

LA MUNICIPALITÉ DE LA NATION

ÉVALUATION DU DÉPARTEMENT DE LA RECRÉATION

Rapport Finale

Le 12 Octobre 2016



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1.0 Résumé



1.1 Contexte

Fusion de
quatre
Municipalités



Après de vingt-ans après la fusion de quatre municipalités qui forment la Municipalité de la Nation, le Département de la Recréation cherche à atteindre un équilibre entre un service de qualité, et d'efficacité. Le ministère a un nombre de défis concurrents qui incluent:

- L'Utilité de l'infrastructure;
- Demandes diverse des citoyens a travers plusieurs catégories démographiques et géographiques;
- la croissance de la population concentrée;
- Contraintes pour la performance financière administrative; et
- Exigences pour soutenir le niveau actuel des services de récréation tandis que le niveaux d'intérêt semblent de diminuer.



Objectifs de
L'Études



Objectifs:


1. Déterminer le rendement globale du Département de la Recréation
2. Déterminer si la qualité des services répond aux besoins des citoyens
3. Déterminer s'il y a des possibilités d'efficacité

1.2 Observations de l'état actuel et analyse (1 de 2)

Area de Révision	Résultats	Observations
Qualité de Services		<p><u>Bonnes pratiques:</u></p> <ul style="list-style-type: none"> ▪ Un programme de bénévolat est actuellement en place pour soutenir les programmes qui réduit les dépenses ministérielles ▪ Une comité a été assemblée pour représenter la voix des citoyens par rapport aux exigences de recreation <p><u>Possibilités d'amélioration:</u></p> <ul style="list-style-type: none"> ▪ Au-delà des contributions des représentants du Comité de Recréation, une compréhension quantifiée de citoyens satisfaits du service devrait être acquise ▪ Assurer une performance de qualité au niveau du nouveau comité de Recréation ▪ Améliorer l'engagement global et la reconnaissance des bénévoles
Efficacité		<p><u>Bonnes pratiques:</u></p> <ul style="list-style-type: none"> ▪ Plan de Gestion Des Bien est déjà en place <p><u>Possibilités d'amélioration:</u></p> <ul style="list-style-type: none"> ▪ Établir et communiquer une vision et un plan globale pour le Service de Recréation ▪ Assurer des niveaux appropriés de diligence raisonnable avec les grands projets et investissements ▪ Conservation et contrôle de l'énergie pour réaliser des économies de coûts ▪ Utilisez les meilleures pratiques pour la gestion du cycle de vie des équipements ▪ Couramment, Il n'y a pas un programme officiel ou annuel d'inspection de construction en place pour informer la planification de la gestion

	Acceptable – Aucunes lacunes ont été identifiées.		Améliorations recommandées – Certaines lacunes ont été identifiés		Améliorations seront nécessaires -- Des lacunes et des non-conformités importantes ont été identifiés.
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1.2 Observations de l'état actuel et analyse (2 de 2)

Area of Révision	Résultats	Observations
Rendement		<p><u>Bonnes pratiques:</u></p> <ul style="list-style-type: none"> ▪ Automatisation et centralisation du processus de réservation <p><u>Possibilités d'amélioration:</u></p> <ul style="list-style-type: none"> ▪ Les mesures de performance et de gestion ▪ Améliorer le recouvrement des coûts pour compenser le coût réel des installations et du personnel pendant les périodes de location ▪ Envisager de réduire le nombre d'installations dans le portefeuille pour rendre les économies de coûts

	Acceptable – Aucune lacunes ont été identifiées.	 Améliorations recommandées – Certaines lacunes ont été identifiées	 Améliorations seront nécessaires -- Des lacunes et des non-conformités importantes ont été identifiées.
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1.2 Sommaire des Recommandations

Area de Révision	Recommandations
Qualité de Service	<ul style="list-style-type: none"> ▪ Sondage annuel de satisfaction de Service de Recréation ▪ L'approbation du Termes de référence de la Recréation ▪ Formaliser un programme de gestion des bénévoles
Efficacité	<ul style="list-style-type: none"> ▪ Créer et établir un Plan Exécutifs pour Le Département de la Recréation ▪ Déterminer un processus de Développent (Business Case) pour soutenir des projets ou des investissements majeurs ▪ Élaborer et développer un programme de gestion de l'énergie ▪ Formaliser un programme d'équipement d'entretien préventif ▪ Créer un processus de rapport annuel pour les conditions de bâtiment
Effcience	<ul style="list-style-type: none"> ▪ Exécuter des mesures de performance ▪ Réviser les structures tarifaires pour la location des salles ▪ Considérer de réduire des bien dans le portefeuille

	Acceptable – Aucunes lacunes ont été identifiées.		Améliorations recommandées – Certaines lacunes ont été identifiés		Améliorations seront nécessaires -- Des lacunes et des non-conformités importantes ont été identifiés.
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THE NATION MUNICIPALITY

EVALUATION OF THE RECREATION DEPARTMENT

Final Report

October 12th, 2016



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1.0 Executive Summary



1.1 Background

Municipal Amalgamation



Nearly twenty years after the amalgamation of four municipalities that form the Nation Municipality, the Recreation Department is striving to achieve a balance of high quality service, efficiency as well as effectiveness. The department has a number of competing challenges that include:

- Aging infrastructure;
- Diverse citizen needs spanning across a large geographic and multiple demographic categories;
- Concentrated population growth;
- Pressures for administrative financial performance; and
- Requirements to sustain the current level of recreation services all while interest levels appear to be slipping.



Study Objectives






Objectives:


1. Determine the overall effectiveness of the Recreation Department
2. Determine if the quality of services meets the needs of the citizens
3. Determine if there are opportunities for efficiencies




1.2 Summary Findings and Observations (1 of 2)

Area of Review	Results	Key Observations / Gaps
Quality of Services		<p>Good practices:</p> <ul style="list-style-type: none"> ▪ A volunteer program is currently in place to support programs which reduces departmental expenditures ▪ A governing committee has been assembled to represent the voice of the citizens with respect to recreational requirements <p>Opportunities for improvement:</p> <ul style="list-style-type: none"> ▪ Beyond the contributions of Recreational Committee representatives, a quantified understanding of citizens satisfaction with service should be gained ▪ Ensure high performance of newly formed recreation committee ▪ Heighten the overall engagement and recognition of volunteers
Effectiveness		<p>Good practice:</p> <ul style="list-style-type: none"> ▪ Asset management plan in place <p>Opportunities for improvement:</p> <ul style="list-style-type: none"> ▪ Establish and communicate and overall vision and plan for the Recreation Department ▪ Ensure appropriate levels of due diligence with major projects and investments ▪ Conservation and monitoring of energy to realize cost savings ▪ Use best practices for equipment life cycle management ▪ There is not currently a formal annual building component inspection program in place to inform management planning

	Acceptable – No or minor gaps identified		Improvements desired – Some gaps identified		Improvements required – Important gaps / deficiencies identified
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1.2 Summary of Findings and Observations (2 of 2)

Area of Review	Results	Key Observations / Gaps
Efficiency		<p>Good practice:</p> <ul style="list-style-type: none"> ▪ Automation and centralization of booking <p>Opportunities for improvement:</p> <ul style="list-style-type: none"> ▪ Performance metrics and management ▪ Improve cost recovery to offset actual cost of facilities and staff during rental periods ▪ Consider reducing the number of facilities in the portfolio to render cost savings

	Acceptable – No or minor gaps identified		Improvements desired – Some gaps identified		Improvements required – Important gaps / deficiencies identified
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1.2 Summary of Recommendations

Area of Review	Recommendations
Quality of Services	<ul style="list-style-type: none"> ▪ Annual Recreational Department satisfaction survey process ▪ Council approval of Recreation Committee Terms of Reference ▪ Formalize a Volunteer Management Program
Effectiveness	<ul style="list-style-type: none"> ▪ Create and implement a Recreation Master Plan ▪ Business Case process to support major projects or investments ▪ Develop and implement an Energy Management Program ▪ Formalize an Equipment Preventative Maintenance Program ▪ Create an annual Building Condition Reporting process
Efficiency	<ul style="list-style-type: none"> ▪ Implement performance metrics ▪ Revise fee structures for hall rentals ▪ Consider reducing number of assets in the portfolio

	Acceptable – No or minor gaps identified		Improvements desired – Some gaps identified		Improvements required – Important gaps / deficiencies identified
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2.0 Detailed Report



2.1 Objectives and Scope

Objectives



1. Determine the overall effectiveness of the Recreation Department
2. Determine if the quality of services meets the needs of the citizens
3. Determine if there are opportunities for efficiencies

Scope



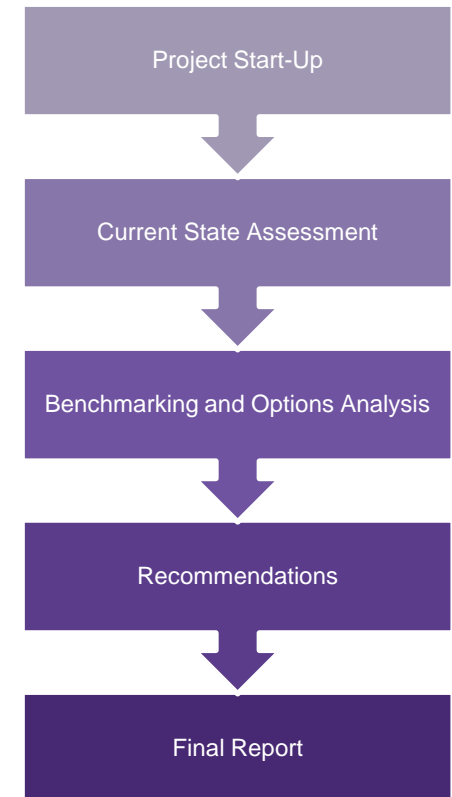
The review, analysis, and recommendations of this study were prepared based on the following components that were requested to be included:

1. A review of the allocation of the Recreation Department resources;
2. A financial analysis report on the usage of infrastructure and parks;
3. An evaluation of the human resource needs;
4. An assessment of the involvement of volunteers in the Recreation Department and;
5. A review of the policies and mechanisms in place or deemed necessary to insure the quality of services and community involvement.

2.2 Approach and Methodology

A multi-step collaborative process was conducted that included:

- Joint planning by The Municipality and Consulting project teams;
- Multi-level consultations and discovery;
- Extensive documentation and process review;
- Physical site review;
- Financial analysis;
- Benchmarking with other municipalities;
- Options analysis and feasibility considerations;
- Preparation of recommendations; and
- A final report.



2.3 Findings and Observations (1 of 3)

Area of Review	Finding
Quality of Services	<ul style="list-style-type: none"> ▪ Quality of services is currently based on ad-hoc anecdotal comments <p>Observation / Gap:</p> <ul style="list-style-type: none"> ▪ No formal processes are in place to measure the quality or satisfaction of services on recurring basis
	<ul style="list-style-type: none"> ▪ The newly restructured Recreation Committee is empowered to act as “voice-of-citizens” with respect to understanding user satisfaction and ongoing needs <p>Observation / Gap:</p> <ul style="list-style-type: none"> ▪ The role and responsibilities of the committee are not understood
	<ul style="list-style-type: none"> ▪ There is a high reliance on volunteers for which there is little or no recognition <p>Observation / Gap:</p> <ul style="list-style-type: none"> ▪ No formal Volunteer Management Program in place

2.3 Findings and Observations (2 of 3)

Area of Review	Finding
Effectiveness	<ul style="list-style-type: none"> ▪ Vision for the Department’s future not clearly or uniformly understood <p><u>Observation / Gap:</u></p> <ul style="list-style-type: none"> ▪ There is currently no mid to long range plan to guide and inform current activities or decisions
	<ul style="list-style-type: none"> ▪ Project prioritization and investment decisions/rationale unclear <p><u>Observation / Gap:</u></p> <ul style="list-style-type: none"> ▪ There is no formal internal business case process to inform project decisions
	<ul style="list-style-type: none"> ▪ Asset and facility management practices could be improved upon <p><u>Observation / Gap:</u></p> <ul style="list-style-type: none"> ▪ Energy management shows opportunities for improvement ▪ Preventative maintenance is not centrally managed ▪ There is no building condition reporting or management plans being used

2.3 Findings and Observations (3 of 3)

Area of Review	Finding
Efficiency	<ul style="list-style-type: none"> ▪ All facilities operate in a financial deficit <p><u>Observation / Gap:</u></p> <ul style="list-style-type: none"> ▪ The current rental rates do not cover the actual costs of operations during the rental period
	<ul style="list-style-type: none"> ▪ Nation has a high number of community centres <p><u>Observation / Gap:</u></p> <ul style="list-style-type: none"> ▪ Benchmark data from other municipalities (Appendix 3) show similar municipalities of similar size and population have fewer community centres
	<ul style="list-style-type: none"> ▪ A recent staff reduction exercise was conducted <p><u>Observation / Gap:</u></p> <ul style="list-style-type: none"> ▪ Staff complement was appropriately reduced to achieve departmental efficiency and financial savings

3.0 Recommendations



3.1 Recommendations (1 of 3)

Area of Review	Key Observations / Gaps	Recommendations	Recommended Implementation Timeline
Quality of Services	<ul style="list-style-type: none"> A formal process is not in place to measure the quality or satisfaction of services on a recurring basis 	<ul style="list-style-type: none"> Quantify and track community satisfaction with the recreation programs through an annual survey process and corresponding management action plan (if needed) 	6 to 12 Months
	<ul style="list-style-type: none"> The roles and responsibilities of the Recreation Committee are not understood 	<ul style="list-style-type: none"> Ensure Terms of Reference are in place (and approved by Council) to guide the newly formed Recreation Committee 	6 Months
	<ul style="list-style-type: none"> A formal Volunteer Management Program is not in place to provide rewards and recognition 	<ul style="list-style-type: none"> Formalize and centralize a Volunteer Management Program, including: Tracking members and activities, rewards and recognition (i.e. awards, small gifts etc.) 	6 Months

3.1 Recommendations (2 of 3)

Area of Review	Key Observations / Gaps	Recommendations	Recommended Implementation Timeline
Effectiveness	<ul style="list-style-type: none"> There is currently no mid to long range plan to guide and inform current activities or decisions 	<ul style="list-style-type: none"> A medium to long term Recreation Master Plan should be created that includes an overarching vision 	6 Months to 12 Months
	<ul style="list-style-type: none"> There is no formal internal business case process to inform project decisions 	<ul style="list-style-type: none"> Implement best practices for investment planning (due diligence). Many municipalities have a formal business cases prepared to guide and support investments – Level 1 or 2 (process revision may have larger impact on all municipal planning processes) 	6 Months to 12 Months
	<p>Asset and facility management</p> <ul style="list-style-type: none"> Energy management shows opportunities for improvement Preventative maintenance is not centrally managed There is no building condition reporting or management plans being used 	<ul style="list-style-type: none"> Implement an Energy Management/Conservation Program including the reporting of all utility consumptions, reduction targets, awareness campaigns, etc. Formalize a Preventative Maintenance Program including the following: equipment inventories, master scheduling, service history and records retention In addition to the Asset Management Plan, it is recommended that an annual building condition report (BCR) and corresponding annual management plans for the assets be developed 	<p>12 Months to 18 Months</p> <p>12 Months to 18 Months</p> <p>12 Months to 18 Months</p>

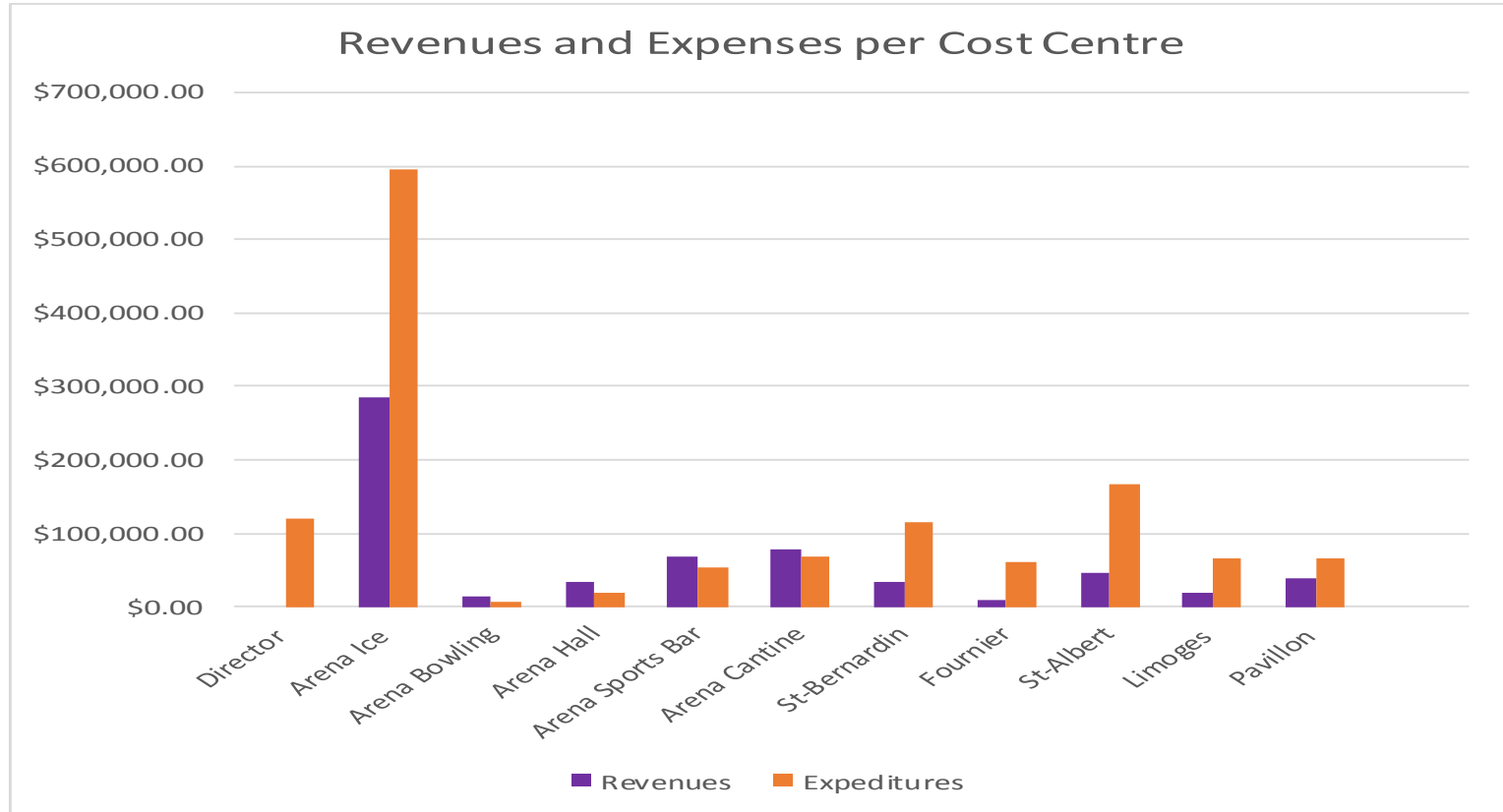
3.1 Recommendations (3 of 3)

Area of Review	Key Observations / Gaps	Recommendations	Recommended Implementation Timeline
Efficiency	<p>Facilities operating in deficit</p> <ul style="list-style-type: none"> ▪ The current hall rental rates do not cover the actual costs of operations during the rental period 	<ul style="list-style-type: none"> ▪ Track, monitor and report on facility performance (i.e. number of rentals, operating costs (\$/sq.ft.), utility consumption & maintenance deferrals) to identify trends and opportunities for efficiency 	12 Months to 18 Months
	<ul style="list-style-type: none"> ▪ There are more facilities in Nation as compared to benchmark municipalities 	<ul style="list-style-type: none"> ▪ Revise the fee structure for the hall rentals to at least cover operational costs (utilities/booking & coordination/set up & tear down) during the rental periods 	Within 6 Months
	<ul style="list-style-type: none"> ▪ Benchmark data from other municipalities (Appendix 3) show similar municipalities of similar size and population have fewer community centres 	<ul style="list-style-type: none"> ▪ Consider rationalizing/ reducing the facility portfolio. Both Fournier and St-Bernardin Community Centres are within reasonable proximity (<14Km's) to the St. Isidore. However, defer decisions relating to the future of the St-Bernardin Community Centre until after the Windmill Program negotiations/discussion . ▪ Consider removing Pavilion Community Centre from portfolio if a new facility is constructed in Limoges 	12 Months to 18 Months 12 Months to 18 Months

Appendices



Appendix 1 – Financial Performance



Observations:

- 1) All facilities operating at a deficit
- 2) Performance measurement will illustrate opportunities for efficiency (\$/sq. ft. – cleaning, utilities, staff cost, maintenance, HVAC, etc.)
- 3) True cost of operations not clear as Director costs are not apportioned to facilities
- 4) Consolidation of some small community centres could render cost saving but reduce community services

Appendix 2 – Benchmarking

No.	Municipality Name	Population	Area Km ²	Mun. Rec. 2016 Budget	Number of Community Centers	Charged Price per Hall	Size/ Capacity
1	The Nation	11,668	658	\$ 1,485,602	6	From \$83.30 to \$336.60 +HST (Note additional fees relating to alcohol profits)	Multiple
2	Perth East	12,028	751	\$ 682,213	3	Friday & Saturday: \$565; Sunday: \$140, both incl. tax	440 person
3	Wellington North	11,477	526	\$ 1,705,976	1	Friday & Saturday: \$273; Sunday to Thursday: \$196; hourly rate: \$36/hr	160 person
4	Wellington North	11,477	526	\$ 1,705,976	1	Friday & Saturday: \$602; Sunday to Thursday: \$337; hourly rate: \$60/hr	500 person
5	West Grey	12,286	876	\$ 960,006	3	Full Hall Rental: \$315/day; \$125/hr for 1 st hour, \$50/hr for 2 nd and 3 rd hour (up to 3 hrs max); \$100 for Main Hall	400 person
6	Haliburton	17,026	4025	\$ 986,404	8	Weekday: \$395; weekend: \$1095; basic room rate for 2 hrs is \$195 for a weekday.	2,500 sq. ft.

Observations:

- 1) Nation has significantly more community centres relative to comparable benchmarks.
- 2) Nation rental rates appear low and are unlikely to cover actual operating cost during events

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Thank you!