

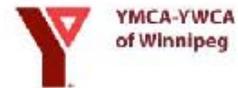
APPENDIX D – SOUTH WINNIPEG RECREATION CAMPUS PLANNING AND FEASIBILITY PROJECT, PROJECT CHARTER, OCTOBER 24, 2016

South Winnipeg Recreation Campus Planning and Feasibility Project



Project Charter

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Prepared on behalf of all participants by:



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1 Purpose of this document

The purpose of this document is to ensure that all Participating Stakeholders (“Participants or Participating Stakeholders”) in the South Winnipeg Recreation Campus Planning and Feasibility Project have a common understanding of the scope of the project, anticipated deliverables, delivery management requirements and governance framework.

It includes the following sections:

- **Section 2** – Requirements, process & deliverables
- **Section 3** – Governance principles, project structure and responsibilities
- **Section 4** – Budget, schedule, and key delivery related assumptions
- **Section 5** – Stakeholder acknowledgement and agreement

It has been developed to align with key concepts set out in the City of Winnipeg’s Project Management Manual V 3.0 wherever possible.

2 Requirements, process and deliverables

This section describes the combined requirements for the South Winnipeg Recreation Campus Planning and Feasibility Project. These requirements have been developed collaboratively with the South Winnipeg Action Team, Pembina Trails School Division, the YMCA-YWCA of Winnipeg and impacted departments within the City of Winnipeg. It provides an overview of the key areas that will be investigated during the Planning and Feasibility Project. This document also describes the minimum process expectations and key deliverables that will be expected at the completion of the project.

2.1 Background

South Winnipeg – defined as the area south of Bishop Grandin Boulevard and west of the Red River – is home to a diverse population base of 55,000+ residents with a vibrant mix of cultures and socio-demographic backgrounds. It is experiencing significant growth due to rapid development of the Waverley West neighbourhoods and continued evolution of its established neighbourhoods.

This growth is creating significant strain on the delivery of all services throughout this part of the City.

It underlines South Winnipeg's recreation infrastructure deficit as the demand for programs and services is outstripping the capacity of existing facilities to meet even the basic needs of the community. Similarly, it is creating significant challenges to address new requirements from rapidly growing resident groups like seniors or new Canadians that cannot be easily accommodated in existing delivery models. Based on the City of Winnipeg's established policies the deficit can be calculated at 76,500 square feet of heated space once Waverley West has been fully built out. To put this into context, this is equivalent to five traditional "neighbourhood" scale community centres (+/- 15,000 square feet) or 1.3 "community" scale facilities comparable in size to Dakota Community Center. This is a significant demand that would incorporate recreational amenities to meet South Winnipeg's requirements as well as provide infrastructure that would have a broader draw across the City.

In part as a response to this demand, Richmond Kings CC and Waverley Heights CC took steps to amalgamate their operations as the new South Winnipeg CC in 2015. This step was intended to strengthen the delivery capability of the organization and to develop synergies between the existing facilities at its 3 sites. It also reflects the Board's belief that the traditional community centre delivery model needs to be revisited and that new strategies need to be pursued for providing infrastructure that will meet the needs of the community into the future. South Winnipeg CC together with St. Norbert CC have operated all sports program delivery in the regions on a consolidated basis for over 10+ years.

While programs and service delivery in South Winnipeg is channeled primarily through support to the area community centres, the City has made tactical investments in upgrades to Margaret Grant pool facilities and through investment in the Active Living Centre at the University of Manitoba over the last few years. In response to the growth in Waverley West, the City has a requirement for a new community library facility to be constructed to augment the services delivered at its existing Pembina Trail location. The City has also entered into a Memorandum of Understanding with the YMCA-YWCA of Winnipeg to explore a partnership to establish up to 3 facilities in Winnipeg as a strategy to meet demands city wide. The first location proposed for consideration is in South Winnipeg.

Growth impacts are also being experienced in area schools as existing facilities are being equipped with temporary classroom structures to accommodate an influx of students. In response to this demand, Pembina Trails School Division has initiated a program to build five new school facilities in Waverlery West. This program includes the acquisition of a 25 acre site (See map) with the intention of establishing a K-8 school for 800 students and a regional high school with a planned population up to 1200 students. The anticipated program for these schools includes facilities that could be leveraged as part of a regional recreation strategy like gymnasium space, sports fields, workshops, daycare and shared infrastructure and services. This would extend a long working relationship with the School Division to make its facilities available to the community when they are not required for academic programming through shared use agreements.

Pembina Trails' acquisition of its 25 acre site has accelerated steps by the City of Winnipeg to acquire an adjacent 33 acres to create the foundation for an integrated recreation campus (See map).

The development of an integrated campus that leverages common recreation infrastructure and services has long been considered as a key strategy to improve overall recreation services delivery in South Winnipeg. The South Winnipeg Action Team (SWAT) for improved recreation infrastructure and services was established to pursue this outcome as part of a hub and spoke model that would see high value recreation uses delivered on the campus together with a series of rationalized investments at the community level. SWAT brings together over 15 community organizations representing all neighbourhood associations, cultural groups, Pembina Active Living 55+ and area community centres into a single organization to represent the residents of South Winnipeg.

Formal consultation with SWAT, Pembina Trails School Division, the YMCA-YWCA of Winnipeg, and all City of Winnipeg Departments has confirmed support for undertaking a joint Planning and Feasibility Analysis Project to establish the potential for a showcase recreational campus.

This project will be completed under the direction of a joint steering committee made up of representatives of each of these stakeholder organizations with contract and project management provided by the City of Winnipeg.

2.1.1 Vision for showcase community campus

South Winnipeg stakeholders envision a campus plan that aligns their individual infrastructure



requirements into an integrated campus site that better meets the needs of the community and results in development, programming and operational synergies. These synergies may result from any number of areas including, but not limited to:

- Development of common use facilities and infrastructure;
- Refinement to existing program delivery and governance models;
- Collocation of uses or organizations;
- Rationalization of services and infrastructure;
- Shared capital or operating investment;
- Improvements from integrated planning and design; and,
- Minimization of overlap or duplication in program delivery or infrastructure provision.

In this context, a final concept for the South Winnipeg Community Campus might include but not be limited to:

- A year round campus with uses and infrastructure executed as part of an integrated design concept that emphasizes:
 - A bold vision to meet today's needs and anticipate requirements for the future;
 - Design to create a sense of place and community;
 - Leading, state-of-the-art and modern facilities;
 - Energy and excitement;
 - Wellness and active living;
 - Lifelong learning and development;
 - Innovative technology;
 - Inter-generational and cultural exchange;
 - Integrated and active transportation;
 - Universal design and accessibility;
 - Liveable community;
 - Fiscal and financial responsibility;
 - Environmentally sustainable and energy efficient; and,
 - Partnership.
- Entrance features, landscaping, and open space incorporating features like fountains and public art.
- Significant active living and wellness facilities including but not limited to:
 - Social/banquet/meeting hall spaces;
 - Commercial kitchen with capacity to support large community events;
 - Meeting/boardroom spaces;
 - Office space for community organizations and recreation program administration;
 - Flexible programming space (events, meetings, program delivery);
 - Maker space/workshops/incubator spaces;
 - Intergenerational and/or intercultural exchange spaces;
 - Leisure aquatic centre that provides support for community and instructional uses;
 - Exercise and fitness facilities for children, adults and seniors including indoor/outdoor track facility;
 - Multiple gymnasium spaces including competitive gymnasium facilities with consideration

given to their capability to host regional and national level competitions;

- Potential for indoor soccer if the business case for it supports this use in relation to existing facilities at University of Manitoba or Winnipeg Youth Soccer Association;
- Ancillary concession and vendor spaces; and
- Office space for allied uses (retail, health and wellness, professional, etc.) as revenue spaces;
- Daycare spaces to meet community demand and legislated requirements in the school development program including before and after school programming capability;
- Senior citizen drop in activity space and/or day care;
- Community theatre with capacity for 600-800 people;
- A multi-plex arena facility if the business case for consolidation of existing facilities is justified under City of Winnipeg policies;
- Competitive sports fields site including associated maintenance facilities with emphasis on:
 - 1st - Soccer, Cricket, Ultimate; and,
 - 2nd - Baseball, softball, track and field;
- Outdoor spaces to support a range of all season activities including:
 - Splash pad;
 - Playgrounds and play spaces;
 - Small court sports like basketball, beach volleyball, pickle ball or tennis;
 - Mini/Youth soccer;
 - Outdoor fitness;
 - Community gardens; and,
 - Winter uses like tobogganing and leisure skating;
- Community library to meet City of Winnipeg program requirements;
- Integrated school architectural program to meet school division and provincial program requirements comprised of
 - A K-8 school (≈800 students); and,
 - A comprehensive vocational high school (≈1200 students);
- Active trails and transportation integration within campus and between campus and surrounding communities;
- Sites for businesses or tenants to generate revenue for future operations;
- Shared transportation infrastructure including:
 - Parking and/or parking structure;
 - Park and ride facility;
 - Dedicated bus drop off and pick up;
 - Dedicated drop off/pick up;
 - Transit station; and,
 - Site access, egress and internal site roadworks
- Shared services infrastructure including:
 - Water services;
 - Sewer services;
 - HVAC/Geothermal/Power management program;
 - Site lighting and electrical program;
 - Information technology/wireless platform; and,
 - Site security/security systems;
- Shared site planning and development requirements and recoveries including:
 - Land drainage system development;
 - Open space requirements;
 - Road allowance for adjacent and internal roads; and,

- Other subdivision and zoning.

2.2 Requirements for the Planning and Feasibility Project

This section sets out the purpose, objectives and the requirements for the Planning and Feasibility Project. It includes a description of the key areas of investigation, required process steps and deliverables required at project completion.

2.2.1 Purpose of project

The purpose of this Planning and Feasibility Project is to develop a joint recommendation from all stakeholders on the strategy to realize a showcase community campus that meets the needs of South Winnipeg by:

- Confirming the current and future demand for facilities and services;
- Defining the scope of the campus and its component facilities;
- Establishing the structure of an appropriate program delivery framework;
- Developing agreement on a governance framework going forward including roles and responsibilities of all stakeholder participants;
- Creating a clear understanding of phasing and timing requirements; and,
- Establishing a structured implementation program.

The recommendations of the Planning and Feasibility Project will not be binding until confirmed by each participating organization's governance.

2.2.2 Project objectives

The specific objectives for this project include, but are not necessarily limited to, the following:

- Confirm demand for recreational services and community amenities at the site;
- Assess the revenue potential for different program and service offerings;
- Develop a plan for the overall campus that incorporates:
 - A site master plan including realignment of individual stakeholder land holdings to achieve an integrated design that optimizes capital investment by all stakeholders;
 - Critical servicing and infrastructure plans to enable all land owners to proceed with their respective projects; and,
 - Common planning framework aligned with neighbourhood structure plan for Neighbourhood B;
- Undertake formal community consultation on the showcase campus plan and implications for South Winnipeg
- Define component development projects with phasing, delivery scope and all costs for development and ongoing operations;
- Develop a business plan for the campus that sets out the operating model, staff resource requirements, operating budget and required capital investment with phasing as appropriate;
- Establish an operating and governance model for the campus including any required shared use agreements and governance model;
- Establish the foundation for aligned capital requests to all funders based on the approved campus plan; and,
- Establish foundation for joint recommendation to all stakeholder organizations, funders and the public on plan implementation.

2.2.3 Key areas of investigation

The following topics are defined as key areas of investigation for the Planning and Feasibility project at a minimum:

- Assessing the viability and making a recommendation about common use or shared services

delivery for the following infrastructure:

- Site servicing infrastructure;
- Campus transportation and traffic management infrastructure;
- Parking facilities including but not limited to shared parking lots and/or parking structure;
- Transit station and dedicated school bus drop/off pick up loop;
- Mechanical/HVAC/Geothermal/Power Management program;
- Site lighting and electrical services; and,
- Site security/security systems.

Additional shared infrastructure may be recommended and assessed based on the consulting team's experience with similar projects.

- Assessing the viability and making a recommendation about the common use of shared services delivery for the following architectural/program components:
 - Library integrating community use and school education program requirements;
 - Gymnasium spaces;
 - Workshop/Maker spaces/Incubator spaces;
 - Commercial kitchen;
 - Community theater;
 - Site open space; and,
 - Active transportation integration;

Additional architectural/program components may be recommended and assessed based on the consulting team's experience with similar projects.

- Assessing the viability of incorporating competitive sports fields within the campus plan by either:
 - Repurposing existing facilities in South Winnipeg into other uses and relocating competitive fields to the campus site; or,
 - Focusing the highest intensity uses at the campus site and locating field uses at another site in South Winnipeg.
- Assessing the potential for the campus to support a major competitive sports use with an emphasis on potential relationships with sports organizations that identified during stakeholder consultation including:
 - Volleyball Manitoba; and/or,
 - Basketball Manitoba
- Assessing the viability of a new multi-plex arena in combination with options by consolidating and repurposing Richmond Kings Arena and other area facilities in line with City of Winnipeg policies.
- Assessing the viability of shared delivery of required daycare spaces as well as before and after school programming spaces within the existing school architectural program or as another part of the campus.
- Determining the viability and making a recommendation about the collocation of a regional park and ride facility as part of the campus site or at another location in South Winnipeg.
- High level options for Reuse/Repurposing/Redevelopment of existing assets to meet some parts of the overall program as part of an overall regional delivery model with an emphasis on:
 - Active fields in South Winnipeg maintained by Pembina Trails, City of Winnipeg and South Winnipeg CC;
 - Richmond Kings CC and site;
 - Waverley Heights CC and site;
 - Ryerson Site and site; and,

- Margaret Grant Pool together with Alex Bridge Park.
- Assessing and confirming market and/or revenue potential for key components of the program including:
 - Implications of existing community centre funding model with the campus program;
 - Revenue potential for alternate funding models (User fees, memberships, other);
 - Confirm market rents for revenue spaces included in program options if applicable;
 - Identify potential requirements for other revenue as appropriate; and,
 - Established programs to provide facility access for low income or disadvantaged residents.
- Assessing and providing options for the alignment of the Planning and Feasibility project with active City of Winnipeg's projects such as, but not limited to:
 - Recreation Facility Master Plan
 - Grant Park Recreation Master Plan
 - Waverley West Neighbourhood B Neighbourhood Structure Plan Development Project
 - Jonathan Toews/Dakota CC Fieldhouse Project
- Addressing the implication of the showcase community recreation campus on existing recreation service delivery models including a high level plan to reposition or replace these services as appropriate. This should include the development of a recommended governance model for shared program or service delivery as appropriate.

2.2.4 Process & approach

The Participants expect the following activities to be incorporated into the consultant work plan at a minimum:

Project Preparation

- In the first two weeks of the engagement, provide a detailed work plan, meeting schedule, attendee lists, activities, and deliverables to complete Planning and Feasibility Project with input from the Steering Committee.
- Conduct an initial kick off meeting with Steering Committee to review project scope and work plan.

Information Gathering and Review

- Confirmation of detailed requirements for the Planning and Feasibility Project through consultation with the stakeholder community, government department and public.
- Plan and conduct a survey to confirm the demand for recreational programs and facilities as well as potential revenue potential for different delivery models
- Plan and conduct an initial public consultation to introduce the project and to gather input from the public on opportunities for the showcase campus site. This activity should be aligned with the Waverley West Neighbourhood B Structure Plan Development Project wherever possible.

Analysis and scope finalization

- Refine campus development plan alternatives including pros, cons, costs and implementation timeframes:
 - i. Determine the best approach to meet community and stakeholder requirements including the high level cost and benefits
 - ii. Evaluate and make recommendations about key areas of investigation set out in Section 2.2.3

- Plan and conduct a second public consultation to introduce the plan options and to gather input from the public on the alternatives. This activity should be aligned with the Waverley West Neighbourhood B Structure Plan Development Project wherever possible.

Deliverable Preparation

- For the option selected by the Steering Committee, detail the Campus Plan by completing the deliverables in Section 2.2.5 with an appropriate process for review, input and revision from the Steering Committee and appropriate technical stakeholders
- Plan and conduct a third public consultation to present the adopted plan option and to gain feedback on the finalized plan. This activity should be aligned with the Waverley West Neighbourhood B Structure Plan Development Project wherever possible.
- Conduct a final presentation of the Campus Development and Operational Plan

The Planning and Feasibility Project will not include:

- Programming requirements and assets outside of the South Winnipeg catchment area except as set out in this charter.
- Evaluation of other current or future shared services arrangements implemented by any of the Stakeholders except as set out in this charter.
- Assessment of plan concepts that would make it impossible to incorporate essential infrastructure and facilities into the campus plan.

2.2.5 Expected Deliverables and/or services for the Planning and Feasibility Project

This section describes the minimum set of deliverables and/or services required by the Participants for the Planning and Feasibility Project:

- Analysis of market demand for recreational programs, services and facilities for South Winnipeg incorporating a survey and assessment of stakeholder demand information including:
 - Demand projections for core and optional uses;
 - Market analysis incorporating:
 - i. Demographics;
 - ii. Population; and,
 - iii. Draw area;
 - Appropriateness of delivery partners for specific program delivery;
 - Confirmation of community and regional amenities; and,
 - Evaluation of fees and revenue potential for alternate delivery models.
- Confirmation of market rents for revenue space contained within the campus plan together with a high level assessment of the demand for these spaces.
- Campus plan with options and phasing including:
 - Capital cost requirements by program element;
 - Shared services program components with recommendation and capital requirements;
 - Component facility programs and capital requirements;
 - Phasing/development strategy;
 - Site plan;
 - Landscape plan showing planting and surface program;
 - Conceptual campus drainage plan showing retention ponds, major swales and collection areas;
 - High level architectural program;

- Architectural rendering for showcase campus building; and,
 - Class D/IV estimates for all development costs.
- Optional School Architectural Program Implications including:
 - Enrollment demand projection/confirmation;
 - Component facility architectural program and capital requirements;
 - Site plan showing conceptual development program and functional relationships;
 - Shared services business case; and,
 - Class D/IV estimates for all development costs.
- Transportation master plan including:
 - Traffic impact analysis;
 - Park and ride feasibility assessment; and,
 - Active trails and transportation links to surrounding neighbourhoods and regional system.
- Business plan including:
 - Operating cost projections using indicative costs and standard delivery assumptions;
 - Investment requirements including cost sharing contributions for government funding organizations;
 - Revenue projections including:
 - i. Implications of existing community centre funding model with the campus program;
 - ii. Revenue potential for alternate funding models (User fees, memberships, sponsorships, naming rights, fundraising, othe);
 - iii. Confirm market rents for revenue spaces included in program options if applicable;
 - iv. Confirm applicability of established programs to provide facility access for low income or disadvantaged residents; and,
 - v. Identify potential requirements for other revenue as appropriate.
- Future operating model for the showcase campus including:
 - Program delivery plan;
 - Shared use framework; and,
 - Governance framework and responsibilities.
- Existing site redevelopment strategy with recommendations focused on:
 - Active fields in South Winnipeg maintained by Pembina Trails, City of Winnipeg and South Winnipeg CC;
 - Richmond Kings CC and site;
 - Waverley Heights CC and site;
 - Ryerson Site and site; and,
 - Margaret Grant Pool and site.
- Coordinated public consultation program with at least 3 shared formal consultation sessions (open house or equivalent) conducted jointly with the Waverley West Neighbourhood B Neighbourhood Structure Plan Development project.
- Risk management plan for design and development program including:
 - Identification of high level risks; and,
 - Development of mitigation strategies.
- High Level Design and Development Project Plan for the showcase campus including:
 - Milestones;
 - Project schedule including phases and activities; and,

- Dependencies.
- Program and project delivery management of the Planning and Feasibility Assessment Project including:
 - Coordination with Waverley West Neighbourhood B Neighbourhood Structure Plan Development Project team;
 - Status reporting; and,
 - Delivery issue resolution.

3 Governance principles, project structure and responsibilities

This section sets out the principles that the Participants will use to guide decision making on the Planning and Feasibility Project. It includes an outline of the project organization structure and the key responsibilities of the participating stakeholder organizations.

3.1 Governance principles

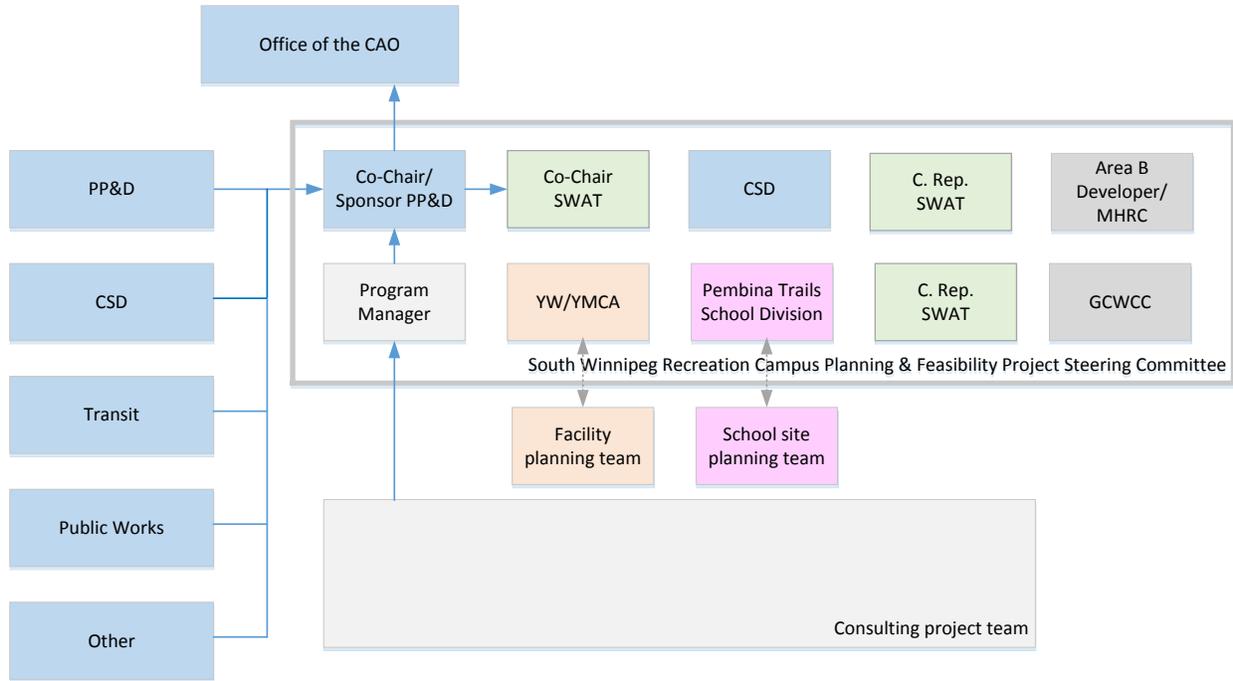
The following principles will govern all decision making on the project:

- To the extent possible, decisions will be made to **optimize the development of a showcase campus plan that meets the broader requirements of the community**. It is recognized by all Participants that this will require collaborative decision-making and that this will require efforts to balance these requirements with their own organizational priorities.
- Participants will **actively guide the initiative as an integrated campus plan**. This will require openness to explore alternate delivery models as well as approaches to meeting requirements through shared services and infrastructure or through collocation of uses that may traditionally be delivered separately.
- Participants will **undertake steps to pursue creative and innovative solutions** that may not fit within historical models of delivery to achieve the best overall plan. Decisions will be made to **balance innovation with practical realities of scope, budget, or timing where it is necessary** to move the project forward.
- Participants will place a **priority on alternatives that result in improvements to the overall campus program or optimize the required resources** for campus development and its ongoing operation.
- Participants will be empowered to engage in **collaborative decision-making and consensus building to the extent possible** in the development of recommendations and options.
- **Participants acknowledge the value in working jointly to seek a commitment to the final campus plan** from funders and intend to seek approval for the subsequent design and construction phases of the project in their own governance model at the completion of the project.
- All project **Participants are independent organizations with their own independent authority, accountability and governance framework**. Decisions made as part of this project will not be binding on any organization until they are formally approved by each organization at key milestones in the project.
- Project Participants that have a formal mandate and responsibility to deliver infrastructure or services **cannot be compelled to support any project outcome**. In simple terms, participation in the project does not confer any loss of authority.
- **Mandates will be respected as constraints on the overall planning program** unless there is agreement to vary these requirements by the responsible participating stakeholder organization.
- **Participants will evaluate the optimum configuration of the campus uses** without limiting this evaluation to the configuration of the current land holdings.
- Participants will work to **pursue strategies to ensure that use of the site will be optimized for recreation and school uses** with the objective that a minimum campus size of 50 acres will be maintained.
- The **aggregate size of each participant's land holding will not change** through the process unless that change is through consent.
- Where there is a change in land holding, Participants agree that the cost of any **incremental changes will be balanced as an exchange at a fixed land value**. All Participants will work towards this principle while balancing requirements for site servicing, land drainage and transportation on a basis to their proportionate land holdings in the final campus plan.
- All Participants confirm that this is an important strategic initiative and that in **support of all**

project activities and decisions that time will be of the essence.

3.2 Project structure

The project governance structure for the Planning and Feasibility Project is as follows:



The key elements of this structure are:

- Formation of a project steering committee with responsibility to provide direction to the project team on priorities, project outcomes and final outcomes;
- Project sponsorship by the City of Winnipeg Planning, Property & Development Department as a priority of the Office of the Chief Administrative Officer;
- Co-chair responsibilities shared by the Project Sponsor and a SWAT representative;
- Representation of Pembina Trails School Division, the YMCA-YWCA of Winnipeg and the City of Winnipeg Community Services Department as full steering committee Participants;
- Structure to provide for incorporation of independent advisors engaged by Pembina Trails School Division or the YMCA-YWCA of Winnipeg as required or for subsequent project phases;
- Participation of two additional SWAT representatives to provide additional community input into decisions. One representative focused on neighbourhood interests and one representative focused on special community interests not covered by the SWAT Co-chair; and,
- Participation of members on the steering committee to provide delivery related support and alignment as follows:
 - Program manager;
 - Representative for the Manitoba Housing & Renewal Corporation/Area B Developer as appropriate; and,
 - General Council of Winnipeg Community Centres.

3.3 Decision-making

To the extent possible, steering committee decisions will be based on consensus within the principles set out in this charter.

For the purposes of managing this project, consensus means general agreement of the stakeholders and does not mean absolute agreement of all participants.

From time to time, and as necessary during the course of the Planning and Feasibility project, the Co-Chairs will canvass the stakeholders for their position on key decisions. All decisions supported by a simple majority of participating stakeholders will be carried forward by the Steering Committee, however, actions will be taken to address concerns of dissenting stakeholders when there is not a clear majority.

All decisions on outcomes, recommendations, plans or related to approval or acceptance of any project deliverables are subject to the specific governance requirements of each organization.

No decisions of the Steering Committee can override specific regulatory requirements on campus development even where there is consensus.

3.4 Responsibilities

This section sets out the responsibilities of each participating stakeholder organization. The responsibilities have been aligned with the City of Winnipeg's Project Management Manual wherever possible.

3.4.1 Planning and Feasibility Project Steering Committee

The Project Steering Committee is responsible for monitoring and managing the planning and feasibility project with support from the Program Manager.

The responsibilities of all Participants on the Project Steering Committee are:

- Confirming scope of consultant request for proposals;
- Participating in consultant selection and evaluation of proposals with support from the City of Winnipeg Legal Services and Materials Management team;
- Providing direction to the Program Manager on program including but not limited to:
 - Project priorities;
 - Allocation of resources;
 - Resolution of competing demands and issues; and,
 - Coordination;
- Participating in project steering committee meetings including reviewing all status reports;
- Providing direction to the Consultant team on their organization's priorities and requirements for the showcase recreation campus including identification of any concerns or issues at each stage in the project;
- Championing the concept of a showcase recreation campus and the Planning and Feasibility Project with their organization, group's impacted by this strategy in their normal sphere of operations and with the public.
- Engaging in shared decision making on campus development and implementation strategy options in accordance with the principles and requirements set out in this charter;
- Acceptance of all Consultant Project Team deliverables;
- Coordinating acceptance of interim and final Planning and Feasibility project deliverables within their organization's formal governance structure;
- Aligning their organization's capital and fiscal planning process with the recommendations of the Planning and Feasibility Project once their organization has completed its formal acceptance

- process; and,
- Undertaking specific responsibilities for their organization as set out in this section.

3.4.1 City of Winnipeg Planning, Property & Development Department

The responsibilities of the Planning, Property & Development Department as Project Sponsor are:

- Overall responsibility for the project within the City of Winnipeg as a planning and development initiative requiring coordination within the City and between the City and Participating Stakeholders;
- Ensuring alignment between the Planning & Feasibility Project with parallel activities to complete the Neighbourhood Structure Plan for Waverley West Area B including but not limited to:
 - Establishing and priorities with input from the Steering Committee;
 - Aligning site formation and assembly activities;
 - Establishing common principles for site and neighbourhood planning;
 - Coordinating the public consultation program for the two projects with input from Steering Committee and Consulting team;
 - Aligning site servicing and infrastructure requirements;
 - Maintaining priority on the site of the recreation campus;
 - Ensuring that there is an appropriate method for funding support for the recreation campus incorporated into the development agreement for Area B; and,
 - Defining opportunities to establish interim servicing standards and approaches for to proceed with servicing on an expedited basis for all Participating Stakeholders as necessary;
- Coordinating input and participation of all City of Winnipeg departments with support from the Program Manager;
- Resolving major issues, problems and policy conflicts within the City of Winnipeg and between Participating Stakeholders;
- Authorizes use of resources, expenditures against the established budget and approves major deliverables with input from the Steering Committee; and,
- Provides status reporting and updates on the Planning and Feasibility Project to the CAO or designate with support from the Program Manager including the preparation of the final report and recommendations at the completion of the Project.

The responsibilities of the Planning, Property & Development Department as Co-Chair are:

- Establish a regular schedule of Steering Committee meetings in order to advance the overall project to completion with the frequency of these meetings to be no shorter than every 6 weeks;
- Convene special meetings on a request basis with appropriate notice to all participants;
- Manage the implementation of the process and principles set out in this Charter;
- Ensuring that the interests of all Participating Stakeholders are included in all project decisions and outcomes; and,
- Maintaining the progress of the Planning and Feasibility Project with support from the Program Manager.

3.4.2 City of Winnipeg Community Services Department

In addition to the responsibilities for all Steering Committee members set out in this section, the Community Services Department is responsible to:

- Define service level expectations, service targets and requirements for recreation services and infrastructure within established and future City of Winnipeg policies;
- Coordinate project requirements with an initiative to establish a new Recreation Facilities Master Plan for the City of Winnipeg and other plans as identified in this charter;
- Identify opportunities to align existing infrastructure as well as program and funding support in

- support of Project; and,
- Deliver of specific programming or infrastructure programs defined for the City of Winnipeg as part of the project including the preparation of associated reports and funding requests.

3.4.3 South Winnipeg Action Team (SWAT)

In addition to the responsibilities for all Steering Committee members set out in this section, the SWAT is responsible to:

- Defining current and future service level expectations, service targets and requirements for recreation services and infrastructure at the community level;
- Coordinating input and priorities of all formal stakeholder entities in South Winnipeg with an interest in the showcase recreation campus and/or recreation infrastructure or program delivery;
- Championing the overall vision and strategy for a showcase campus with targeted investments at the community level to the broader community including but not limited to:
 - Making decisions between competing priorities on behalf of the broader community;
 - Ensuring participation and representation of all groups in the community;
 - Undertaking a regular program to provide updates and communication on the Planning and Feasibility Project; and,
 - Supporting final project recommendations and outcomes with the broader community;
- Identifying opportunities to align existing infrastructure as well as program and funding support in support of Project;
- Promoting overall need, project requirements and investment with different levels of government; and,
- Delivery of specific programming or infrastructure programs defined for SWAT as part of the project including the preparation of associated reports and funding requests.

The responsibilities of the SWAT as Co-Chair are:

- Establish a regular schedule of Steering Committee meetings in order to advance the overall project to completion with the frequency of these meetings to be no shorter than every 6 weeks;
- Convene special meetings on a request basis with appropriate notice to all participants;
- Manage the implementation of the process and principles set out in this Charter;
- Ensuring that the interests of all Participating Stakeholders are included in all project decisions and outcomes; and,
- Maintaining the progress of the Planning and Feasibility Project with support from the Program Manager.

3.4.4 Pembina Trails School Division

In addition to the responsibilities for all Steering Committee members set out in this section, the Community Services Division is responsible to:

- Defining service level expectations, service targets and requirements for the school portion of the campus program in accordance with established policies and regulations;
- Coordinating requirements and planning activities with the Public Schools Finance Board or other bodies with a specific authority for the school development program;
- Identifying opportunities to align the school portion of the campus program as well as program and funding support in support of Project as appropriate; and,
- Delivery of specific programming or infrastructure programs defined for Pembina Trails School Division as part of the project including the preparation of associated reports and funding requests.

All Participating Stakeholders acknowledge and understand that the ultimate authority for the final school building, site plan, operational program and property holdings rests with the Province of Manitoba.

3.4.5 YMCA-YWCA of Winnipeg

In addition to the responsibilities for all Steering Committee members set out in this section, the YMCA-YWCA of Winnipeg is responsible for:

- Defining service level expectations, service targets and requirements for its participation in the campus program in accordance with the MOU with the City of Winnipeg and its established business plan;
- Identifying opportunities to align the YM/YWCA of the campus program as well as program and funding support in support of Project as appropriate;
- Defining the capacity and commitment of the YMCA-YWCA of Winnipeg to support recreation infrastructure and program delivery as part of the campus implementation plan on a timely basis; and,
- Delivery of specific programming or infrastructure programs defined for the YMCA-YWCA of Winnipeg as part of the project including the preparation of associated reports and funding requests.

3.4.6 Program Manager

The Program Manager is responsible for the overall Planning and Feasibility Project including but not limited to:

- Managing project direction from the Steering Committee to ensure expectations are fulfilled;
- Managing day-to-day delivery of the Project including alignment of Participant requirements and priorities as well as progress of the Consultant Project Team;
- Co-ordinates scheduling for required workshops and meetings;
- Schedules regular meetings to review and approve project status;
- Ensures timely issue resolution and appropriate issue escalation;
- Developing appropriate internal and external communication for Project;
- Support the Steering Committee in managing vendor services as the Contract Administrator for the City with support from Legal Services and Materials Management as required; and,
- Delivering the Project with quality outcomes, on time and on budget.

3.4.7 Consultant Project Team

The Consultant Project Team is responsible for conducting the Planning and Feasibility Project with supervision from the Program Manager including but not limited to:

- Maintaining a work plan and schedule
- Gathering requirements from all Participating Stakeholders and from other sources as necessary for a program with similar scope and complexity;
- Ensuring that all campus development options meet established industry practices or legislated or regulatory requirements as applicable;
- Undertaking the minimum process requirements as set out in this Charter; and,
- Completing all required deliverables in accordance with the work plan and budget.

The Participating Stakeholders anticipate a requirement for a Project Team with the following skills and experience:

- Multi-disciplinary project team with proven experience in recreation planning, architecture, urban design, transportation planning as well as business and operational planning for shared use recreation campus projects
- Strong stakeholder engagement and public consultation capabilities

- Specialized expertise is desirable in a number of areas including but not limited to:
 - Recreation market and services analysis;
 - Aquatic facility planning; ;
 - School facility planning;
 - Capital planning and investment analysis for public sector and/or non-profit projects;
 - Shared or common use infrastructure evaluation, design and operation;
 - Recreation service business and delivery planning in the public sector; and,
 - Transportation management planning including shared parking facility and park and ride feasibility assessment.

3.4.8 General Council of Winnipeg Community Centres

The General Council of Winnipeg Community Centres will participate as a resource to the Steering Committee.

They will be responsible to provide input on current and future public sector recreation services delivery in Winnipeg as well as experience from similar projects throughout the City.

3.4.9 Area B Developer/Manitoba Housing Renewal Corporation

The Area B Developer/MHRC will participate as a resource to the Steering Committee if this coordination is required.

The Area B Developer/MHRC will be responsible to provide input on the planning process for Area B with a particular emphasis on issues related to the campus site, land assembly, shared servicing requirements and requirements to align the public consultation process for the two projects.

A joint determination will be made with the Steering Committee and Area B Developer/MHRC about the scope and scale of the Area B Developer's participation in this program.

4 Project management

This section sets out the budget and target schedule for the Planning and Feasibility Project together with key delivery related assumptions. It incorporates provisions to guide project communication beyond the Participating Stakeholders and confidentiality.

4.1 Budget

This section is intended to set out the investments by each of the Participating Stakeholders in the Planning and Feasibility Project.

The City of Winnipeg has established a maximum budget for the Planning and Feasibility Project of \$200,000. This amount is inclusive of all fees, expenses and taxes. This investment will be aligned with a parallel investment of \$150,000 in a project to complete the Neighbourhood Area Structure Plan for Waverley West Area "B".

The City of Winnipeg will make an additional investment for services described as follows:

Winnipeg Transit	\$50,000	Traffic study, Park and Ride Assessment, Transportation Master Plan
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Participating Stakeholder organizations will make additional investments for the services described as follows:

SWAT	\$25,000	Reuse options for existing infrastructure
YMCA-YWCA of Winnipeg	\$50,000	Market research, demand and user fees survey
Pembina Trails School Division	\$50,000	Demand projection, Implications of campus on school program

Where the contributions by the Participating Stakeholder organizations are not confirmed, the scope of work associated with that investment will be adjusted in the final work program.

Consideration will be given for any Stakeholder to make an in-kind investment to support its investment commitment with consent of the Steering Committee.

The Steering Committee will request the City of Winnipeg to publish the budget for this project or some equivalent method to provide guidelines to proponents on the relative budget for key deliverables as part of the overall project. The Steering Committee may make changes to the allocation of the budget between the Campus Planning and Feasibility Project and the Area B Structure Plan project to align services and expenditures with mutual agreement.

4.2 Schedule

The following dates are **targets only** and are subject to revision by Participating Stakeholders.

Activity	Tentative Date
Issue of RFP	November 10, 2016
Closing Date	December 2, 2016
Completion of Proposal Review and Evaluation	December 9, 2016
Proponent Presentations (if required))	December 12-13, 2016
Project Start Date	January 4, 2017
Project End Date	June 30, 2017*

4.3 Key assumptions

No additional assumptions have been identified except as set out in this Charter.

4.4 Communication

The Program Manager, along with the City's Office of Public Engagement, will be responsible for developing a formal communications plan for the Planning and Feasibility Project. The following principles guide development of a communications plan:

- Target audience – The stakeholder log lists people and groups to be included in the communications plan and receive information.
- Purpose or objective – The underlying reason for any communication should be clearly understood. Purposes include complying with reporting requirements, asking for special permission, and conveying new information.
- Messages – Messages must be consistent with their purpose and compatible with their audience.
- Timing – The timeframe and frequency of communications should be identified.
- Delivery methods – The delivery methods to be used should be specified. Delivery methods include in person meetings, conference calls, video conferencing, online meetings, emails, and hard-copy reports.
- Responsibility – The person responsible for communicating each type of information should be identified.
- Feedback mechanism – The need for feedback and any requirements for the feedback such as what is expected and the timeframes should be identified.

Participating Stakeholders recognize and accept the requirement to ensure that all communication is consistent with the approved communication plan.

Any media requests will be referred to the Steering Committee to determine the individual or organization in the best position to respond.

All stakeholders understand and agree to support required timeframes for media inquiries or other communication on the project as needed to meet the needs of the Steering Committee or Participating Stakeholder Organizations.

All formal project communications will be approved by the Steering Committee and/or all Participating Stakeholder organizations prior to any release or distribution to the public or media.

Any formal announcements or commitments related to the outcome of the Planning and Feasibility Project require the authorization of all Participating Stakeholder organizations in writing.

4.5 Confidentiality

Participating Stakeholders will use their best efforts to maintain the confidentiality of sensitive information throughout the Planning and Feasibility Project until such time as decision to release that information has been approved by the Steering Committee.

Sensitive information in this context refers to:

- Proprietary information shared by any participating stakeholder to facilitate the completion of the project;
- Information about the scope, costs and feasibility of the project not authorized for communication by the Steering Committee;
- Information about the decision making process of individual Participating Stakeholders related to

their participation or support for the project beyond the completion of the Planning and Feasibility Project;

- Details of planning discussions including information related to unresolved disputes or disagreements of Participating Stakeholders as a result of their participation in the Planning and Feasibility Project; and,
- Any other information related to the Planning and Feasibility Project that would negatively impact the successful completion of the project or one or more Participating Stakeholders if it was shared out of context without the consent of the Steering Committee.

This does not apply to information that:

- Has become part of the public record/domain as part of any approved Planning and Feasibility Project activities;
- Is information that is in the sole and exclusive jurisdiction of a Participating Stakeholder who has the lawful right and authority to disclose this information;
- Is created or developed as new information as a result of the Planning and Feasibility Project activities; and,
- Information that has been authorized in writing for release by the Steering Committee or individual Participating Stakeholders as appropriate.

5 Stakeholder acknowledgement and agreement

The undersigned hereby confirm their organization's understanding and agreement with the provisions of this charter for the South Winnipeg Recreation Campus Planning and Feasibility Project.

Name:		Signature:	
Org:	South Winnipeg Action Team		
Role:	Co-Chair/Community representative	Date:	
Name:		Signature:	
Org:	City of Winnipeg Planning & Property Development		
Role:	Co-Chair/Sponsor	Date:	
Name:		Signature:	
Org:	City of Winnipeg Community Services Division		
Role:	Steering Committee	Date:	
Name:		Signature:	
Org:	Pembina Trails School Division		
Role:	Steering Committee	Date:	
Name:		Signature:	
Org:	YMCA-YWCA of Winnipeg		
Role:	Steering Committee	Date:	