of Svcs-Other	(332,278)	(325,300)	(263,986)	(325,300)		(325,300)
5402 Sale of Bottles	(37,227)	(60,000)	(40,000)	(60,000)		(60,000)
5403 Sale-Other Recycle	(315,135)	(350,000)	(320,000)	(350,000)		(350,000)
5404 Canteen Revenue	(202,598)	(13,000)	(1,650,296)	(11,500)	1,500	(11,500)
5450 Other Sales Revenue	(9,114)	(9,600)	(6,192)	(9,600)		(9,600)
* Fee Revenues	(12,010,140)	(11,991,100)	(13,262,268)	(12,065,800)	(74,700)	(12,185,800)
5501 Fundraising		(5,400)	(5,400)	(5,400)		(5,400)
5503 Advertising Revenue	(186,884)	(284,100)	(263,647)	(283,600)	500	(283,600)
5508 Recov External Parti	(3,173,217)	(2,175,800)	(3,026,351)	(2,079,300)	96,500	(2,079,300)
5509 NSF Chq Fee	(1,785)	(6,500)	(3,000)	(6,500)		(6,500)
5600 Miscellaneous Revenue	(180,021)	(187,800)	(190,782)	(187,300)	500	(187,300)
* Other Revenue	(3,541,907)	(2,659,600)	(3,489,180)	(2,562,100)	97,500	(2,562,100)
** Total	(15,552,048)	(14,650,700)	(16,751,448)	(14,627,900)	22,800	(14,747,900)
Net (Surplus)/Deficit	26,975,628	28,321,600	28,710,581	29,357,800	1,036,200	29,502,400