**Agenda - Executive Policy Committee - July 7, 2010**

## REPORTS

**Item No. 1 General Council of Winnipeg Community Centres - 2010 to 2012 Business Plan**
**eFile PR-2**

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

That Executive Policy Committee approve the 2010 -2012 General Council of Winnipeg Community Centres Business Plan.

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES RECOMMENDATION:

That Executive Policy Committee approve the 2010 -2012 General Council of Winnipeg Community Centres Business Plan.

# ADMINISTRATIVE REPORT

**ISSUE**: Proposed General Council of Winnipeg Community Centres 2010-2012 Business Plan

**Critical Path:** Executive Policy Committee - Council

## AUTHORIZATION

| Author | Department Head | CFO | CAO |
|---|---|---|---|
| R. Mulligan | C. Wightman | n/a | G. Laubenstein |

## RECOMMENDATIONS

1. That the General Council of Winnipeg Community Centres' 2010-2012 Business Plan be approved by the Executive Policy Committee.

## IMPLICATIONS OF THE RECOMMENDATIONS

The General Council of Winnipeg Community Centres' (GCWCC) 2010-2012 Business Plan reviews the history of the organization to provide context to the direction identified in the plan. It describes the initiatives and programs the organization has started or will be embarking on in the next three years and provides status reports on capital projects at community centres that have been initiated in the past few years.

Key initiatives requiring continued support and consultation between the City of Winnipeg and GCWCC include:

- **Plan 2025** - The purpose of Plan 2025 (2005-2025) is to develop a 20-year policy for the future direction of the community centre movement in the City of Winnipeg.

- **Recreation, Leisure and Libraries Facilities Policy (RLALF)** - The Recreation, Leisure and Libraries Facilities Policy identified a stronger leadership role for the GCWCC to strengthen and optimize the community centre model in the City of Winnipeg.

- **Infrastructure Development Process -** The development of a process that ensures due diligence and appropriate approvals are in place as related to the development of city-owned assets and applications for inter-govenmental funding programs.

- **Management Agreement** - On April 14th, 2008, GCWCC entered in to a Management Agreement with the City of Winnipeg. This agreement outlines the responsibilities of the GCWCC and the City of Winnipeg as relates to City of Winnipeg Community Centres. GCWCC continues to work in partnership with the City of Winnipeg's Community Services Department to facilitate the implementation of policies and operating procedures that assist community centres in their day-to-day operations.

- **Community Centre Boundary Review** – GCWCC will begin a review of all community centre boundaries in light of changes to facilities (closure, mergers, and expansions) and population growth.

The City of Winnipeg and GCWCC have a very strong partnership and are committed to working together to achieve the outcomes in the Business Plan.

## HISTORY

- The General Council of Winnipeg Community Centres (GCWCC) was established in 1971 to promote and encourage cooperation and communication among the community centres and City administration; to provide a central council for the exchange of ideas and consider solutions to common problems.

- The Universal Funding Formula (UFF) was adopted by Council in 1993 to address many discrepancies and inequities that existed as a result of Unicity. Today, all centres receive funding based on heated square footage, population base and number of outdoor rinks.

- Further to the adoption of the Recreation, Leisure and Libraries Facilities Policy in May of 2005, the roles and responsibilities of GCWCC were significantly increased. The Policy included an increase of $150,000 to GCWCC's annual operating grant. The annual increase of $150,000 to GCWCC is included within the 2010-2012 tax-supported budget and grant to GCWCC. GCWCC was requested to submit an annual 3-year business plan to support this increase.

- On April 14th, 2008, GCWCC entered in to a Management Agreement with the City of Winnipeg. This agreement outlines the responsibilities of the GCWCC and the City of Winnipeg as related to the City of Winnipeg Community Centres. GCWCC continues to work in partnership with the City of Winnipeg's Community Services Department to facilitate the implementation of policies and operating procedures that assist community centres in their day-to-day operations.

- The 2009-2011 GCWCC Business Plan was adopted by Council on April 29, 2009.
- On May 27, 2009 Council adopted Plan 2025, a 20-year policy for the future direction of the community centre movement in the City of Winnipeg.

## FINANCIAL IMPACT

### Financial Impact Statement — Date: March 4, 2010

**Project Name:** — **First Year of Program** 2010

General Council of Winnipeg Community Centres 2010-2012 Business Plan

| | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|
| **Capital** | | | | | |
| Capital Expenditures Required | $ - | $ - | $ - | $ - | $ - |
| Less: Existing Budgeted Costs | - | - | - | - | - |
| Additional Capital Budget Required | $ - | $ - | $ - | $ - | $ - |
| **Funding Sources:** | | | | | |
| Debt - Internal | $ - | $ - | $ - | $ - | $ - |
| Debt - External | - | - | - | - | - |
| Grants (Enter Description Here) | - | - | - | - | - |
| Reserves, Equity, Surplus | - | - | - | - | - |
| Other - Enter Description Here | - | - | - | - | - |
| Total Funding | $ - | $ - | $ - | $ - | $ - |
| Total Additional Capital Budget Required | $ - | | | | |
| Total Additional Debt Required | $ - | | | | |
| **Current Expenditures/Revenues** | | | | | |
| Direct Costs | $ - | $ - | $ - | $ - | $ - |
| Less: Incremental Revenue/Recovery | - | - | - | - | - |
| Net Cost/(Benefit) | $ - | $ - | $ - | $ - | $ - |
| Less: Existing Budget Amounts | - | - | - | - | - |
| Net Budget Adjustment Required | $ - | $ - | $ - | $ - | $ - |

**Additional Comments:**

**There are no financial implications associated with this report. The annual increase of $150,000 to GCWCC is included within the 2010-2012 tax-supported budget and grant to GCWCC.**

Cindy Fernandes, CMA
Manager, Finance & Administrative Services

## CONSULTATION

**In preparing this Report there was consultation with:**

- General Council of Winnipeg Community Centres

## SUBMITTED BY

Department: Community Services
Division: Community Development and Recreation Services
Prepared by: Roy Mulligan, Administrative Coordinator
Date: March 10, 2010

Attachment:

GCWCC Report

# ADMINISTRATIVE REPORT

**ISSUE: General Council of Winnipeg Community Centres 2010-2012 Business Plan**

**Critical Path: Executive Policy Committee**

## AUTHORIZATION

| Author | Department Head | CFO | CAO |
|---|---|---|---|
| General Council of Winnipeg Community Centres | | | |

## RECOMMENDATIONS

That Executive Policy Committee approve the 2010 -2012 General Council of Winnipeg Community Centres Business Plan.

## IMPLICATIONS OF THE RECOMMENDATIONS

The Recreation, Leisure and Library Facility Policy adopted by Council in May 2005, the General Council of Winnipeg Community Centres roles and responsibilities were significantly increased. As a result of these increased responsibilities GCWCC receives a yearly increase to their annual operating grant of $150,000.

## HISTORY

The RLLF Policy identified a stronger leadership role for the GCWCC directed further directed that that the City of Winnipeg and General Council enter into a more detailed Management Agreement. The Management Agreement identifies that GCWCC is responsible to provide to Council a annual 3 year Business Plan and annual audited financial statements within 120 days of GCWCC's fiscal year end of December 31st.

## FINANCIAL IMPACT

**Financial Impact Statement** **Date:** February 8, 2010

**Project Name:** **First Year of Program** **2006**

General Council of Winnipeg Community Centres

| | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|
| **Capital** | | | | | |
| Capital Expenditures Required | $ - | $ - | $ - | $ - | $ - |
| Less: Existing Budgeted Costs | - | - | - | - | - |
| Additional Capital Budget Required | $ - | $ - | $ - | $ - | $ - |
| | | | | | |
| **Funding Sources:** | | | | | |
| Debt - Internal | $ (150,000) | $ (150,000) | $ (150,000) | $ - | $ - |
| Debt - External | - | - | - | - | - |
| City of Winnipeg | 150,000 | 150,000 | 150,000 | - | - |
| Reserves, Equity, Surplus | - | - | - | - | - |
| Other - Enter Description Here | - | - | - | - | - |
| Total Funding | $ 150,000 | $ 150,000 | $ 150,000 | $ - | $ - |
| | | | | | |
| Total Additional Capital Budget Required | $ - | | | | |
| | | | | | |
| Total Additional Debt Required | $ (450,000) | | | | |
| | | | | | |
| **Current Expenditures/Revenues** | | | | | |
| Direct Costs | $ 150,000 | $ 150,000 | $ 150,000 | $ - | $ - |
| Less: Incremental Revenue/Recovery | - | - | - | - | - |
| Net Cost/(Benefit) | $ 150,000 | $ 150,000 | $ 150,000 | $ - | $ - |
| Less: Existing Budget Amounts | - | - | - | - | - |
| Net Budget Adjustment Required | $ 150,000 | $ 150,000 | $ 150,000 | $ - | $ - |

**Additional Comments:**

Marlene Amell
Executive Director, GCWCC

## CONSULTATION

**In preparing this Report there was consultation with:**

General Council of Winnipeg Community Centres Executive Committee

## SUBMITTED BY

General Council of Winnipeg Community Centres
Prepared by: Marlene Amell
Date: February 6, 2010
File No.

# GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES

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# 2010 – 2012
# BUSINESS PLAN

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Presented To:

Executive Policy Committee

February 2010

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# 1. Executive Summary

## 1.1 History:

The General Council of Winnipeg Community Centres (GCWCC) was established in 1971 to promote and encourage cooperation and communication among the community centres and city administration; to provide a central council for the exchange of ideas and consider solutions to common problems.

Prior to the formation of Unicity, each Municipal Parks and Recreation Department had its own model of how the community centres were maintained, funded and staffed. Services and programs that were being provided by the community centres were inconsistent with some centres offering a range of programs while others operated on a single, seasonal activity.

The Universal Funding Formula (UFF), which was adopted by Council in 1993, addressed many of these discrepancies and inequities. Today all centres receive funding based on heated square footage, population base and number of outdoor rinks.

Further to the adoption of the Recreation, Library and Leisure Study in May of 2005, the roles and responsibilities of GCWCC were significantly increased. These responsibilities are identified in the GCWCC/City of Winnipeg Management Agreement.

In the fall of 2007, GCWCC began the task of planning for the future direction of the City of Winnipeg Community Centres. The purpose of Plan 2025 (2005-2025) is to develop a 20 year policy for the future direction of the community centre movement in the City of Winnipeg.

As at July 1, 2008 further to the elimination of the City of Winnipeg Community Services Worker Project, GCWCC assumed responsibility for the program under the auspice of the Community Centre Janitorial Program. The program provides employment to unemployed and under employed persons at community centres.

Further to the approval of the City of Winnipeg/GCWCC Management Agreement in April 2008, the GCWCC entered into a Management Agreements with the individual Community Centres.

In April 2009, GCWCC presented all three phases of Plan 2025 to Executive Policy Committee. The plan was adopted by EPC and Council in May 2009.

## 1.2 Organizational Structure:

The Board of General Council is governed by an Executive Committee elected by the membership; a Representative Board made up of one Representative appointed by each of the five District Community Centre Boards; a maximum of 3 Members-at-Large appointed by the GCWCC Board; as well as three City of Winnipeg appointees that bring financial, asset management and legal expertise to the GCWCC Board. The Executive Director and Representative(s) from the City of Winnipeg, Community Development & Recreation Services Division are ex-officio members of the Board. GCWCC is accountable to its membership, funding bodies and its partners to ensure a transparent, accountable and open operation.

The Board of GCWCC is supported by three full time staff (Executive Director, Community Centre Facility Coordinator, and a Community Centre Program Coordinator) as well as two half-time Office Assistants. A full time community centre program coordinator position was added to the GCWCC staffing compliment in the summer of 2009 to assist the community centre volunteers in providing programs that best fit the needs of the communities and the residents they serve.

## 1.3 2007/2010 Strategic Plan

In the fall of 2006, the GCWCC embarked on a Strategic Planning process that would include the increased responsibilities as outlined in the RLALF Policy. This document would chart the direction of the organization to meet the challenges which community centres face today and into the future. The 2007/2010 Strategic Plan was subsequently adopted by the GCWCC Membership at the Annual General Meeting held on April 28, 2007. The Strategic Plan will ensure continued support to provide and improve upon these services in future years.

**GCWCC Vision Statement**

To lead and support Winnipeg's unique volunteer based community centre movement into a strong and vibrant future.

**GCWCC Mission Statement**

GCWCC provides leadership to volunteers to develop and sustain Community Centres; and to provide support to Community Centre volunteers in the provision of safe, affordable, accessible programs and facilities for citizens of Winnipeg.

## 1.4 Ongoing Responsibilities

The following are ongoing responsibilities of the GCWCC:

- To provide a central body where all District Community Centre Board Representatives and City of Winnipeg Representatives can meet monthly to discuss operational procedures, policy and programming issues
- To network and partner with other service providers
- To develop and publish leadership training manuals and reference information
- To provide ongoing leadership support to the community centre executives and volunteers
- To assist community centres with specific internal issues affecting the day-to-day operation of the centre and its volunteers
- To administer the four municipal grants that are available to the City of Winnipeg Community Centres (Athletic Field Sweat Equity, Janitorial Program, Programming, Program Registration Fee Subsidy)
- To work in partnership with the City of Winnipeg to facilitate and implement operating procedures that affect the day-to-day operation of the City of Winnipeg Community Centres.

## 1.5 Recreation Library and Leisure Facility Policy (RLLF)

The Recreation, Leisure and Library Facilities Policy (RLLF) adopted by Council in May 2005. The primary objectives of the policy were:

a) To provide the citizens of Winnipeg with more contemporary recreation, leisure and library facilities.
b) To move toward a more financially sustainable mix of recreation, leisure and library facilities.

In support of the principles in the A.C.T.I.V.E. Policy Framework, the policy included the following components.

1. To include a facility hierarchy that provides general guidance around the provision of facilities, including facility to population ratios.
2. Direction for existing facilities and for the introduction of new facility types.
3. A stronger leadership mandate for the General Council of Winnipeg Community Centres to optimize the Community Centre model in the City of Winnipeg.
4. A commitment to sustaining existing, programmable recreation and leisure square footage while encouraging a reconfiguration of facilities over time.

5. A commitment to consultation
6. A commitment to a "managed care level" of maintenance for new facilities, and where possible, for existing facilities.
7. A reinvestment strategy.

Further, the RLLF Policy identified that the following parameters form the basis for a more detailed Management Agreement between the City of Winnipeg and GCWCC.

1. Governance
2. Capital Investments
3. Operations
4. Programming

**Reporting Relationships:**

In keeping with its expanded roles and responsibilities as identified in the RLALF Policy, GCWCC is committed to consultation with its membership, Executive Policy Committee, and City of Winnipeg Administration. GCWCC will report to Council through the Executive Policy Committee

## 1.6 Management Agreement

On April 14th, 2008 GCWCC entered in to a Management Agreement with the City of Winnipeg. This agreement outlines the responsibilities of the GCWCC and the City of Winnipeg as related to the City of Winnipeg Community Centres. General Council continues to work in partnership with the City of Winnipeg Community Services Department to facilitate the implementation of policies and operating procedures that assist community centres in their day-to-day operations.

The Management Agreement identifies the following as responsibilities of the GCWCC.

- Run those Neighbourhood Community Centres and Community Recreation and Leisure Centres that are within its mandate where it is not possible to sustain a volunteer board and programming.
- Work in close collaboration with the City to ensure that efforts regarding programming and facility operation are complementary.
- Facilitate consultation processes regarding opportunities in reconfiguring and optimizing Community Centre space.
- Make recommendations for new capital projects.

- Advise on, and coordinate infrastructure grant applications.
- Assist in providing day-to-day administrative support to Community Centres and collaborate with the City to optimize the support given to the Centres.
- Facilitate the coordination of Community Centre programming to maximize coverage and minimize duplication in efforts.
- Communicate the intent of all relevant Federal, Provincial and Municipal legislation as it relates to the operation of the Community Centres.
- Ensure that Community Centres purchase Workers Compensation coverage.
- Advise the City of Winnipeg when requests for third party occupancy are being contemplated in the Community Centres.
- Respond to PIPEDA requests as related to Community Centres where such requests are related to programming facilities and grounds where the Community Centres are the service providers.
- Agree to enter into individual management agreements with all existing Community Centres within one year of the Management Agreement between the City of Winnipeg and GCWCC being executed.

General Council continues to work in partnership with the City of Winnipeg Community Services Department and the Community Centre Boards to facilitate the implementation of policies and operating procedures that assist community centres in their day-to-day operations.

## 1.7 Plan 2025 – Planning for the Future Direction of Community Centres

The RLLF Policy was the primary driver of the most ambitious planning exercise ever undertaken by the GCWCC and their member community centres. Plan 2025 addresses the planned outcome of the RLLF Policy to empower the community to reconfigure the cities recreation, leisure and library facilities that is more responsive to the local community and its needs while maintaining the guiding principles of the RLLF Policy.

The purpose of Plan 2025 was to develop a 20 year (2005-2025) policy for the future direction of the Community Centre movement in the City of Winnipeg, while recognizing that the amount of square footage of recreation and leisure space per capita as of 2005 could not be increased; that the amount of actual space would only increase as the population increases. This Plan is intended to identify how we can best support and sustain a healthy community centre volunteer base, how to best deliver recreational programs; and plan for the development of recreational facilities for this and the next generation of users.

The 5 District Plans take into consideration infrastructure, programming and people that will support the current three types of community centres, (the local community centre, the neighbourhood community centre and the district community centres). The Plan also takes into consideration programming opportunities and challenges relative to the demographic and socio-economic needs of the communities.

The year 2005 serves as the starting point of Plan 2025, at which time the 71 community centres managed 100 facilities including satellites, indoor arenas and indoor soccer pitches for a total of 972,066 sq ft of space.

Plan 2025 identifies how our city can best support and sustain a healthy community centre movement by focusing on a healthy community centre volunteer base, through partnerships how to best deliver recreational and leisure programs, and a plan for the development and reconfiguration of space.

The plan focuses on:

- People – Programs – Facilities
- Allowing for actual growth to occur given the anticipated increased housing in specific areas of the city.
- Allowing for proper resourcing of funding, volunteers, potential partnerships, as well as other funding sources.
- Allowing for the “here and now” as well as the “next generation”.

The goal:

- Develop 1 overall plan providing long term direction
- Develop 5 supportive plans for district development
- Be consistent with the Recreation Leisure and Libraries Facilities Study
- Be in keeping with the GCWCC Strategic Plan.

The purpose of Plan 2025 is to develop a 20 year policy for the future direction of community centre movement in the City of Winnipeg.

## 1.8 Current - Future Challenges

### Facilities

Preservation needs were estimated at approximately $38.6 million in 2004. Based on today's costs this would be considerably higher. It is imperative that a strong focus be placed on adopting a sustainable, preventative maintenance program to ensure that our facilities can be maintained to an acceptable standard. Plan 2025 allows for a re-investment strategy so as to maximize the financial resources to the community centre movement and to assist with financial sustainability.

### Programs

It is important that new programs that are reflective of the changing nature, needs of our communities and population base are introduced into the community centres. The growing awareness of the health benefits of recreational and physical activity will place a much greater demand on our recreational facilities.

Partnership opportunities between community centres, city programmers and schools need to be explored in terms of program delivery, communications, and resource sharing to ensure that the demand for increased activities can be met.

### Volunteers

Community Centres in the City of Winnipeg are unique in that they are run and programmed by volunteers. Volunteer recruitment and retention is a high priority for the community centres. The challenge of finding volunteers to run the centre and its programs will be a continuing challenge.

## 1.9 GCWCC 2009 Priority Action Plan

1. Make recommendations on projects identified in Plan 2025 as well as any new projects that come forward.

2. Identify funding resources.

3. Continue to facilitate the coordination of Community Centre programming to maximize programs within the community centres and to minimize duplication in effort.

4. Continue to assist those centres that have been identified as requiring assistance in implementing programs that best suit the needs of their communities.

5. Network with community centres and other service providers to identify programming partnerships.

6. Continue to research possible sharing of community centre facilities, governance, staffing and programming.

7. Continue to assist those community centres where it is not possible to sustain a volunteer board or provide programming for their area residents

8. Continue to provide financial accountability assistance to ensure all City of Winnipeg accountability requirements are being met.

9. In light of the changes to facilities (closures, mergers, expansions) and population growth GCWCC will begin a review of all community centre boundaries.

# 2. Organizational Introduction

## 2.1 History:

General Council of Winnipeg Community Centres (GCWCC) was established in 1971 when the 13 autonomous municipalities and the City of Winnipeg were amalgamated under a central administration known as Unicity. The GCWCC was created to promote and encourage co-operation and inter-communication between the 83 Community Centres, 27 Recreational Centres located within the City of Winnipeg Boundaries; and to encourage co-operation and communication between community centres and city administration.

Prior to Unicity services offered to the community centres by the individual municipalities varied in respect to services, policies, standards, leadership and maintenance responsibilities. Services and programs that were being provided were also inconsistent with some centres offering a range of programs while others operated on a single, seasonal activity. To address many of the discrepancies and inequities, a Universal Funding Formula (UFF) was adopted by Council in 1993. The UFF is reviewed every five years to reflect current financial and administrative requirements.

The Recreation, Library and Leisure Policy was adopted by Council in May 2005. The Policy outlined a stronger leadership mandate. The Policy also outlined the parameters that would form the basis for a more detailed Management Agreement between the City of Winnipeg and the GCWCC.

In 2006, GCWCC engaged in its first district planning process, resulting in the document "Plan for a Renewed and Vibrant Community Centre Movement". This document identified 15 project proposals, four of which were approved (Bronx Park, Valour, Norberry-Glenlee and Sinclair Park Community Centres).

In the fall of 2007, GCWCC began the task of planning for the future direction of the City of Winnipeg Community Centres.

In 2007-2008 Plan 2025 was undertaken to chart a course for the evolution of the cities community centre movement in a manner that would meet the short and long term needs of the current and future generation of the cities residents.

The RLLF Policy identified that in order to facilitate a strong and more sustainable community centre model that the City of Winnipeg and the GCWCC enter into a Management Agreement.

Further that GCWCC enter into individual Management Agreements with all existing Community Centres within one year of the signing of the City of Winnipeg and GCWCC Management Agreement In April of 2008.

In April 2009, GCWCC presented all three phases of Plan 2025 to Executive Policy Committee. The Plan was adopted by EPC and Council in May 2009.

## 2.2 Organizational Structure:

### Governance and Leadership

The Board of the General Council is a volunteer Board who are elected or appointed by the membership. A maximum of 3 Members-at-Large may be appointed by the Board. In addition EPC appoints 3 community representatives that bring financial, legal and asset management expertise to the Board. The Executive Director of GCWCC and Representative(s) from the City of Winnipeg are ex-officio members of the Board.

The GCWCC is an incorporated, non-profit organization and is governed under the direction of the Executive Committee and Representative Board. The Board of the GCWCC is made up of the following representation:

**Executive Committee - Elected**

- The Past President, duly elected President, First Vice President, Second Vice President

**Representative Board - Appointed**

- One appointed representative from each of the five District Community Centre Boards
- Up to a maximum of three Members-at-Large as appointed by the Board of Directors

**City of Winnipeg Appointees – EPC Appointed**

- Three City appointed community representatives that will ensure financial, asset management and legal expertise

**Administrative Support**

The Board of GCWCC is supported by three full time staff and two part time staff.

**Reporting Relationships:**

In keeping with its expanded roles and responsibilities as identified in the RLALF Policy, GCWCC is committed to consultation with its membership, the City of Winnipeg Administration and City Council.

*GCWCC Membership*:

- 66 community centres in the City of Winnipeg
- 5 District Community Centres Boards
- Where decisions on recreation/leisure facilities are required, the consultation process will involve community centres, district community centre boards and members of the community at large.

*City of Winnipeg:*

- Community Services Department

GCWCC will continue to work in close collaboration with the department to ensure that all policies and procedures of the City are adhered to.

*City Council:*

- EPC
- Council

GCWCC reports to Council through the Executive Policy Committee

## 2.3 2007 - 2010 Strategic Plan:

In the fall of 2006, the GCWCC embarked on a Strategic Planning process that would include the increased responsibilities as outlined in the RLALF Policy. This document would chart the direction of the organization to meet the challenges which community centres face today and into the future.

**Vision Statement**

To lead and support Winnipeg's unique volunteer based community centre movement into a strong and vibrant future.

**Mission Statement**

GCWCC provides leadership to volunteers to develop and sustain Community Centres; and to provide support to Community Centre volunteers in the provision of safe, affordable, accessible programs and facilities for citizens of Winnipeg.

**Strategic Goals**

**Communication:** To provide open and transparent communication with all partners and stakeholders.

**Membership Services:** To develop a comprehensive list of membership services.

**Governance:** To review the GCWCC Board and Sub-Committee structure, roles and responsibilities including a constitutional review so as to reflect the ongoing development of the organization

**Resources:** To identify resource gaps (funding and human).

**Advocacy/Public Affairs:** To represent and promote the Community Centre movement

**Evaluation:** To engage the membership in evaluating GCWCC to be an effective and efficient organization.

**Planning Process:** To implement Business, Strategic and District Planning Processes.

**Management Agreement:** To implement a community centre management agreement.

## 2.4 Ongoing Responsibilities of the GCWCC

- To meet monthly with representatives of the District Community Centre Boards and the City of Winnipeg to discuss operational procedures, policy and programming issues, and to find amicable solutions to current and future identified issues that are relevant to the day-to-day operation of community centres in the City of Winnipeg.
- To network and partner with other service providers regarding the delivery of recreational/leisure services at the community level.
- To provide ongoing support to the centres' volunteers in the areas of leadership development, financial accountability, legal liabilities, program development and policy development, constitutional/bylaws/policy reviews.
- To administer:
    - Athletic Field Maintenance (Sweat Equity) Grant
    - Programming Grant
    - Community Centre Program Registration Fee Subsidy Grant
    - Community Centre Janitorial Program

## 2.5 Recreation, Leisure and Library Facility Policy (RLLF)

The Recreation, Leisure and Library Facilities Policy (RLLF) adopted by Council in May 2005. The primary objectives of the policy were:

c) To provide the citizens of Winnipeg with more contemporary recreation, leisure and library facilities.
d) To move toward a more financially sustainable mix of recreation, leisure and library facilities.

In support of the principles in the A.C.T.I.V.E. Policy Framework, the policy included the following components.

- To include a facility hierarchy that provides general guidance around the provision of facilities, including facility to population ratios.
- Direction for existing facilities and for the introduction of new facility types.
- A stronger leadership mandate for the General Council of Winnipeg Community Centres to optimize the Community Centre model in the City of Winnipeg.
- A commitment to sustaining existing, programmable recreation and leisure square footage while encouraging a reconfiguration of facilities over time.
- A commitment to consultation
- A commitment to a "managed care level" of maintenance for new facilities, and where possible, for existing facilities.
- A reinvestment strategy.

Further, the RLLF Policy identified that the following parameters form the basis for a more detailed Management Agreement between the City of Winnipeg and GCWCC.

1. Governance
2. Capital Investments
3. Operations
4. Programming

## 2.6 Management Agreement:

In April of 2008 GCWCC and the City of Winnipeg entered into a Management Agreement. This agreement outlines the responsibilities between the GCWCC and the City of Winnipeg as related to the City of Winnipeg Community Centres.

**The Management Agreement identified the following as responsibilities of the GCWCC**

- Run those Neighbourhood Community Centres and Community Recreation and Leisure Centres that are within its mandate where it is not possible to sustain a volunteer board and programming.
- Work in close collaboration with the City to ensure that efforts regarding programming and facility operation are complementary.
- Facilitate consultation processes regarding opportunities in reconfiguring and optimizing Community Centre space.
- Make recommendations for new capital projects.
- Advise on, and coordinate infrastructure grant applications.
- Assist in providing day-to-day administrative support to Community Centres and collaborate with the City to optimize the support given to the Centres.
- Facilitate the coordination of Community Centre programming to maximize coverage and minimize duplication in efforts.
- Communicate the intent of all relevant Federal, Provincial and Municipal legislation as it relates to the operation of the Community Centres.
- Ensure that Community Centres purchase Workers Compensation coverage.
- Advise the City of Winnipeg when requests for third party occupancy are being contemplated in the Community Centres.
- Respond to PIPEDA requests as related to Community Centres where such requests are related to programming facilities and grounds where the Community Centres are the service providers.
- Agree to enter into individual management agreements with all existing Community Centres within one year of the Management Agreement between the City of Winnipeg and GCWCC being executed.

General Council continues to work in partnership with the City of Winnipeg Community Services Department and the Community Centre Boards to facilitate the implementation of policies and operating procedures that assist community centres in their day-to-day operations.

## Community Centre Support Services

The GCWCC/Community Centre Management Agreements were approved in 2008. GCWCC continues to assist the community centre volunteers in providing day-to-day administrative support in such areas as:

### Executive/Board support

To assist the community centre volunteers to perform their responsibilities to the best of their ability GCWCC will:

- provide annual board orientations
- provide sessions on governance, financial and legal issues
- develop publications and leadership training materials
- review of community centre policies and procedures
- provide assistance with specific internal issues
- coordinate Provincial Child Abuse Registry Checks for community centre volunteers and staff
- review constitutional/bylaw amendments

### Financial Accountability

To ensure that all community centres remain fiscally responsible to their membership GCWCC will assist in such areas as:

- annual business planning process
- annual budgets
- ensure that centres are meeting the requirements of the Standardized Financial Accountability Policy
- when required provide accounting services to assist centres who do not have the resources to maintain their financial records or/and cannot meet their financial accountability timelines

### Policy Development

GCWCC in partnership with the Community Services Department and other City Departments, ensure that policies are adopted as required to assist the volunteers in the day-to-day management of the community centre in such areas as:

- Respectful Environment Policy
- Code of Conduct Policy
- Financial Investment Policy
- Risk Management Policy

- Workplace, Health & Safety

### Program Development

To ensure that the district community centres are programming for all residents of the neighbourhood, GCWCC will:

- assist community centres in the development of new programs to maximize coverage and minimize duplication of programs
- assist in identifying potential program partnerships
- consider areas of greatest need
- provide financial support for the development of new programs and to sustain existing programs through grants that are available through the City of Winnipeg and Province of Manitoba

## 2.7 GCWCC Plan 2025

The RLLF Policy was the primary driver of the most ambitious planning exercise ever undertaken by the GCWCC and their member community centres. Plan 2025 addresses the planned outcome of the RLLF Policy to empower the community to reconfigure the cities recreation, leisure and library facilities that is more responsive to the local community and its needs while maintaining the guiding principles of the RLLF Policy.

The purpose of Plan 2025 was to develop a 20 year (2005-2025) policy for the future direction of the Community Centre movement in the City of Winnipeg, while recognizing that the amount of square footage of recreation and leisure space per capita as of 2005 could not be increased; that the amount of actual space would only increase as the population increases. This Plan is intended to identify how we can best support and sustain a healthy community centre volunteer base, how to best deliver recreational programs; and plan for the development of recreational facilities for this and the next generation of users.

The 5 District Plans take into consideration infrastructure, programming and people that will support the current three types of community centres, (the local community centre, the neighbourhood community centre and the district community centres). The Plan also takes into consideration programming opportunities and challenges relative to the demographic and socio-economic needs of the communities.

The year 2005 serves as the starting point of Plan 2025, at which time the 71 community centres managed 100 facilities including satellites, indoor arenas and indoor soccer pitches for a total of 972,066 sq ft of space.

Plan 2025 identifies how our city can best support and sustain a healthy community centre movement by focusing on a healthy community centre volunteer base, through partnerships how to best deliver recreational and leisure programs, and a plan for the development and reconfiguration of space.

The plan focuses on:

- People – Programs – Facilities
- Allowing for actual growth to occur given the anticipated increased housing in specific areas of the city.
- Allowing for proper resourcing of funding, volunteers, potential partnerships, as well as other funding sources.
- Allowing for the "here and now" as well as the "next generation".

The goal:

- Develop 1 overall plan providing long term direction
- Develop 5 supportive plans for district development
- Be consistent with the Recreation Leisure and Libraries Facilities Study
- Be in keeping with the GCWCC Strategic Plan.

Plan 2025 address's the increasing challenges for funding, volunteers, adequate amenities, and programming needs that are facing today's community centres.

In identifying the future needs of our city four main components were considered:

- Growing Population – growth will be strongly influenced by new immigrants, a projected 20% increase in the aboriginal population, that a 40% of the total projected population increase will be in the 60-74 age group.

- Shifting Trends In Recreational Needs – over the past 10 -15 years there has been a significant change in recreational needs. This is part to changing demographics, socio economic needs as well as the opportunity to participate in non-traditional programs. Community Centres and other recreational, leisure service providers need to understand the changing nature of their communities and respond by reaching out to the population that is not currently participating in our centres.

- Developing More Contemporary Facilities – it is necessary to develop more flexible multi-purpose space to meet changing needs of the community. This can be addressed by encouraging shared use of facilities, by building full sized gymnasiums that will allow

indoor court programs. Planning of new facilities should considered on a cluster-wide or district-wide level.

- An Appropriate Mix of Facilities – based on the vision for community centres discussion were held on the appropriate mix of local, neighbourhood and district facilities in order to accommodate growth and change while respecting the parameters of the RLLF Policy.

    a) Amalgamations/Collaborations – a number of community centres have embraced the opportunity and chosen options for working together, amalgamating boards, or amalgamating facilities.
    b) Closures – some closures have resulted from amalgamations with other centres or have chosen to divest themselves of a satellite cue to the difficulty and costs of operating multiple sites.
    c) Expansions – where recreational facilities can be justified city due to both current and future Space to Population Ration disparities.

## Plan 2025 C.C. Project Proposals

Decisions made regarding the strategies and proposals were from the Community Centres themselves, with basic direction provided by the GCWCC. Twenty-eight proposals were identified by the five District Community Centres.

While all of the proposals identified were important, it was recognized that some may more forward before others. The GCWCC Board short-listed eleven proposals, recognizing that there were issues to be resolved within each of the proposals that could be addressed in a relatively short timeframe.

- Silver Heights CC/Sturgeon Creek CC Amalgamation
- Winakwa CC Expansion
- Linden Woods CC Expansion
- Park City West CC Expansion
- Southdale CC Expansion
- Whyte Ridge CC Expansion
- Dakota CC Expansion
- Varsity View CC Consolidation and Expansion
- Weston Memorial CC Expansion
- Oxford Heights CC Expansion
- East End CC Expansion

## Status of the C.C Projects

- Silver Heights/Sturgeon Creek CC

The two community centre boards amalgamated in summer of 2009. The new centre was incorporated under the name of Sturgeon Heights Community Centre. Funding is in place and construction on the new facility on Rita will begin in the summer of 2010 with an expected completion date of March 2011.

The Silver Heights Site on Ness Avenue will be declared surplus to the community centre inventory upon completion of the new facility.

- Winakwa

Funding is in place for the expansion of a new gymnasium and front entrance. Construction will begin in spring of 2010 with an expected completion date of March 2011.

- Linden Woods

The Community Centre is waiting for funding confirmation for the expansion of a new gymnasium, change rooms and meeting rooms.

- Park City West

The Community Centre is waiting for funding confirmation for the construction of an indoor arena/healthy living centre.

- Southdale

Funding is in place for the construction of an indoor arena and indoor pleasure skating rink. Construction will begin in the spring of 2010 with an expected completion in March 2011

- Whyte Ridge

GCWCC continues to meet and support the community centre board in the proposed development as to be determined by community consultation.

- Dakota

The master plan for the expansion of facilities has not as yet been determined.

- Varsity View

GCWCC continues to meet with the community center board in the proposed expansion of a gymnasium at the centres Sport Plex site.

- Weston Memorial

The proposed planned expansion to the facility has not as yet been determined.

- Oxford Heights

GCWCC continues to meet with the community centre board in the proposed expansion of a full sized gymnasium.

- East End Transcona

The proposed expansion to the centres of new dressing rooms, canteen and additional programming space is under review.

GCWCC will continue to work with Community Centres to further develop and define the remaining proposals.

Status of the 2006 Community Centre Projects

Prior to Plan 2025 the GCWCC "2006 Plan for a Renewed and Vibrant Community Centre Movement" identified the following four projects which were approved by Council.

- Bronx Park

The new centre was officially opened in July 2009 and consists of 25,000 sq ft. The centre includes a full sized gymnasium, computer rooms, woodworking shop, meeting space, canteen and dressing rooms. Good Neighbour Active Living Seniors are housed in the Bronx Park facility.

- Valour

The new addition of a full sized gymnasium, new canteen/kitchen and washrooms along with building renovations was officially opened in May 2009.

- Norberry-Glenlee

The new addition of a full sized gymnasium, meeting rooms, offices canteen and kitchen was officially opened in December 2009.

- Sinclair Park

The funding for a new addition to Sinclair Park is in place. Construction will begin in the spring of 2010 with an expected completion date of March 2011.

Future Project Considerations:

- Fort Garry/Victoria Community Centres

The Fort Garry and Victoria Community Centres officially amalgamated in the fall of 2009. The new centre was incorporated as Fort Garry Community Centre Inc. Both sites remain open and programmed. GCWCC continues to meet with the board to determine the future development of the centre.

## 2.8 Current and Future Challenges:

### Facilities

Preservation needs were estimated at approximately $38.6 million in 2004. Based on today's costs this would be considerably higher. It is imperative that a strong focus be placed on adopting a sustainable, preventative maintenance program to ensure that our facilities can be maintained to an acceptable standard. Plan 2025 allows for a re-investment strategy so as to maximize the financial resources to the community centre movement and to assist with financial sustainability.

There is a need to enhance facilities to meet the neighbourhood programming needs. Current recreational facilities are not conducive to provide new and innovative programs due to the lack of existing amenities. These include high-participation sports such as basketball, volleyball, indoor soccer which are in high demand by our youth.

### Programs

The initial emphasis of community centre programming was to provide sporting activities to their community members. This has continued to change over the past decades to where today's community centres offer diverse programming that includes recreation, leisure fitness, wellness, cultural and social programs.

It is important that new programs that are reflective of the changing nature, needs of our communities and population base are introduced into the community centres. The growing awareness of the health benefits of recreational and physical activity will place a much greater demand on our recreational facilities.

Partnership opportunities between community centres, city programmers and schools need to be explored in terms of program delivery, communications, and resource sharing to ensure that the demand for increased activities can be met.

The challenge for GCWCC is to assist those centres who will continue to require assistance in the area of program development.

### Volunteers

Community Centres in the City of Winnipeg are unique in that they are run and programmed by volunteers. Volunteer recruitment and retention is a high priority for the community centres. The challenge of finding volunteers to run the centre and its programs will be a continuing challenge.

To promote sound practices, GCWCC has developed programs and services for volunteers that provide leadership development, financial accountability, volunteer board orientations, legal liability issues as well as day to day administrative matters.

## 2.9 GCWCC 2010 Priority Action Plan

1. Make recommendations on projects identified in Plan 2025 as well as any new projects that come forward.

2. Identify funding resources.

3. Continue to facilitate the coordination of Community Centre programming to maximize programs within the community centres and to minimize duplication in effort.

4. Continue to assist those centres that have been identified as requiring assistance in implementing programs that best suit the needs of their communities.

5. Network with community centres and other service providers to identify programming partnerships.

6. Continue to research possible sharing of community centre facilities, governance, staffing and programming.

7. Continue to assist those community centres where it is not possible to sustain a volunteer board or provide programming for their area residents

8. Continue to provide financial accountability assistance to ensure all City of Winnipeg accountability requirements are being met.

9. In light of the changes to facilities (closures, mergers, expansions) and population growth GCWCC will begin a review of all community centre boundaries.