APPENDIX 1

Recreation, Leisure, and Library Facilities Policy – May 18, 2005

3. The General Council of Winnipeg Community Centres (GCWCC)

To facilitate a strong and more sustainable Community Centre model in Winnipeg, the following parameters will form the basis for a more detailed Management Agreement between the City of Winnipeg and the GCWCC.

3.1Governance

GCWCC will have a leadership mandate to strengthen and optimize the Community Centre model in Winnipeg.

GCWCC will operate through district boundaries that match the City's Community Committee boundaries.

GCWCC will be governed by a Board representing Community Centres and the Board will include City appointed community representatives that will ensure financial, asset management, and legal expertise.

GCWCC will report to Council through Executive Policy Committee (EPC).

GCWCC will provide to Council an annual 3 year business plan and audited financial statements.

GCWCC will be authorized to run those Neighbourhood Community Clubs and Community
and Community Recreation and Leisure Centres that are within its mandate where it is not possible to sustain a volunteer board and programming. vii. GCWCC will work in close collaboration with the City to ensure that efforts regarding programming and facility operations are complementary.

3.2 Capital Investments

GCWCC will facilitate consultation processes regarding opportunities to reconfigure and optimize centres within the limitation of maintaining existing square footage of Community Centre space as set out in section 4.

GCWCC will consult with Community Centres to identify and prioritize capital investments, considering the needs of the local community, the district, the city overall, and in keeping with their mandate and the parameters of this policy.

GCWCC will keep Councilors informed as to consultation activities and project proposals in their respective wards.

GCWCC will make recommendations for new capital projects once a year as part of its annual business plan, reporting to Council through EPC.

GCWCC will advise on, and coordinate, infrastructure grant applications.

3.3 Operations

GCWCC will assist in providing day-to-day administrative support to Community Centres and will collaborate with the City to optimize the support provided to Community Centres.

3.4 Programming

GCWCC will facilitate the coordination of Community Centre programming to maximize coverage and minimize duplication in efforts.

4. Sustaining Square Footage

The net square footage of City owned space for general recreational and leisure programming will be sustained at the current level (city-wide) but will not be increased. This limitation applies to those facilities identified in sections 2.1 and 2.5 and generally equates to 'heated square footage' as defined in the Universal Funding Formula. Pool areas, arena ice, indoor soccer pitches, and libraries are not included in this component of the policy.

Recreation and leisure space can be reconfigured to better serve the needs of the community, provided the amount of net square footage of space on a citywide basis does not increase. The net square footage of recreation and leisure space will be increased only when there is real population growth and, then, in keeping with the facility to population ratios.

5. A Commitment to Consultation

Moving toward more contemporary and sustainable facilities is a challenge shared by the community and the City. Ideas and opportunities generated by the community will be key to finding workable solutions.

There will be consultation when decisions on recreation, leisure, and library facilities are needed (an expansion or merger, a new facility, priorities, options, and trade-offs).

While the process for consultation will vary depending on the needs of a community and the issue at hand, the goal is always to seek meaningful, timely input from the full range of people that may be affected by a decision.

Consultation processes will be designed to provide stakeholders with the information they need to participate in a meaningful way and will provide decision-makers with the information they need to make balanced, informed decisions.

Consultation processes involving the reconfiguring and optimizing of Community Centre space will be part of the leadership mandate of the GCWCC.

Communities will be encouraged to be proactive in identifying opportunities and possible solutions.

6. A Commitment to Managed Care

A 'Managed Care' level of maintenance will be required for all new facilities.
Business plans are to reflect this requirement.

Council will strive to attain this level of maintenance for existing facilities. Existing capital and operating maintenance dollars may need to be prioritized for investment in existing facilities that are at, or close to, the Managed Care level so as to prevent significant decline in those facilities.

The term 'Managed Care' is derived from a maintenance hierarchy developed by a leading authority in the subject of asset management. Under a Managed Care program, the recommended facility maintenance operating budget (not including utilities) is 3.5% of Current Replacement Value (CRV), with a corresponding Facilities Condition Index (FCI) of between 0.10 and 0.20. The latter indicator means that the amount of deferred maintenance must not be greater than 20% of the current replacement value in order for the Managed Care funding level to be effective.

The Managed Care level of maintenance is considered a 3 in the spectrum of 5 maintenance levels. By comparison, level 1 maintenance investments equate to a 'Showpiece Facility' where the facility is kept in 'almost new' condition. At the other end of the spectrum, a maintenance level of 5 is considered 'Crisis Response' where normal usage and deterioration continues unabated, eventually leading to forced closure or complete replacement of the facility. Under Crisis Response, repair is basically instituted for life safety issues only.

7.1 <u>Reinvestment Strategy</u>

With respect to Neighbourhood Community Clubs and Community Recreation and Leisure Centres that are governed by the GCWCC,

- the total Universal Funding Formula grant will not be reduced if there are Community proceeds from property sales that may arise as a result of Community
  Centre mergers will be reinvested in the Community Centre system. A reserve fund will be established for such proceeds.

With respect to recreation, leisure, and library facilities that are run by the City,

- any proceeds from property sales that may arise as a result of facility rationalization will be reinvested into City-run recreation, leisure, and library facilities. A reserve fund will be established for such proceeds.

With respect to capital funds and within the parameters of this policy, the following are some of the criteria that will be considered in priority-setting:

1. Consider areas of greatest need.
2. Consider opportunities to move toward a more sustainable and more contemporary mix of facilities (i.e. investments that will facilitate the rationalization of facilities, etc.).
3. Consider community driven solutions and readiness for change.
4. Consider the degree to which other funds and efforts can be leveraged.
5. Consider the condition of facilities and immediate risks.