Agenda – Executive Policy Committee – November 30, 2016

REPORTS

Item No. 2 General Council of Winnipeg Community Centres – 2016–2018 Business Plan

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That Council receives as information the General Council of Winnipeg Community Centres' (GCWCC) 2016 – 2018 Business Plan (Appendix A).

2. That GCWCC provide three-year business plans to Council through the Executive Policy Committee in September of each year.

3. That the proper officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

ADMINISTRATIVE REPORT

Title: Proposed General Council of Winnipeg Community Centres 2016 – 2018 Business Plan

Critical Path: Executive Policy Committee - Council

AUTHORIZATION

Author	Department Head	CFO	CAO
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EXECUTIVE SUMMARY

General Council of Winnipeg Community Centres' (GCWCC) has identified 19 goals within their 2016-2018 Business Plan. Goals relate to:

- GCWCC Strategic Plan,
- Management Agreement,
- GCWCC Plan 2025,
- Developing Sustainable Facilities,
- Universal Funding Formula and Responsibilities Document,
- Web-based Central System for Community Centre Volunteers/Community Centre Volunteer Recognition/Online Cultural Sensitivity Training Program, and
- GCWCC 2016-2018 Priority Action Plan.

GCWCC requires continued support and consultation with the Public Service on key initiatives, including the following:

- Web-based Central System for Community Centre Volunteers/Community Centre Volunteer Recognition/Online Cultural Sensitivity Training Program
- Community Centre Universal Funding Formula (UFF) and Responsibilities Document
- Recreation Facility Master Planning Model
- Plan 2025
- Management Agreement

GCWCC receives grants from the Public Service. The GCWCC Business Plan includes program details, recipients of the grant dollars by name and year, and a financial summary for the Operating Grant, Programming Grant, Community Centre Program Registration Fee Subsidy Grant, the Community Centre Janitorial Program, and the Athletic Fields Maintenance Grant (Appendix C).

RECOMMENDATIONS

1. That Council receives as information the General Council of Winnipeg Community Centres' (GCWCC) 2016 – 2018 Business Plan (Appendix A).

2. That GCWCC provide three-year business plans to Council through the Executive Policy Committee in September of each year.

3. That the proper officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

The Management Agreement with GCWCC requires that GCWCC provide to Council an annual three-year business plan and annual audited financial statements.

IMPLICATIONS OF THE RECOMMENDATIONS

The General Council of Winnipeg Community Centres' 2016-2018 Business Plan contributes to strengthening of neighborhoods, promotion of community social cohesion, and an increase in community pride and satisfaction.

The General Council of Winnipeg Community Centres' 2016-2018 Business Plan identifies planning strategies that enhance the well-being and quality of life among area residents, through sport and recreation programming.

In 2015, the Community Centre Annual Volunteer Report identified that 17,389 individuals volunteered their time to 63 community centers for a total of 1,223,147 hours. Volunteers provide social supports and bring value to their communities through their contributions.

There are no financial implications associated with this 2016 – 2018 Business Plan.

HISTORY/DISCUSSION

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 of Winnipeg 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 hockey pens.

Further to the adoption of the Recreation, Leisure and Libraries Facilities Policy in May 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 operating grant is $216,491 and is included within the 2016 – 2018 tax-supported budget and grant to GCWCC. GCWCC was requested to submit an annual 3-year business plan as a requirement of this increase.

On April 14, 2008, GCWCC entered into a Management Agreement with the City of Winnipeg. This agreement outlined the responsibilities of the GCWCC and the City of Winnipeg as related

to the City of Winnipeg's 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.

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.

On September 27, 2012 Council adopted the proposed General Council of Winnipeg Community Centres' 2012-2014 Business Plan.

On September 24, 2014 Council adopted the proposed General Council of Winnipeg Community Centres' 2013-2015 Business Plan.

The General Council of Winnipeg Centres (GCWCC) 2016-2018 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.

General Council of Winnipeg Community Centres' has identified 19 goals within their 2016-2018 Business Plan. Goals relate to:

- Web-based Central System for Community Centre Volunteers/Community Centre Volunteer Recognition,/Online Cultural Sensitivity Training Program,
- the GCWCC Strategic Plan,
- Management Agreement,
- GCWCC Plan 2025,
- Developing Sustainable Facilities,
- Universal Funding Formula and Responsibilities Document, and
- GCWCC 2016-2018 Priority Action Plan.

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

- **Web-based Central System for Community Centre Volunteers/Community Centre Volunteer Recognition/Online Cultural Sensitivity Training Program** –
    1. Pilot a Freeware Volunteer Management System
    2. Implement a $100 credit incentive program with easy-to-administer and measurable award recognition criteria
    3. Create an online inclusivity and cultural sensitivity training video for community centre volunteers
    4. Develop a community centre recruitment listing filter at www.volunteermanitoba.ca
    5. Raise awareness with community centre boards regarding the benefits of participating at Volunteer Manitoba's www.volunteermanitoba.ca recruitment site
    6. Conduct a recruitment, selection, retention, and volunteer appreciation seminar for community centre board members

- **Community Centre Universal Funding Formula (UFF) and Responsibilities Document** - A review of the Universal Funding Formula and the Responsibilities Document is to occur in the fall of 2016 for implementation in 2017, for the purpose of assessing the current formula to ensure equitable to all centres and to confirm

expectations and responsibilities of Community Centres, GCWCC, and the City of Winnipeg relative to the management of these city-owned assets..

- **Recreation Facility Master Planning Model -** In 2017, Community Services Department will be leading the development of a Recreation Facility Master Planning Model (RFMPM), as approved by Council through the 2016 Capital Budget. The RFMPM will involve significant public engagement processes that will include GCWCC, district community centre boards, other recreation stakeholders and the general public. This consultation will serve to determine economically sustainable, community needs based levels of service for all recreation facility types including community centres and lead to confirmation or revision of current recreation facility service level policy based on population, geographic distribution and square footage per capita.

  The RFMPM will provide a decision making framework and asset planning logic model that will guide Council on investing in redevelopment and rehabilitation of existing recreation infrastructure, as well as with development of new infrastructure in underserviced neighbourhoods and areas of growth.

  - **Plan 2025** – The purpose of Plan 2025 (2005 – 2025) is to provide a 20-year Policy for the future direction of the community centre movement in the City of Winnipeg. GCWCC's goal is to proceed with the second review of Plan 2025 with the intent of completion by fall 2016.

  - **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.

- **Management Agreement** – On April 14, 2008, GCWCC entered into a Management Agreement with the City of Winnipeg. This agreement outlines the responsibilities of the GCWCC and the City of Winnipeg as it 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. The Management Agreement expired in 2013 and consultation between GCWCC and the City to develop an agreement that addresses the challenges and opportunities facing community centres is underway.

  - General Council of Winnipeg is working collaboratively with the City of Winnipeg on the 2016 GCWCC/City of Winnipeg Management Agreement, to be completed in 2017.

General Council of Winnipeg Community Centres' Business Plan includes program details, recipients of the grant dollars by name and year, and a financial summary for the Operating Grant, Programming Grant, Community Centre Program Registration Fee Subsidy Grant, the Community Centre Janitorial Program, and the Athletic Fields Maintenance Grant (Appendix C).

The General Council of Winnipeg Community Centres receives the following grant funds from the City of Winnipeg and administers the following grant programs (2016 Council approved levels):

- **Operating Grant** - $216,491 - General Council of Winnipeg Community Centres' utilizes the grant for salaries, administrative and operating expenses of the organization.

  The General Council of Winnipeg Community Centres' Roles and Responsibilities include:

  - Communication
  - Administrative and Operational Supports
  - Administration of Grants
  - Programming Support
  - Community Centre Facility Development
  - Business Planning
  - District Planning
  - Leadership, Training Support
  - Universal Funding Formula Responsibilities
  - Sustainability Efforts

- **Programming Grant -** $470,000 - General Council of Winnipeg Community Centres' is responsible for administering the Community Centre Programming Grant. The grant provides funding assistance to ensure that all centres can offer sustainable programs for their area residents. In 2015, 20 community centres were awarded funding.

- **Program Registration Fee Subsidy Program** - $85,750 - General Council of Winnipeg Community Centres administers the Community Centre Program Registration Fee Subsidy. This subsidy is designed to assist those children who would not otherwise participate in community centre activities due to financial circumstances. In 2015, with support from the City of Winnipeg, Province of Manitoba, Canadian Tire Jumpstart Program, and other contributors, 981 children from 56 different community centres accessed this program.

- **Community Centre Janitorial Program** - $300,000 - General Council of Winnipeg Community Centres administers the Community Centre Janitorial Program Grant. The purpose of the program is to support those community centres that need janitorial assistance and/or need incremental funds to support their janitorial program. In 2015, 17 community centres accessed this program.

- **Athletic Field Maintenance** $354,484 - General Council of Winnipeg Community Centres in conjunction with the City of WinnipegPublic Works Department, Parks and Open Space Division, awards participating community centres using the City of Winnipeg Maintenance Standard. In 2015, 46 community centres accessed this funding.

The Public Service requires GCWCC to use a Business Plan Template (Appendix B), in order that pertinent details and financial accountability be included in all future Business Plan submissions. General Council of Winnipeg Community Centres' Business Plan was completed according to this Business Plan Template.

Per the Management Agreement, GCWCC is required to provide an annual three – year business plan and annual audited financial statements within 120 days of GCWCC's fiscal year end. Based on a fiscal year end of December 31, followed by the GCWCC Annual General Meeting held in April of each year, a business plan submission to the Public Service in June with a submission to EPC in September, is operationally feasible. This timeline will be recommended in the new Management Agreement currently under review.

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.

FINANCIAL IMPACT

Financial Impact Statement

Date: November 1, 2016

Project Name:

First Year of Program **2016**

Proposed General Council of Winnipeg Community Centres' 2016 – 2018 Business Plan

	2016	2017	2018	2019	2020
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	$ 1,426,725	$ 1,426,725	$ 1,426,725	$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ 1,426,725	$ 1,426,725	$ 1,426,725	$ -	$ -
Less: Existing Budget Amounts	1,426,725	1,426,725	1,426,725	-	-
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments: There are no financial implications associated with this report. The General Council of Winnipeg Community Centres receives the following grants from the City of Winnipeg which is included in the Community Services and Public Works Departments' 2016-2018 tax-supported budgets:

Community Services:
Operating Grant - $216,491
Programming Grant - $470,000
Program Registration Fee Subsidy Program - $85,750
Community Centre Janitorial Program - $300,000

Public Works:
Athletic Field Maintenance Grant - $354,484

"Original Signed By"
Kelly Lemoine, CPA, CA
Manager, Finance & Administrative Services

CONSULTATION

In preparing this report there was consultation with:

- General Council of Winnipeg Community Centres
- Public Works Department

OURWINNIPEG POLICY ALIGNMENT

01-1 City Building

Create Complete Communities - The daily necessities of life should be within reach, with options for accessing services, amenities and resources like grocery stores, banks and restaurants, together with community centres, schools and day care centres.

01-5 Recreation

Direction 6: Plan for sustainable and connected recreation and leisure infrastructure.
Enabling Strategy - Deliver community and neighbourhood-managed recreation services by maintaining ongoing support for developing community centres with public, not-for-profit and private partners.

SUBMITTED BY

Department: Community Services
Division: Community Development and Recreation Services
Prepared by: Peter de Graaf, Manager
Date: November 7, 2016
File No. CMS-2016-31

Appendix A	Appendix B	Appendix C
GCWCC 2016-2018 Business Plan Final.dc	Business Plan Format_Template.doc	2016 - 2018 Business Plan Append