

**PROGRAM ACTIONS, PROGRESS, EARLY RESULTS AND NEXT STEPS (PER MOTION #)**

The Motion arising from Report PFC2019-1330 included seven directives for Administration (please see Attachment 1: Previous Council Direction). The table below is organized by numbered directive. Through Program delivery, Motion directives 5 and 6 have been combined.

MOTION #	ACTIONS	PROGRESS AND EARLY RESULTS	NEXT STEPS
1 In progress	<b><u>Maintain funding for both facilities</u></b> Funding was maintained for each facility for two years, starting January 1, 2020.	To limit the spread of COVID-19, and per Alberta Health Services direction, all recreation facilities closed in March 2020. The Beltline and Inglewood Pools remain closed.	Facility re-opening is guided by the evolving factors of safety, customer demand, financial feasibility, and community need. No facilities beyond the six currently open are identified for re-opening.
2 Delayed by COVID	<b><u>Redesign programs, increase marketing and pricing, and reduce hours</u></b> Analysis of booking prices, operating hours, and programming changes initiated. Facility-specific marketing plans initiated. Business modeling and financial analysis initiated.	The Beltline and Inglewood Pools closed in mid-March 2020. Changes to hours, pricing, and programming intended to drive attendance and revenue were paused. Community members have been unable to respond to Council's direction to "use them or lose them."	Marketing plans and strategies specific to the Beltline and Inglewood Pools are in development and are dependent on current COVID-19, market and budgetary conditions.
3 In progress	<b><u>Provide recommendations on city-wide recreation infrastructure needs</u></b> A consulting team was retained to conduct a comprehensive Pools Study. This Study builds on the foundations of the 2016 Facility Development and Enhancement Study (FDES).  The Pools Study is being executed in three phases: (1) current state, (2) gaps and overlaps analysis, and (3) recommendations. This Study will deliver a comprehensive analysis of pools service delivery, programming, and infrastructure for all publicly funded indoor and outdoor pools operated by The City and by	Publicly accessible facilities located within the catchment areas of the Beltline and Inglewood Pools provide <i>fundamental aquatics recreation amenities</i> (lane swimming, lessons and drop-in classes). The proximity of these facilities mean there would be no gap in <i>fundamental aquatics recreation</i> in the catchment area if the Beltline and Inglewood Pools were closed. None of the four existing pools in the catchment area provide <i>specialized aquatics amenities</i> (water slides, zero entry pools, wave pools and lazy rivers). The Beltline and Inglewood pools are limited by age, building footprint and site size to accommodate either <i>specialized aquatics recreation amenities</i> or other	The Pools Study gaps and overlaps analysis phase begins in Q1 2021. Strategic thinking workshops are planned between Administration and partner operators in early 2021.  The Pools Study's findings and recommendations will be incorporated into the Beltline and Inglewood Pools Program recommendations report. This report will be delivered to Council by Q2, 2021.  Pools Study findings will be incorporated into the updated FDES. The updated FDES is anticipated to be completed by the end of the current budget cycle. The FDES update is intended to expand the

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	partners. The Pools Study current state phase will be complete in Q1 2021.	modern leisure experiences. These limitations preclude the facilities from being improved and/or expanded.	scope of the previous work undertaken to include partner facilities and to incorporate findings from arenas and athletic parks research studies currently underway.
4  In progress	<p><b><u>Prepare procurement tools for a shift to a partner operated model</u></b></p> <p>Administration developed a Request for Information (RFI) to gauge third-party interest and options to provide social and recreational services at either one or both pools.</p> <p>The RFI was managed through The City's Supply Management processes to ensure transparency and a fair process for interested organizations. The RFI included attachments detailing operational and physical information about the Beltline and Inglewood Pools to provide interested parties with a common knowledge base.</p> <p>The RFI was placed on The City's MERX system between August 6 and September 16, 2020, a total of 42 days.</p>	<p>The RFI was downloaded 14 times by organizations including:</p> <ul style="list-style-type: none"> <li>• Social and recreational facility operators or hub organizations.</li> <li>• Recreational consulting organizations.</li> <li>• Business consultants.</li> <li>• Construction and engineering companies.</li> </ul> <p>RFI results identify:</p> <ul style="list-style-type: none"> <li>• There is insufficient response to warrant moving to RFP at this time.</li> <li>• No innovative social and recreational uses were proposed.</li> </ul>	<p>At this time Administration will not prepare a Request for Proposal (RFP). Once decisions have been made on the long-term future of the pools, Administration will pursue an RFP or other procurement tool as appropriate.</p> <p>The RFI results will be incorporated into the Beltline and Inglewood Pools Program recommendations report. This report will be delivered to Council by Q2, 2021.</p>
5 / 6  In progress	<p><b><u>Identify sustainable service alternatives and targeted investments, and engage community stakeholders</u></b></p> <p>Alternatives and investments are being identified through:</p> <ul style="list-style-type: none"> <li>• Engagement and <i>design research</i> (techniques used to understand complex human behaviours and translate those behaviours into actionable insights) on the social and</li> </ul>	<p>Engagement and <i>design research</i> conducted with:</p> <ul style="list-style-type: none"> <li>• 830 citizens.</li> <li>• 19 social or recreational service providers.</li> <li>• 5 community associations.</li> <li>• 4 municipalities.</li> <li>• 3 Business Improvement Areas.</li> </ul>	<p>Administration will proceed with a multi-phased Design Thinking Cycle (design research is embedded in the first phase of this cycle). Key insights, project frames, and design principles developed during the Design Thinking Cycle's Discover Phase will be used to generate ideas and create prototypes of possible solutions.</p>

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	recreational needs of Calgarians who live, work, and play in Beltline, Inglewood and Ramsay (including a high percentage of pool users). <ul style="list-style-type: none"> <li>• Conversation with community leaders, leaders of partner operators, and facility operators in comparable municipalities.</li> <li>• Communication with the owner of the brewery lands surrounding the Inglewood Pool</li> </ul>	Attachment 3 summarizes the Design Thinking Cycle and the data collected on social and recreational needs	The lessons Administration learns through prototypes and testing will be incorporated into the Beltline and Inglewood Pools Program recommendations report. This report will be delivered to Council by Q2, 2021.
7 <div>Done</div>	<b><u>Develop targets for long term operating and capital support</u></b> Operating and capital targets were submitted in a Briefing to the Standing Policy Committee on Community and Protective Services on March 11, 2020.	The Beltline and Inglewood Pools were closed in mid-March 2020. No 2020 operating data is available to assess against the submitted operating and capital targets.	While operating and capital targets were completed, assessment of the pools against these targets is currently on hold. All recreation facilities have had capacity and operating impacts as a result of COVID-19 restrictions.