

ADOPTED by Council at its meeting held January 23, 2012 [M52-2012]

AA/

Windsor, Ontario, January 23, 2012

**REPORT NO. 45 of the
SOCIAL DEVELOPMENT,
HEALTH & CULTURE STANDING COMMITTEE**
of its meeting held December 14, 2011

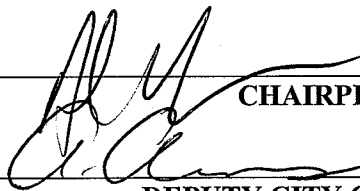
Present:
Councillor Al Maghnieh, Chair
Councillor Alan Halberstadt
Councillor Percy Hatfield
Councillor Ron Jones
Councillor Ed Sleiman

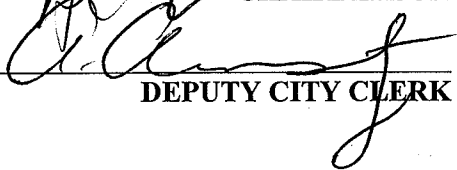
That the following recommendation of the Social Development, Health and Culture Standing Committee **BE APPROVED** as follows:

Moved by Councillor Hatfield, seconded by Councillor Jones,
THAT the Terms of Reference of the Family Aquatic & Library Complex – Recreation Operations Facilities Team dated October 25, 2011 **BE RECEIVED** for information.
Carried.

SR/11026

Clerk's Note: The Terms of Reference for the Family Aquatic & Library Complex – Recreation Operations Facilities Team is attached as background information.



CHAIRPERSON


DEPUTY CITY CLERK

NOTIFICATION:		
Name	Address	email

**FAMILY AQUATIC & LIBRARY COMPLEX
RECREATION OPERATIONS FACILITIES TEAM
TERMS OF REFERENCE**

C. NO. 2

MANDATE

- To identify and monitor service, policy, resource and system issues related to the development of the operating budget for the new Family Aquatic & Library Complex;
- To re-purpose identified recreational facilities related to the new Family Aquatic & Library Complex.

It is recognized that two main factors will impact the ongoing costs and affordability of this project:

- (1) The net operating cost of the new facility
- (2) The potential savings arising from consolidation/repurposing of other facilities

SCOPE

The work undertaken by the Recreation Operations Facilities Team is specific to the operations side of the new Family Aquatic & Library Complex, and the following recreation facilities that have been identified for re-purposing relative to this project:

- Windsor Water World
- Adie Knox Herman Complex
- Windsor Arena
- College Avenue Community Centre

OUT OF SCOPE

- Windsor Public Library (operation of new library and repurposing of current Central Library Branch)
- Any Capital requirements for the new Family Aquatic & Library Complex

GUIDING PRINCIPLES

1. We value each other's input, and commit to honest and open communication that is respectful of each other's perspectives and roles.
2. We are open to learning about various methods of operation in order to meet our goals and objectives and to maximize the benefits of collaborative planning and streamline service delivery in a way that improves access and outcomes.
3. Meetings will be conducted with integrity and, if a key player is unable to be present, it is our practice to canvass their input through e-mail.
4. We are committed to being creative and flexible in the development of our plans.

STRUCTURE OF RECREATION OPERATIONS FACILITIES TEAM

The structure for this project comprises an Operations Steering Committee and an Operations Resource Team that includes business experts from across the Corporation who will inform the operations side of the new facility as well as the repurposing plan for identified existing recreation facilities.

The **Operations Steering Committee** is comprised of the following:

- Ronna Warsh, Community Development & Health Commissioner (Lead/Chair)
- Jan Wilson, Executive Director of Recreation & Culture
- Vincenza Mihalo, Executive Director of Human Resources
- Carolanne Smith, Manager Community Programming
- Jason Moore, Senior Manager of Communications & Customer Service
- Andrew Daher, Manager of Operating Budget Control & Financial Administration
- Wendi Eizenga, Executive Initiatives Coordinator

Additional Resources:

- Administration – Aida Cabrera, Manager of Administration, Kathy Kehl, Executive Administrative Assistant
- Facility Operations – John Miceli, Manager of Facilities or Derek Thachuk, Supervisor of Maintenance Projects & Special Projects

The Operations Steering Committee is chaired by the Community Development & Health Commissioner and meetings have been scheduled twice monthly effective September 21/11 and ongoing for the duration of the project. Involvement of the Capital Steering Committee will be at the discretion of the Chair, as required.

Role of the Operations Steering Committee

- Provide leadership and oversee planning and implementation of the operations side of the new Family Aquatic and Library Complex;
- Provide leadership and oversee planning and implementation related to the repurposing of identified existing recreation facilities;
- Recommend to City Council, through the CAO, the operations budget for the new complex including the operational plan and staffing model;
- Recommend to City Council, through the CAO, the programs, services and facility changes for the re-purposing of identified existing facilities and including related capital and operating budgets;
- Oversee and monitor the implementation of transition and operation plans related to the new complex and facilities identified for re-purposing;
- Identify challenges and develop strategies to overcome them;
- Develop communications relative to the operations side of the project, as required.

The **Operations Resource Team** includes, but is not limited to the following:

- Scott Bisson, Supervisor Community Programming, WWW
- Dave Campbell, Supervisor of Community Programming, Windsor Arena
- Pam Labute, Manager of Community Facilities & Business Development
- Elaine Johnson, Supervisor of Community Programming, College & Malden
- Kenn Little, Supervisor Community Programming, GAM
- Carri-Belle Murphy, Supervisor Community Programming, Pools & Beaches
- Doug Sweet, Manager Arenas & WFCU Centre
- Jennifer Valdez, Supervisor Community Programming, WFCU Centre
- Jodi Wood, Supervisor Community Programming, AKP
- Derek Thachuk, Supervisor of Maintenance Projects and Special Projects
- Valerie Clifford, Financial Planning Administrator
- Mike Clement, Manager Parks Development or Heidi Baillargeon, Landscape Architect
- Shelby Askin-Hager, Manager Purchasing & Risk Management
- Mike Stamp, Property Supervisor
- Jennifer Kehoe, Special Projects Coordinator, Human Resources

There are new Family Aquatic and Library Complex, as follows:
October 25, 2011

- (1) Operating model for new facility
- (2) Repurposing of identified existing recreation facilities

It is a clear expectation that all Operations Resource Team members will work cooperatively and collaboratively to:

- Develop an operational budget for the new Family Aquatic and Library Complex in collaboration with the Operations Steering Committee;
- Develop a staffing and programming plan for the new Family Aquatic and Library Complex in collaboration with the Operations Steering Committee;
- Develop an operational plan for the repurposing of identified recreation facilities (4) in collaboration with the Operations Steering Committee;
- Review Best Practices from other communities that have like projects and incorporate into the local plan as applicable;
- Research and investigate opportunities for private sector involvement in the new facility i.e. hospitality and other vendors;
- Identify challenges and develop strategies to overcome them.

OBJECTIVE

Development of the new Family Aquatic and Library Complex aligns with the six key strategic priorities for this term of Council:

- **Jobs and Economic Diversification:** significant employment will be created from the construction of the facility as well as the ongoing operation. It will provide economic diversification by giving the City a state of the art facility which can give the City a competitive advantage in the growing sector of sports tourism.
- **Regional Cooperation:** The facility will open up partnership possibilities with local institutions and organizations.
- **Cultural Capital:** The facility will add to the City's cultural amenities, which are a key part of a liveable community, and will also help attract and retain businesses.
- **Corporate Opportunities:** Integration of facilities will provide opportunities for synergies.
- **Downtown Revitalization:** The facility will complement the growing list of measures undertaken by Council to bring people to the downtown which will positively impact the area's business establishments.
- **Affordable/Attractive City:** The facility will help complete the downtown area and may maintain or reduce the annual operating levy requirements.

The objective of the work that will be undertaken by the Recreation Operations Facilities Team (Operations Steering Committee and the Operations Resource Team), will be to uphold and integrate components as noted above that apply to the operating side of the plan for the new facility.

In addition, the work that will be undertaken by the Recreation Operations Facilities Team is consistent with the direction of Council per Council Resolution #191/2011, included with this TOR as *Attachment 'A'*.

ACCOUNTABILITIES

The Operations Steering Committee is accountable to the CAO, the Chief Financial Officer and City Treasurer and City Council, and a briefing on the work of the Recreation Operations Facilities Team will be provided through the Chair of the Operations Steering Committee to the CAO every 3 months for the duration of the project.

There are numerous tasks related to the two streams of work that comprise the mandate of the operations project, and a detailed work plan, including tasks, responsible staff and related targets for completion provides the framework that will guide this work. The work plan will be a "living document" and will be adjusted, as required, during the course of the project.

ROLES AND RESPONSIBILITIES

Office of Community Development & Health Services

- Provide leadership to the Recreation Operations Facilities Team as a whole;
- Provide support to Executive Director of Recreation and Culture;
- Review and provide input relative to the operational budget;
- Liaise with Corporate Leadership Team and identify issues that must be addressed;
- Be accountable for services and for coordinating and integrating activities relative to the re-purposing of identified recreational facilities.

Executive Director of Recreation & Culture

- Provide leadership to Recreation staff who will be impacted by re-purposing and transition activities relative to the project;
- Provide information on programs and services that can be used to guide the development of an operations budget and plan;
- Assist in identifying gaps and planning services;
- Develop strategies to link services;
- Act as a liaison between the Operating and Capital sides of the project.

MEETING MINUTES

Minutes for each Operations Steering Committee meeting will be taken by the Executive Administrative Assistant, Community Development and Health Services. The CAO and Chief Financial Officer and City Treasurer will be included in the distribution of these minutes.