Minute No. 118
Report - Executive Policy Committee - January 14, 2004

Item No. 6 **An 'A.C.T.I.V.E' Policy Framework for City of Winnipeg Public Use Facilities**
File PR-1

COUNCIL DECISION:

Council concurred in the recommendation of the Executive Policy Committee and adopted the following:

1. That the 'A.C.T.I.V.E ' Policy Framework be approved as outlined in the administrative report dated December 11, 2003.

2. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

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DECISION MAKING HISTORY:

Moved by His Worship Mayor Murray,
That the recommendation of the Executive Policy Committee be adopted by consent.

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On January 14, 2004, the Executive Policy Committee concurred in the administrative recommendation and submitted the matter to Council.

ADMINISTRATIVE REPORT

RE: An 'A.C.T.I.V.E' Policy Framework for City of Winnipeg Public Use Facilities

FOR SUBMISSION TO: Executive Policy Committee

ORIGINAL REPORT SIGNED BY: Jim Thomson, Director
Public Works Department and
Interim Steering Committee Chair
Public Use Facilities Project

REPORT DATE: December 11, 2003

RECOMMENDATION(S):

- That the attached 'A.C.T.I.V.E' Policy Framework be forwarded to Council for approval.

REPORT SUMMARY:

Key Issues:

- The 'A.C.T.I.V.E' strategy represents a policy framework intended to guide the City of Winnipeg in its decision-making around public use facilities infrastructure.

- The 'A.C.T.I.V.E' Policy Framework is a key deliverable within the overall Public Use Facilities Project. The 'A.C.T.I.V.E' acronym depicts the higher level guiding principles within the policy framework- i.e.
  '**A**ffordable; **C**ommunity-based; **T**actical; **I**ntegrated; **V**iable and **E**ffective'.

- The City of Winnipeg is currently undertaking a study of its Public Use Facilities. The Executive Policy Committee approved mandate for the study is "to develop a long-term sustainable strategy and fiscally sound business case for managing the City of Winnipeg's Public Use Facilities that supports an appropriate level of community-based service".

- The Public Use Facilities Project is multi-dimensional in scope and includes the following: an analysis of Winnipeg's unique current and predicted demographic trends, user needs, current and emerging programming trends, comparative market analysis; consultation processes with key stakeholders; an existing infrastructure condition assessment from both a physical and functional perspective; culminating in a strategic blueprint / business case including cost-benefit analysis for public use facilities to be presented in May, 2004.

Implications of the Recommendation(s):

General Implications

	None
X	For the organization overall and/or for other departments
X	For the community and/or organizations external to the City of Winnipeg
	Involves a multi-year contract

Comments:

- The 'A.C.T.I.V.E.' strategy represents a policy framework intended to guide City Council in its decision-making relative to public use facilities.

Policy implications

	No
X	Yes

Comments:

- The 'A.C.T.I.V.E' strategy is a comprehensive policy framework specific to the City of Winnipeg's Public Use Facilities.

Environmental Implications

X	No
	Yes

Human Resource Implications

X	No
	Yes

Comments:

Financial Implications

X	Within approved current and/or capital budget
	Current and/or capital budget adjustment required

Comments:

- There are no financial implications associated with the adoption of the A.C.T.I.V.E. Policy Framework.

REASON FOR THE REPORT:

- On April 17, 2002, the Executive Policy Committee concurred with the following motion, namely "Be it resolved that the mandate of the Public Use Facilities Steering Committee be approved and that they proceed with the development of a policy framework for Council approval".

HISTORY:

- The Chief Administrative Officer established a Steering Committee to oversee the development of a business case for City of Winnipeg Public Use Facilities. The membership of the Steering Committee includes:
    - Ursula Stelman, Director of Community Services, Chair
    - Jim Thomson, Director of Public Works
    - Harry Finnigan, Director of Planning, Property and Development Services
    - Cliff Jeffers, Chief Information Officer
    - Linda Black, Manager CAO Secretariat
- On April 17, 2002 the Executive Policy Committee approved the following mandate "to develop a long-term sustainable strategy and fiscally sound business case for managing the City of Winnipeg's Public Use Facilities that supports an appropriate level of community-based service."
- In December 2002, a Request for Qualification was issued to five international firms deemed to have expertise with projects of a similar size and scope. Three firms were short-listed to participate in the Request for Proposal Stage.
- In March 2003, the Request for Proposal was issued. The RFP Process concluded on April 28th with all proponents making presentation to the Public Use Facilities Project Selection Committee which included community representation from the Winnipeg Library Board and the General Council of Winnipeg Community Centres.
- At its meeting of April 15, 2003 the Standing Committee on Fiscal Issues approved an over-expenditure authorization in the amount of $410,000 in order to secure consultant services for this project. The Community Services Department had dedicated $90,000 in a Commitment Reserve Fund in 2003 for the purposes of the Public Use Facilities Project.
- On May 12, 2003 the Chief Financial Officer approved the Award of Professional Consulting Services to the consultant team of Economic Research Associates (Chicago, Illinois) in association with ND LEA (Winnipeg, Mb) and Number 10 Architectural Group (Winnipeg, Mb).
- An inter-departmental Project Management team (including representation from the Community Services, Public Works and Planning, Property and Development Services Departments) under direction from the Project's Steering Committee is working together with the Consultant Team.

- All aspects of the multi-dimensional study are underway. The final deliverable of the strategic blueprint and business case for Public Use Facilities is to be presented in May, 2004.

DISCUSSION:

The City of Winnipeg has over 270 recreation buildings and libraries in its facility inventory. However, much of this public use facility infrastructure is now over 30 years old and is in need of refurbishment, or in some cases replacement. This infrastructure deficit in combination with changing demographics and user needs underscore a critical need to develop a long-term sustainable strategy and fiscally sound business case for managing the City of Winnipeg's Public Use Facilities. The goal is to address physical deficiencies in the existing system and to ensure the appropriate type and distribution of facilities to better respond to the current and emerging recreation, leisure and library service needs of Winnipeg's residents.

The 'A.C.T.I.V.E' strategy represents a policy framework that will serve to guide City Council in its decision-making relative to public use facilities. Consistent with the provisions within Plan Winnipeg, the guiding principles espoused in this framework will also serve as the critical policy foundation for the development of a long-term and sustainable strategy for a recreation, leisure and library infrastructure plan that better meets the service needs of our citizens –today and into the future.

The following is a summary of the 'A.C.T.I.V.E' Policy Framework. The details of each strategy are outlined in the 'A.C.T.I.V.E.' Policy Framework attached.

AFFORDABLE:

- City of Winnipeg recreation and library services and its facility infrastructure must be affordable, accessible and sustainable.
- The provision of programs and services will be supported by a combination of municipal taxes, funding mechanisms from other levels of government and Council approved user fees.
- The City of Winnipeg will explore public-public as well as public-private partnership opportunities in order to provide efficient and affordable public use facilities.

COMMUNITY Needs-Based:

- The City of Winnipeg will provide a leadership role in the planning and delivery of recreation and library services within Winnipeg.
- Demographic analysis, user needs and current and emerging programming trends will guide service planning and provision.

TACTICAL Approach:

- Recreation, leisure and library services and facilities will be provided based on a tiered approach - regional, community and neighbourhood. Regional facilities will be strategically located within Winnipeg.
- A set of established decision tools will serve as a framework for decision-making to ensure that facilities and programs continue to meet the needs of our citizens.

INTEGRATED Service Delivery:

- The City of Winnipeg will integrate services with every strategic opportunity in order to provide for multi-use and intergenerational facilities and services.
- The City will actively seek strategic partnerships.

VIABLE Solutions:

- Opportunities will be provided for citizen input that will ensure that our strategic plans are viable from a community perspective and reflect its values.

EFFECTIVE Services:

- The City of Winnipeg will provide effective, contemporary and responsive recreation and library services.
- Recreation, leisure and library facilities inventory will be maintained in accordance with sound asset/risk management standards.
- The Asset Management strategy will include criteria for decommissioning, redevelopment or disposal.
- Recreation, leisure and library Facilities will be managed to an industry standard of care defined as 'Managed Care'.

FINANCIAL IMPACT:

There is no associated financial impact with this report.

IN PREPARING THIS REPORT THERE WAS CONSULTATION WITH, AND CONCURRENCY BY:

- Community Services Department
- Public Works Department
- Planning, Property and Development Services Department

THIS REPORT SUBMITTED BY:

Public Use Facilities Steering Committee

File No.