

15. Facilities

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Facilities Planning Process (Capital Projects)

(Source: Adapted from the Government of the Northwest Territories Municipal and Community Affairs “The Capital Planning Process”)

The facilities or capital projects planning process begins with two primary questions “What do we want to do?”, and “What do we need and why do we need it?”. These questions are part of the planning process as described in sections 8. Effective Programming – Finding Balance and 9. Planning – Implementation – Evaluation. Through the planning process “People, Programs, Facilities” (what do the people want to do – the programs – and then what facilities are needed to do it), the facilities needs are identified. The process then leads to related questions:

- How long will our equipment and facilities last?
- What upgrades will be needed and when will they be needed?
- Where will we find the money?
- Which need is most important to the community and why is it important?
- How can we best schedule specific projects?

The challenge that community governments face is how to prioritize needs, because all needs cannot be met with available resources. Consequently, some way must be found to determine which needs are more important or essential than others – all part of the planning process. In addition, the consequences of selecting a project must be assessed. Every project will have operations and maintenance costs, may have tax implications and consequences for other infrastructure. Deciding which projects to undertake requires an assessment of these consequences so that options can be compared. The planning process makes it possible to evaluate needs by ranking them in priority order after all relevant information has been gathered.

The capital planning process typically has these important steps:

1. Identify community needs
2. Identify community facility/capital assets
3. Evaluate useful life of existing infrastructure
4. Determine minimum community requirements
5. Ensure compatibility with planned projects and existing infrastructure
6. Develop capital cost estimates including operation and maintenance values (net of inflation)
7. Prepare preliminary first cut facility/capital plans (1 year, 5 years)
8. Determine the impact of proposed program requirements on existing infrastructure
9. Identify funding sources
10. Prioritize projects
11. Approve plan tentatively
12. Review and monitor plan and revise and update as needed

The planning process described above should be thought of as a cycle with steps for each phase of the process. By following these steps, capital planning allows community governments to provide the infrastructure that is needed for current and future levels of service.

Facility and Equipment Review

(Source: Manitoba Recreation Director's Handbook)

Review your facilities and emergency equipment to determine their limitations. Imagine emergencies and begin to imagine appropriate responses. Look for the equipment, accessibility and communication tools that should be in place to support those responses.

Review Equipment

Depending on your facility, your emergency equipment may include:

- Exit signs
- Emergency lighting
- Telephones
- Directions to users
- Backboard
- Fire extinguishers
- First aid kits
- Posted emergency numbers
- Aquatic lifesaving equipment
- Others appropriate to your facility

Ask yourself:

- Do the people who need the equipment know where it is?
- Can they get to it in good time? For example, if it is locked in a cupboard, will the person who needs it also have the key on hand?
- Is it checked and maintained regularly? Do you keep a record of equipment checks, including date, the name of the person checking, and the condition of the equipment?
- Make a list of all your equipment, comments and concerns.

Review Accessibility

Consider the following – record observations and concerns:

- Large numbers of people may have to get out in a hurry. What is the most efficient way to leave each area?
- Emergency response teams (police, fire, ambulance) may have to get in quickly. What is the best entrance for them to use in given situations? Can they get in after hours?
- Are there any specific situations that could hinder an emergency response? Such situations could include:
 - Construction and facility renovations
 - Seasonal conditions (snow piles, etc.)
 - Access problems (chained doors, etc.)
 - Remoteness
- What would be the most out-of-the way area for an incident or accident? How would you handle it? Are there other areas like this?

Review Communications

Review the effectiveness of your current communications. For each potential emergency ask yourself:

- How do we call for help? Do the staff members all know where to find a phone, who to call, the appropriate number to call and the appropriate information to give?
- How do our users call for help? Do they know where, who and what?
- How do we instruct the people in our buildings what to do in an emergency? Is there a PA system? Will it work in a power failure? Are there signs posted showing emergency exits?

Make Recommendations and Improvements

Based on your answers to these questions, develop recommended improvements for your facility and important points for developing your Emergency Action Plan.

Preventive Maintenance

A preventative maintenance plan is a systematic way of inspecting and maintaining your facilities to prevent further maintenance problems. Each facility should have its own preventative maintenance plan. A facility maintenance logbook is essential in organizing all the details of your facilities and equipment. The maintenance logbook will ultimately:

- Reduce equipment failure through regular and systematic inspections
- Eliminate building and grounds deterioration by constant care and attention
- Improve equipment records by employing an ordered approach to record keeping
- Increase rate of efficiency of all equipment due to optimum running conditions
- Built structures and large equipment will require fewer major repairs
- Energy savings will increase because of better maintenance to equipment
- Provide greater versatility of management and maintenance staff
- Develop smoother running facilities
- Make jobs easier for the facility manager and staff.

Inventory

The first step in developing a preventive maintenance plan involves compiling an inventory of all the buildings, grounds, furnishings and programs and related equipment. The following describes the information that should be collected and documented in your log book.

Building and Grounds

A facility maintenance log book should contain information on all aspects of the facility which relate to the building structure and the surrounding areas. Building information should include:

- Site drawings
- Building plans
- Construction specifications
- Space inventory (room size)
- Room finish and interior color schedule
- Exterior color schedule
- Key control system – list of key holders and key schedule

Building equipment information should include inventory sheets of the following systems:

- mechanical equipment – heating system, refrigeration, ventilation, air conditioning, plumbing and miscellaneous systems
- electrical equipment – power supply, heating system, refrigeration, ventilation, air conditioning, lighting, and miscellaneous
- color code for utilities

Grounds information should include:

- District location plan
- Town plan
- Space inventory of grounds

Grounds equipment information should include:

- Fencing
- Lighting
- Parking fixtures
- Signage
- Mowing equipment
- Miscellaneous equipment

Furnishing and Program Equipment

Furnishings are any pieces of equipment necessary for working, comfort and convenience.

Information that should be included:

Furnishings:

- Office desks and chairs
- File cabinets
- Tables
- Waste baskets
- Shelving
- Sofas
- Beverage dispensers
- Food dispensers
- Coat racks/hangers
- Hand towel dispensers/dryers
- Mirrors
- Soap dispensers
- Floor mats

Program equipment:

- Program equipment inventory
- Purchase order records

Organized Maintenance

Setting Goals and Objectives

It is important to determine a specific of maintenance goals. Decide what you wish to accomplish through your plan and how you will go about it.

Maintenance Personnel

To implement a plan successfully, all maintenance staff need to be aware of the plan and how it works.

Maintenance Budget

The facility manager or recreation director, with approval of your council, is responsible for a maintenance budget. Cost surveys, periodic reviews and assessments of maintenance expenditures need to be done. They allow you to correct overruns and annually readjust your annual budget to more realistically reflect the needs of the facility.

Maintenance Equipment and Supplies

All equipment and items required to carry out the maintenance in a facility should be identified and recorded. They might include: detergents, solvents, floor wax, polisher pads, lubricants, belts, filters, gaskets, etc.

Contracting Out

Contracting is necessary when the required expertise or equipment is not available in-house. Be sure the contracts are clear about what is expected, when, where and costs. For example, your community hall needs plumbing repairs and upgrades. You may have to get a qualified plumber from outside the community to perform these repairs. Clarify in writing exactly the duties to be performed, cost of materials, helpers, tools, method of payment and job-quality guarantee.

Inventory of Maintenance Functions

All staff should be aware of the various maintenance functions and what they consist of.

- Custodial – dusting, mopping, sweeping, spot cleaning walls, stripping and waxing, windows and glass, scrubbing, buffing, rug cleaning, emptying trash, polishing
- Repairs/Replacements – replacing light bulbs, changing belts, repairing pumps Servicing – lubricating moving parts, changing fluids, cleaning special equipment
- Monitoring – a specific and detailed planned inspection of all parts of the facility
- Establishing Standards – standards should be set to govern the completion of each task; they should be accurate and achievable.

Maintenance

Develop a maintenance schedule. It should include routine and preventive maintenance. To properly schedule the maintenance – coordinate information from the previous sections.

Develop a master schedule that outlines all maintenance required for buildings, grounds, furnishings and programs.

With all of the steps in this Facility Section done and committed to, your facilities should play a positive role in the delivery of successful recreation in your community.

General Safety Checklist

(Source: Manitoba Recreation Director's Handbook)

Date of Inspection: _____

Name of Facility: _____

Date of Last Inspection: _____

Completed By (Print Name): _____

	OK	Deficiency	Recommendations
Grounds and Building Entrances			
Grounds are free of unusual hazards such as holes, protrusions and other obstacles.	_____	_____	_____
Trees are free of loose or broken branches or protruding roots.	_____	_____	_____
Fences are structurally sound and free of holes.	_____	_____	_____
Sidewalks, entrances, steps and lawns are properly maintained.	_____	_____	_____
Walkways and paved areas are free of cracks and loose pavement.	_____	_____	_____
All doors and windows are in working condition.	_____	_____	_____
Outside lighting is sufficient and functioning around pedestrian traffic and parking areas.	_____	_____	_____
Building and Structures			
Ceilings are free of cracks.	_____	_____	_____
Rest rooms are free of water hazards.	_____	_____	_____
Lighting in stairways and work areas is adequate.	_____	_____	_____
Floors are free of holes, splinters, protruding nails, slippery areas and loose boards.	_____	_____	_____
All openings in floors are covered	_____	_____	_____
Aisles and passageways have adequate width and are unobstructed.	_____	_____	_____
Fire Safety			
All emergency exits are properly marked.	_____	_____	_____
Each building and department has an evacuation and emergency preparedness plan posted and staff are familiar with evacuation plans.	_____	_____	_____

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Evacuation plans are prominently displayed for the public. _____

Employees are trained in fire fighting. _____

Fire extinguishers and other fire fighting equipment is checked regularly. _____

Sprinkler system is in good working condition and checked regularly. _____

Fire alarms and smoke detectors are checked regularly. _____

Machinery, Tools, Equipment

All machinery and equipment is maintained properly. _____

Belts, gears, chains, clutches and shafting are properly guarded. _____

Effective point-of-operation guards in place. _____

Tampering or unauthorized use of any machinery and equipment is prohibited. _____

Electrical tools, switch boxes and fixtures are properly grounded. _____

Wiring, fixtures, connections, and extension or portable cords are safely insulated and installed properly. _____

Extension cords are free of frays, breaks and potential tripping hazards. _____

All electrical wall outlets and switches are in working order. _____

First Aid

Employees are trained in first-aid procedures. _____

First-aid supplies are available and easily accessible at each work site. _____

First-aid supplies are checked and replaced periodically. _____

Emergency procedures and telephone numbers are posted. _____

Vandalism Report

(Source: Manitoba Recreation Director's Handbook)

Vandalism/Damage/Theft – track damage and losses. They are useful when budgeting and planning prevention programs.

Sample Vandalism/Damage/Theft

Item – Outside Swing Set

Date and Time – August 18, 2010 – during the night

Where Damage Occurred – Hardisty Playground (8th Street and 12th Avenue)

Description of Repairs – base of swing needs to be replaced

Cost Estimate – \$150.00

Comments – RCMP have been notified as witness saw a group of teenagers hanging around the playground around 11:30 pm

Equipment and Facility Records

(Source: adapted from Manitoba Recreation Director's Handbook)

Records are used to track equipment and create an inventory, conditions and maintenance.

Sample Equipment and Facility Records

Equipment Record: Create one of these for each type of equipment

Equipment Item: Volleyball Nets and Balls

Date: July 12, 2010

Quantity and Condition: 2 nets – both in reasonable condition 6 balls – all in good condition

Maintenance Required – none at this time

Comments: need policy about lending balls to youth group

Facility Record

Description of Facility: Community Hall (4,000 sq feet with separate section for meetings – stage, lighting, kitchen fully equipped, hardwood floors, two washrooms, 25 tables, 250 chairs, sound system – BOSE Electra purchased new in 2001, four microphones and speakers)

Location: Corner of Ash and 12 Street

Date Built: September 1995

Recent Renovations: New roof and siding 2010

Estimated Value of the Facility and Equipment: \$175,000

Insurance Company: First Holding Insurance – Saskatoon 306 885-2110 (agent - Alan Littleford)

Safety Features: wheelchair access west side of building – 2 fire extinguishers by front and back door – emergency lighting – sprinkle system – first aid kit in kitchen

Hours of Operation: Summer 9:00 am – 10:00 pm Winter – 4:00 pm – 10:00 pm

Special Events: Used for sports and recreation – weddings, family events, community meetings and AA meetings

Contract Person: Kevin Rudd – Caretaker phone: (306) 999-3310 (during the day) emergencies cell: (306) 222-3333

Keys: Call Kevin or the Recreation Director

Comments:

Had to repaint washroom wall Sept. 10/2009

Youth want to have longer hours of access – need to meet with Rec. Director to negotiate –

Basement flooded June 2010 – was cleaned up by volunteers and fire department – no charge

Need new lock for back door (will get quotes to Council by Sept. 2010) Note: Done

Sample Arena Policy (Canoe Lake)

(Source: Canoe Lake Minor Sports, Culture and Recreation)

Policy Title	Arena
Reason for policy	To provide consistent arena management
Date/Year Developed	May 14, 2010
Last Reviewed/Revised	

1. **Maintenance:**
Maintenance of the arena is the responsibility of public works. The Recreation Director will assist in ensuring the arena is properly maintained and safe. Arena rules are posted in the arena.

2. **Arena Staff:**
Arena staff will be hired, trained and supervised by Public Works with assistance from the Recreation Director. They will follow the job description/daily duties as provided.

3. **Arena Schedule:**
The Recreation Director will do the arena schedule on a weekly/monthly basis and post throughout the community.

4. **Rental & User Fees:**
 - a) Rental fees will be \$60.00 per hour.
 - b) There will be no rental or user fees for the list below; however, there will be a cleaning deposit of \$100.00 which must be paid 7 days in advance of the event. This deposit will be returned to the user group if the arena is in the same condition (cleaned) post event as pre event.
 - Graduations
 - Weddings
 - Anniversaries
 - Special Events
 - c) School Use – A written agreement will be made with the school annually which will include a \$10,000 fee per year for the use of the arena and canteen. The school will receive all profits from the canteen for the year as part of the agreement.

Sports and Recreation Risk Management

(Source: Saskatchewan Parks and Recreation Association)

Bodily injuries are common in sports and recreation areas.

Legal Liability

Common sources of legal action involving sports and recreation include:

- **Occupiers' Liability** - Occupiers are people that own the premises, have possession of it or have responsibility and control over it. They must keep the premises reasonably safe to prevent injury. For example, if a person is injured while using faulty equipment, the "occupier" may be held responsible.
- **Vicarious Liability** - An organization is liable for the negligent actions of its employees and/or volunteers. Therefore, if the organization assigns a supervisor to look after people using sports or recreational equipment, and the supervisor's negligence results in someone getting hurt, the organization may be held responsible.

Key Point

Sports and recreation programs can be the source of many liabilities due to the nature of risk involved in physical activities.

Risk Management

There are many actions that can be taken to prevent or decrease the seriousness of injuries.

1. Ensure the design of the sports and recreational facility is appropriate for the people who use the equipment.
2. Ensure equipment meets the standards set by the Canadian Standards Association (see Additional Resources).
3. Determine an appropriate supervisor-to-user ratio. The appropriate ratio will depend on the type of activity, the equipment being used, the age of the participants, etc.
4. Screen patrons for health limitations that may make it unsafe for them to participate in your program.
5. Use signs to warn patrons of hazards. Signs should use symbols and French and English text where possible.
6. Implement a screening and hiring policy to ensure that you employ only qualified people. Refer to "Volunteer Screening, Selection and Hiring."
7. Ensure that volunteers and staff have adequate training in first-aid, coaching, organization policies and procedures, and any other training that is appropriate.

Key Point

Ensure that volunteers and staff have adequate training.

8. Adhere to national, provincial or governing body regulations concerning the conduct of operations.
9. Ensure the facilities and equipment are regularly inspected for damage and repaired or replaced as necessary. There are professional consultants that you can hire to periodically inspect equipment.
 - a. Develop an inspection schedule. For example, employees or volunteers may perform daily inspections and a qualified inspector may perform more formal monthly inspections. The frequency of inspections and the level of expertise required will vary across facilities.
 - b. Design a sports and recreation inspection form (sample below) that reflects the existing equipment and layout.
 - c. Train inspectors and/or employees/volunteers in standards.
 - d. Provide appropriate inspection and maintenance tools to employees/volunteers who are responsible for maintenance. For example, ensure that someone who inspects your sports fields has your organization's Sports Fields Daily Inspection Form.
 - e. Develop procedures for documentation and filing. Keep records of the dates of inspections, who conducted each inspection, the findings, and the maintenance done.
 - f. Develop follow-up plans (i.e., inspection of completed repairs, continuous training/review of employees, etc.).
10. During inspection and maintenance, ensure that:
 - handrails, barriers and railings are sturdy enough to prevent falls;
 - broken glass, garbage, sharp edges, bolts and other hazards that may be present are removed;
 - paint is not cracking, peeling, or flaking;
 - damaged or defective equipment is repaired or removed;
 - landing areas are constantly maintained (landing areas are high- use areas that often have materials that erode);
 - equipment is checked for signs of wear and tear; and
 - first-aid kits, fire extinguishers and other safety equipment are in place and in good condition.
11. Encourage people using the sports and recreation facility to pre-inspect the grounds for obvious hazards.
12. Ensure users are wearing appropriate clothing and equipment.
13. Post signs indicating the hours of operation, operating procedures, where problems or concerns should be directed and any other relevant information.

14. Use waivers or informed consent forms. These are legal forms intended to protect your organization from liabilities either by requiring people to waive their rights to sue or by clearly informing them of the hazards and having them accept them willingly. Always consult a lawyer to develop legal forms.
15. Develop emergency and accident-response procedures and implement them as written policy. Provide all staff and volunteers with copies of and training in these procedures. Conduct drills to test these procedures.
16. Use a sign-in log (if waivers or consent forms cannot be used). At the top of the log include information about potential hazards to which users may be exposed. A sign-in log can also help you keep track of the:
 - time and date the users enter and exit;
 - names of users; and
 - emergency contact names and phone numbers.

Claims Handling

1. Assist the injured person in finding medical treatment. For example, call an ambulance if necessary.
2. Where applicable, immediately remove or repair the hazard that may have caused or contributed to the incident. If the hazard cannot be removed or repaired immediately, either ensure the area is safe for others or make it inaccessible before you leave.
3. Record names and contact information of any witnesses. Obtain and record detailed descriptions of the incident from the victim and witnesses.
4. Refer any discussions with the claimant to your insurer. It is wise to tell employees and/or volunteers that they should not discuss liability with potential claimants and that they should NEVER ADMIT LIABILITY!!!
5. Take pictures of the area where the incident occurred.
6. Complete an incident report. Documenting the incident may help to establish a defense for a claim presented at a later date, help analyze the cause of the incident and help recommend risk management improvements to prevent similar incidents in the future.
7. Contact your insurance representative regarding all accidents and incidents that could potentially result in an injury claim.

8. Investigate potential causes and take steps to prevent and/or respond better to similar incidents in the future.

Additional Resources

Association of Workers' Compensation Boards of Canada
<http://www.awcbc.org/>

Canadian Standards Association
<http://www.csa.ca/Default.asp?language=English>

McGregor, Ian. (2000). *SportRisk: The Ultimate Risk Management Planning and Resource Manual*. San Rafael, CA: McGregor and Associates.

National Fitness Leadership Advisory Committee. (1990-1991). *Legal Liability: Considerations for the Fitness Leader*. Ottawa: National Fitness Leadership Advisory Committee.

Peterson, J. (2003). *Risk Management Park, Recreation and Leisure Services*. Champaign, IL.: Sagamore Publishing.

Toolbox - 15. Facilities

Sample Aquatic Facility Inspection Form

Name of Facility _____

Address _____

Date of Inspection _____

Date of Last Inspection _____

Surveyed by _____

Recommendation sent to _____

Response required by _____

General			
Floors have non-slip surfaces and are free of accumulated waste			
Showers are free from soap build-up			
Change areas/washrooms are cleaned on a regular basis			
Floors are cleaned regularly with antibacterial agents			
Chlorine Room			
Room is equipped with gas-detection devices			
Room is sealed off from other areas (outside door only)			
Operators are trained to handle chlorine			
Air packs are available and in working condition			
Daily maintenance occurs on the chlorine and filtration system			
WHMIS sheets are present			
Pool Area			
Water depths are clearly marked at appropriate intervals			
Diving boards are safe			
Pool rules are clearly visible			
Ladders are in good repair			
Surfaces around pool are non-slip			
"No diving" signs are clearly posted			
Lights and electrical fixtures are designed for wet environment			
Lifeguards			

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Lifeguards are certified			
Lifeguards are trained to be proactive in avoiding incidents			
Rescue skills are rehearsed by simulating emergencies			
Lifeguard equipment is present/appropriate			
Hot Tub/Whirlpool			
Daily water tests are conducted/records maintained			
Proper instructions are posted			
Electrical installations are suitable for wet environment			
Temperature is monitored/posted			
Handrails and non-slip steps are present			
Waterslides			
Waterslides are inspected on a regular basis			

General Observations _____

Recommendations _____

Reviewed By
 Manager _____

Date _____

Employee _____

Date _____

