

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES

2016 - 2018

Business Plan

REPORT TO EXECUTIVE POLICY COMMITTEE

RE: General Council of Winnipeg Community Centres 2016-2018 Business Plan

RECOMMENDATIONS

That Executive Policy Committee approves the 2016 -2018 General Council of Winnipeg Community Centres Business Plan.

IMPLICATIONS OF THE RECOMMENDATIONS

In May 2005, City Council adopted the Recreation, Leisure and Library Facilities (RLLF) Policy. The Policy significantly increased the roles and responsibilities of the General Council of Winnipeg Community Centres (GCWCC). As a result of these increased responsibilities, the GCWCC annual operating grant was increased to $216,491. GCWCC is responsible to provide assistance to those Community Centres who cannot maintain a functioning Board of Directors or need assistance in the area of financial accountability. Currently, GCWCC is responsible for seven Community Centres' financial management at no cost to the centres.

GCWCC is also responsible to administer four (4) grants to the City of Winnipeg Community Centres: Programming Grant ($470,000); Registration Fee Subsidy Grant ($85,750); Janitorial Grant ($300,000); Athletic Field Sweat Equity (2015- $327,025).

HISTORY

The RLLF Policy identified a stronger leadership role for the GCWCC and further directed that the City of Winnipeg and GCWCC enter into a more detailed Management Agreement. The Management Agreement states that GCWCC is responsible for providing City Council with an annual 3 year Business Plan and annual audited financial statements.

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In Consultation:

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1.0 Executive Summary 2016-2018

1.1. Introduction

History

In 1971, when the 13 autonomous municipalities and the City of Winnipeg were amalgamated, the General Council of Winnipeg Community Centres (GCWCC) was formed to provide a central council where representatives from all Community Centres could meet to exchange views, to encourage inter-communication within the Community Centre movement and to meet regularly with City administration to discuss and consider solutions to common issues.

The first priority of GCWCC was to assist the Community Centres to organize into six district areas, each with a District Community Centre Board. In 1996, due to the amalgamation of Charleswood and St. James, the six districts were reduced to five. The District Boards would meet monthly to discuss issues of common concern. The individual District Community Centre Boards were quickly able to identify that the services being offered to Community Centres by the individual municipalities had varied greatly in respect to financial assistance, programs, services, policies, standards, leadership and maintenance responsibilities.

To address many of the discrepancies and inequities, a committee was struck with representatives from City Council, City of Winnipeg administration and GCWCC for the purpose of developing a formula that would be equitable to all centres. The Universal Funding Formula (UFF) was adopted by City Council in 1993.

The Recreation, Leisure and Library Facilities (RLLF) Policy was adopted by City Council in May 2005. The Policy outlined a stronger leadership mandate for GCWCC. The policy directed that the City of Winnipeg and GCWCC enter into a Management Agreement in order to facilitate a strong and more sustainable Community Centre model. It also directed 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 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.

1.2 GCWCC Strategic Plan

In the fall of 2006, the GCWCC embarked on the development of a five year Strategic Plan that would include the increased responsibilities as outlined in the RLLF Policy. The document would chart the direction of the organization required to meet the current and future challenges facing Community Centres. The 2011-2013 Strategic Plan was reviewed and adopted in April 2009. The Strategic Plan was again reviewed in 2014.

Goal: To review the GCWCC Strategic Plan in 2017.

1.3 Recreation, Leisure and Library Facilities Policy

The Recreation, Leisure and Library Facilities Policy (RLLF), adopted by City Council in May 2005, supported the principles of the A.C.T.I.V.E. Policy Framework. RLLF identified primary objectives to facilitate a strong and more sustainable Community Centre model in the City of Winnipeg. The policy also identified the following parameters forming the basis for a more detailed Management Agreement between the City and GCWCC:

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

(Please see RLLF Policy Excerpt- Appendix 1.)

1.4 Management Agreement

In April of 2008, GCWCC and the City of Winnipeg entered into a Management Agreement. In addition, it was agreed that GCWCC would enter into individual Management Agreements with every Community Centre that fell under the auspice of GCWCC. The agreement outlines the responsibilities between the GCWCC and the City of Winnipeg as related to the City of Winnipeg Community Centres. With the continuous changes in the Centres' volunteer Board members, it is imperative that GCWCC provides ongoing support to Community Centre volunteers to ensure that they have all the resources required to implement all components of the Management Agreement.

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

Goal: GCWCC is working collaboratively with the City of Winnipeg on the 2016 GCWCC/City of Winnipeg Management Agreement. The goal for implementation is 2017.

GCWCC, in conjunction with the City of Winnipeg, will also be developing an agreement between the City/GCWCC/Community Centres. The goal is to start the process in the fall of 2016 for completion in 2017.

Deliverables

Community Centre volunteer board members change on an ongoing basis; therefore it is imperative that GCWCC provides ongoing support to ensure that the volunteers have the resources to implement all components of the Management Agreement.

GCWCC continues to provide assistance to the volunteers in such areas as; board governance, policy development, financial accountability, program development, project development.

1.5. GCWCC Plan 2025

In the fall of 2007, GCWCC began the task of long term planning for the future direction of the City of Winnipeg Community Centres. Plan 2025 was undertaken to chart a course for the evolution of the city's Community Centre movement in a manner that would meet the short and long-term needs of the current and future generation of city residents. GCWCC presented all three phases of Plan 2025 to Executive Policy Committee in April 2009. Plan 2025 was the most ambitious planning exercise ever undertaken by the GCWCC and its member Community Centres. The purpose of Plan 2025 was to develop a long-term (2005-2025) strategy for the future direction of the Community Centre movement in the City of Winnipeg while maintaining the guiding principles of the RLLF Policy. The Plan focused on volunteer recruitment and retention, programming for the entire community, and developing suitable facilities. Plan 2025 can be found on the following link: http://www.gcwcc.mb.ca/documents/Plan2025.pdf.

In April 2013, GCWCC conducted a review of Plan 2025 with its member Community Centres. The survey was done in a report card format where the District Centres were asked to rate the current status of the various strategies from the original document. If applicable, those responsible for follow-up (e.g. Community Centre, City and GCWCC) were identified by the reports. GCWCC continues to work with Community Centres to explore/develop the various strategies outlined in Plan 2025. (Please see Appendix 2 - Plan 2025 Development Scenarios Update).

Goal: GCWCC's goal is to proceed with the second review of Plan 2025 in the summer in 2017.

Community Centre Amalgamation Process

Partnerships are vital to the future of Community Centres, both with other service providers and with other Community Centres. Since 2005, 14 Community Centres have amalgamated and improved efficiencies, especially in the reduction of duplicate volunteer positions.

Goal: GCWCC continues to assist Community Centres that are considering an amalgamation with another Community Centre.

Programming for the Entire Community

As recreation and leisure trends evolve, so must the programs offered by Community Centres. Supports must be in place in order to identify, implement and sustain relevant programming for the citizens of the neighbourhoods.

Goal: GCWCC, in cooperation with the City of Winnipeg, must continue to provide resources in order to ensure that the Centres have the tools to program their facilities.

Developing Suitable Facilities

The RLLF Policy provides direction for the provision and maintenance of recreation, leisure and library facilities (including Community Centres) owned by the City of Winnipeg. As of 2005, the policy committed to sustaining existing programmable recreation and leisure square footage while encouraging reconfiguration of facilities over time. The policy also stated that net square footage can only be increased if real population growth is realised.

Goal: The 2017 review of Plan 2025 will include a review of the ratio of current recreation space per capita, utilizing the latest Census data.

1.6. GCWCC Ongoing Responsibilities

Accountability

The City of Winnipeg provides GCWCC with an operating grant for the day-to-day operational and staffing costs of the organization. The City also provides Community Centre funding grants (program, registration fee subsidy, janitorial, athletic field maintenance) that are administered to the Community Centres by GCWCC based on applications from the individual Community Centres.

GCWCC is accountable to its membership, the City of Winnipeg, funding bodies and the taxpayer so as to ensure a transparent, flexible and open operation. Annual Audits are prepared by an accredited accountant in the Province of Manitoba.

Community Centre Universal Funding Formula (UFF) and Responsibilities Document

Upon the amalgamation of the 13 autonomous municipalities, it was found that Community Centres were not being funded equitably. In 1992, a committee was struck with representatives from City Council, City of Winnipeg administration and GCWCC for the purpose of developing a formula that would be equitable to all Centres. In 1993, the Universal Funding Formula was developed, based upon heated square footage and population base. The intention of this grant is to cover operating costs for basic maintenance, supplies, utilities as well as offset for some custodial staff. The UFF Review is a time consuming task involving the review of the last census information to ensure that all Centres are being treated fairly in gain and loss of population base; a review of all centres square footage as well ensuring that the Community Centres have the opportunity to have their input into the process.

Goal: In collaboration with the City of Winnipeg, review the Universal Funding Formula and the Responsibilities Document in the fall of 2016 for implementation in 2017.

1.7. Human Resource Planning – Organizational Structure

The GCWCC is an incorporated, not-for-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 by the membership
- District Representatives – appointed by the District Boards
- Three Members-at-Large – appointed by the Board of Directors
- Three City of Winnipeg Appointees – appointed by EPC
- Community Services Liaison – appointed by Community Services (ex officio)
- GCWCC Executive Director (ex officio)

Administrative Support

The Board is supported by three full time and two part time staff. (Please see Appendix 3 - GCWCC Organizational Chart.)

1.8. Current/Future Challenges

Winnipeg's population continues to grow, with much of this growth attributed to a significant increase in immigration. Community Centre volunteers will be challenged to provide the necessary recreation and leisure programs to meet the needs of our diverse communities. GCWCC encourages that programs fall into the five stages of the "Canadian Sport for Life Model".

Aging Community Centre Facilities

As Community Centre facilities age, maintenance and operating costs continue to be a major concern for both the City and Community Centre volunteers. In 2004, Community Centre facility preservation needs were estimated at approximately $38.6 million. Many of the current recreational facilities are not conducive to providing popular programs due to lack of amenities. These programs include high-participation sports such as basketball, volleyball and indoor soccer.

Plan 2025 identifies a re-investment strategy so as to maximize the financial resources to the Community Centre movement and to assist with financial sustainability.

Programs

Today's Community Centres offer diverse programming that includes recreation, leisure, fitness, wellness, cultural and social programs. Today's Community Centres are encouraged to provide recreational and leisure programs that fall within the guidelines of the "Canadian Sport for Life Model".

As the population of Winnipeg continues to grow and the demographic makeup continues to change, Community Centres will be encouraged to introduce new programs that are reflective of the changing needs of their communities.

Partnership opportunities among 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.

For a complete listing of current Community Centre programs, please go the following link: http://www.gcwcc.mb.ca/events.cfm

Volunteers Recruitment/Retention/Training

Community Centres in the City of Winnipeg are unique in that they are run and programmed by volunteers. This is unlike any other city in Canada. Volunteer recruitment and retention is a high priority for the Community Centres; finding volunteers to run the centre and its programs will be a continuing challenge.

Goals: To work collaboratively with the City of Winnipeg and Community Centres to implement a Freeware Volunteer Management System for all Community Centres to assist in the recruitment, training, and scheduling of volunteers; to implement an award system for volunteers; and to produce a cultural sensitivity training video for all Community Centre Volunteers. To be completed in September of 2016

Community Centre Governance Support

In May of 2005, Council approved the Recreation, Leisure and Library Facilities Policy which authorized GCWCC to manage those Community Centres and Community Recreation Centres where it is not possible to sustain a volunteer Board or provide programming. GCWCC is responsible to hire supervisory staff, provide programming for the neighbourhood and provide the resources for the day-to-day financial management of the Centre. GCWCC is responsible to provide all financial accountability for these Centres to the City of Winnipeg. As the number of centres that require assistance has increased over the past year, it has placed a significant strain on the staff. In 2015 GCWCC was responsible for the financial accountability for seven (7) Community Centres.

1.9. GCWCC 2016-2018 Priority Action Plan

The GCWCC priority action plan is based on infrastructure, program development, volunteer recruitment and financial training focused on such topics as:

- Facility and program needs
- Volunteer recruitment, training and retention
- Financial accountability

- Developing strategies to address changing demographics

Community Centre Investment Fund

The Recreation, Leisure and Library Facilities Policy highlighted the importance of the Community Centre Investment Fund (CCIF). This fund would serve as a commitment to a "managed care level" of maintenance for new facilities and, where possible, for existing facilities. The original CCIF grant of $10 million leveraged a total of $27,531,992 for seven Community Centre projects.

Goal: GCWCC recognizes the importance of this fund and is committed to continue to work with City Council and Administration in efforts to replenish the Community Centre Investment Fund.

Community Centre Renovation Grant Program

In 2012, the Community Centre Renovation Grant Program (CCRGP) was established. Up to $965,000 per year was made available to Community Centres to assist with facility renovation projects. The program is open to all GCWCC member Community Centres for the purpose of maintaining and improving Community Centre infrastructure.

Goal: GCWCC will continue to support Centres in their efforts to apply for the CCRGP by assisting them with identifying project priorities, developing project budgeting (including the identification of additional grants, if necessary) and completing grant applications.

Community Centre Program Grant

GCWCC is responsible for administering the Community Centre Program Grant. The grant provides funding assistance to ensure that all Centres can offer sustainable programs for their area residents. In 2012, the Mayor announced that the Program Grant for Community Centres would double from $235,000 to $470,000. Program Grant allocations for 2015 totalled $469,961.

Goal: GCWCC will continue to assist Community Centres to identify what is required to ensure that they are providing programs that will be sustainable, adequately staffed (whether by volunteer or paid staff) and relevant to the needs of the community.

Community Centre Program Registration Fee Subsidy

GCWCC administers the Community Centre Program Registration Fee Subsidy. Due to the rising costs of sports and recreational programs, it has become increasingly difficult for low-income families to be able to afford the cost of Community Centre programs. 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 ($85,750), the Province of Manitoba ($50,000), the Canadian Tire Jumpstart Program ($94,338) and other contributions ($9,617), GCWCC was able to fund 874 subsidy applications for a total of $239,705.

Goal: GCWCC has committed to look for additional partnerships to sustain this program.

Community Centre Janitorial Program Grant

In 2008, due to the elimination of the City of Winnipeg's Community Service Worker Project, GCWCC received $300,000 to administer the Community Centre Janitorial Program Grant. The grant was to provide janitorial staff to those centres that required assistance. In 2015, the grant supported Community Centres with 16 full and part time staff for a total of $277,948.

Goal: To keep the current status of janitorial positions, it may be necessary to secure additional funding.

Community Centre Athletic Field Maintenance (AFM) Grant

All revenues generated by the Athletic Field Youth User Fees are administered by GCWCC as part of the "sweat equity" maintenance program. The value of work performed is determined using the City of Winnipeg Maintenance Standards. In 2015, 54 Community Centres applied for 420 fields through the AFM grant for a total annual grant of $327,025.

Goal: GCWCC will continue to work in cooperation with the City to ensure that the program's success continues.

Executive Policy Committee July6, 2016 Meeting

On July 6th, EPC concurred in the recommendation of the Winnipeg Public Service

1. That the Winnipeg Public Service (WPS) and the General Council of Winnipeg Community Centres (GCWCC) work collaboratively with up to six Community Centres in order to pilot a Freeware Volunteer Management System in order to make scheduling, tracking and communicating easier.
2. That a $100 City of Winnipeg healthy living recreation facility/Leisure Guide program credit incentive program be approved, to be awarded annually to two Community Centre volunteers from each Community Centre that meet pre-established recognition criteria.
3. That the Winnipeg Public Service and General Council of Winnipeg Community Centres work collaboratively with the Broadway Neighbourhood Centre , Just TV program in order to produce an online inclusivity and cultural sensitivity training video that targets Community Centre volunteers and captures Winnipeg's unique and rich cultural diversity.

Goal: GCWCC will continue to work collaboratively with WPS and Community Centres to ensure that all of the EPC recommendations are realized by the end of September 2016.

Financial Reports

2015 Grant Programs – GCWCC receives annual grants from the City of Winnipeg to administer to the 63 Community Centres. (Please see Appendix 4)

2016-2018 GCWCC Proposed Budgets – As per the GCWCC Constitution, an Annual Proposed Budget must be presented to the Board of Directors at the GCWCC February Meeting. (Please see Appendix 5)

2015 GCWCC Annual Financial Statement – The 2015 GCWCC Annual Audited Financial Statement was prepared by PKBW Group. (Please see Appendix 6)

1.10. Conclusion

It is well known that the City of Winnipeg is unique in that it is Community Centre volunteers who provide sport, recreation and leisure services for their communities. The GCWCC provides a central resource to all Community Centre volunteers. GCWCC Staff members are experienced and skilled in the many services that GCWCC provides.

As Community Centre volunteers can change on a regular basis, GCWCC will continue to offer a variety of services that will assist both new and veteran volunteers to meet their mandate to both the City of Winnipeg and the Community Centre membership.

Community Centres provide recreation programs and services to area residents through a cooperative partnership between Community Centre volunteers and City administration. Volunteers provide enjoyable activities that are appropriate for people of all ages and interests and that often lead to the development of new skills and enduring friendships.

Community Centre volunteers provide an invaluable service to the citizens of our city. In 2015, the Community Centre Annual Volunteer Reports showed that 17,389 people volunteered their time and efforts to volunteer at the sixty-three (63) Community Centres plus eleven (11) satellite sites for a total of 1,223,147 hours. Based on a salary of $20.00 per hour this would equate to a value of $24,462,940.00. While we are able to quantify the economic value of Community Centre volunteers, the figure pales in comparison to the immeasurable social value they provide to their communities.

2.0 GCWCC 2016-2018 Business Plan

2.1 Introduction

History

In 1971, when the thirteen autonomous municipalities and the City of Winnipeg were amalgamated, the General Council of Winnipeg Community Centres (GCWCC) was formed to provide a central council where representatives for all Community Centres could meet to exchange views, to encourage inter-communication within the Community Centre movement, and to meet regularly with City administration to discuss and consider solutions to common issues.

The first priority of GCWCC was to assist the Community Centres to organize into six district areas, each with a District Community Centre Board. These Boards would meet monthly to discuss common issues, including programming and governance. In 1996, due to the amalgamation of Charleswood and St. James, the six districts were reduced to five. The individual District Community Centre Boards were quick to identify that the services being offered to Community Centres by the individual municipalities had varied greatly in respect to programs, services, policies, standards, and leadership and maintenance responsibilities.

To address many of the discrepancies and inequities, a committee was struck with representatives from City Council, City of Winnipeg administration and GCWCC for the purpose of developing a formula that would be equitable to all centres. The Universal Funding Formula (UFF) was adopted by City Council in 1993. As per Council directive, the UFF is to be reviewed every five years to reflect current financial and administrative requirements. The Formula and Responsibilities Document will be reviewed in 2016 for implementation in 2017.

The Recreation, Leisure and Library Facilities (RLLF) Policy was adopted by City Council in May 2005. The Policy outlined a stronger leadership mandate for GCWCC. The policy directed that the City of Winnipeg and GCWCC enter into a Management Agreement in order to facilitate a strong and more sustainable Community Centre model. It also directed 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.

The Management Agreements outline the responsibilities of the GCWCC and the City of Winnipeg as related to the City of Winnipeg Community Centres.

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 fifteen 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 long-term planning for the future direction of the City of Winnipeg Community Centres. Plan 2025 was undertaken to chart the course for the evolution of the city's Community Centre movement in a manner that would meet the short and long term needs of the current and future generation of the city's residents. In April 2009, GCWCC presented all three phases of Plan 2025 to Executive Policy Committee.

2.2 GCWCC Strategic Plan

In the fall of 2006, the GCWCC embarked on the development of a five year Strategic Plan that would include the increased responsibilities as outlined in the RLLF Policy. This document would chart the direction of the organization required to meet the challenges facing Community Centres today and into the future. The Strategic Plan was last reviewed in 2014.

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 the citizens of Winnipeg.

Strategic Goals

Communication

- To provide open and transparent communications with all partners and stakeholders, utilizing existing methods of communication to promote the organization's activities.

Membership Services

- To develop a comprehensive list of membership services; review and make appropriate changes to service delivery.

Governance

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

Resources

- To identify resource gaps (funding and human); establish a committee to develop an action plan to identify resource gaps.

Research Trends

- To effectively identify volunteer, program and facility trends so as to make effective plans for the future; develop a network of resources to assist in the ongoing identification of volunteer, program and facility trends.

Advocacy/Public Affairs

- To represent and promote the Community Centre movement; develop an Advocacy/Public Affairs Committee

Evaluation

- To engage the membership in evaluating GCWCC to be an effective and efficient organization; develop a survey tool which would seek feedback by the general membership on services, programs and activities of GCWCC

Planning Process

- To implement Business, Strategic and District Planning processes; monitor and evaluate GCWCC Plan 2025.

Management Agreement

- To implement a Community Centre Management Agreement; to inform all Community Centres regarding the requirement of a Management Agreement between GCWCC and each Community Centre.

Logistics

- To identify the functional requirements of GCWCC; develop a committee to review the functional requirements of GCWCC.

Goal: To review the GCWCC Strategic Plan in 2017.

2.3. Recreation, Leisure and Library Facilities Policy (RLLF)

The Recreation, Leisure and Library Facilities Policy, adopted by City Council in May 2005, supported the principles of the A.C.T.I.V.E. Policy Framework. RLLF identified the following primary objectives:

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
c) To include a facility hierarchy that provides general guidance around the provision of facilities including facility to population ratios
d) Direction for existing facilities and for the introduction of new facility types

e) Stronger leadership mandate for the GCWCC to optimize the Community Centre model
f) A commitment for sustaining existing programmable recreation and leisure square footage while encouraging a reconfiguration of facilities over time
g) A commitment to consultation
h) Commitment to a "managed care level" of maintenance for new facilities, and where possible, for existing facilities
i) A reinvestment strategy

Further, the RLLF Policy identified the following parameters forming the basis for a more detailed Management Agreement between the City and GCWCC:

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

Please see Appendix 1: Recreation, Leisure and Library Facilities Policy excerpt.

2.4 Management Agreement

In April of 2008, GCWCC and the City of Winnipeg entered into a Management Agreement. In addition, it was agreed that GCWCC would enter into individual Management Agreements with every Community Centre that fell under the auspice of GCWCC. The agreement outlines the responsibilities between the GCWCC and the City of Winnipeg as related to the City of Winnipeg Community Centres. GCWCC provides ongoing support to Community Centres to ensure they have the resources to implement all components of the Management Agreement.

Components

The Management Agreement identified the following components as responsibilities of the GCWCC to:

- 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 operations are complementary
- Facilitate consultation processes regarding opportunities for 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 Federal, Provincial and Municipal legislation as it relates to the operation of 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 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.

Goal: GCWCC entered into a Management Agreement with the City of Winnipeg in April of 2008 which expired in 2013. GCWCC is working collaboratively with the City of Winnipeg on the 2016 GCWCC/City of Winnipeg Management Agreement. The goal is that the agreement be completed in 2017 and will be submitted to EPC, complete with an Administrative Report. GCWCC, in conjunction with the City of Winnipeg, will also be developing an agreement between the City/GCWCC/Community Centres. The goal is to start the process in the fall of 2016 for completion in 2017.

Deliverables

With the continuous changes in Community Centres' volunteer Board members, it is imperative that GCWCC provides ongoing support to Community Centre volunteers to ensure they have the resources to implement all components of the Management Agreement.

To ensure that the Community Centre volunteers have the resources to perform their responsibilities to their neighbourhood residents to the best of their ability, GCWCC continues to provide assistance to the Community Centre volunteers in such areas as:

<u>Board Governance</u>

GCWCC will:

- Provide Board orientations
- Provide sessions on governance, financial and legal issues
- Develop publications and leadership training manuals
- Review Community Centre policy and procedures
- Provide assistance with specific internal issues
- Coordinate Provincial Child Abuse Registry Checks for Community Centre volunteers and staff.
- Review constitutional/bylaw amendments/policy statements

Policy Development

GCWCC, in partnership with the City of Winnipeg, will ensure that policies are adopted as required to assist the volunteers in the day-to-day management of the Community Centres in such areas as:

- Respectful Environment Policy
- Code of Conduct Policy
- Financial Investment Policy
- Risk Management Policy
- Workplace, Health and Safety

Financial Accountability

To ensure that all Community Centres remain fiscally responsible to the City of Winnipeg and their membership, GCWCC will:

- Assist with the annual business planning process
- Assist with annual budgets
- Assist Centres that are not able to meet the requirements of the Community Centre Standardized Financial Accountability Manual. 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.
- When required, GCWCC will be responsible for the interim financial management of the Community Centre.

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 maximise coverage and minimise 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.

Project Development

In general, Community Centre Volunteer Boards are responsible for renovations/upgrades to Community Centre buildings, grounds and site amenities. This includes everything from small, low-budget renovations to large, multi-million dollar projects.

In the case of smaller projects, GCWCC will:

- Assist Community Centres in identifying project priorities
- Assist Community Centres to develop a project in coordination with applicable authorities.
- Assist Community Centres with identifying grants and completing grant applications.

GCWCC will assist with coordinating feasibility studies for large capital projects identified in the review of Plan 2025.

2.5. GCWCC Plan 2025

Plan 2025 was the primary driver of the most ambitious planning exercise ever undertaken by the GCWCC and its member Community Centres. Plan 2025 addresses the planned outcome of the RLLF Policy – to empower the community to reconfigure the city's recreation, leisure and library facilities in a way 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 long term (2005-2025) strategy for the future direction of the Community Centre movement in the City of Winnipeg. Based on the principle that people drive programs and programs drive facilities, the Plan focuses on all three components, that is, people, programs and facilities.

Plan 2025 identified that there is a growing need to enhance facilities to meet the neighbourhood programming needs. Current recreational facilities are not conducive to provide popular programs such as basketball, volleyball and indoor soccer, due to lack of amenities. Plan 2025 also identified how best to support and sustain a healthy Community Centre volunteer base; how best to deliver recreational programs; and how best to plan for the development of recreational facilities for this and the next generation of users.

Planning was based on the membership directive that it is important to maintain the following three-tier Community Centre model, as each plays a unique role in the community:

1. Local Community Centres
    - These Centres are located in close walking proximity, allowing families to take advantage of drop-in activities through the use of relatively small multi-purpose spaces. These Centres tend to serve a population of fewer than 5,000 residents.
2. Neighbourhood Community Centres
    - These Centres are more fully developed and may have gymnasiums, major athletic fields, change rooms, multiple outdoor rinks, tennis courts and multi-purpose space serving 5,000-15,000 residents.
3. District Community Centres
    - These Centres address the needs of structured sports with amenities such as indoor rinks and indoor soccer pitches. As well, they may accommodate many

other uses with gyms and multi-purpose space. Multiple outdoor athletic fields are often present. As these Centres offer specialized services, they tend to serve a much larger population.

Keeping the three-tier model in mind, strategies were developed to address recurring themes:

- Volunteer recruitment and retention
- Programming for the community
- Developing suitable facilities

Recommendations regarding project proposals were made by the Community Centres themselves, with basic direction provided by the GCWCC. Initially, twenty-eight proposals were identified by the five Community Centre districts; however, as Plan 2025 is a living document, it was expected that projects would shift in priority or prove infeasible.

Since 2005, several of the facility development scenarios recommended by Plan 2025 are either completed or underway (Appendix 2 – Plan 2025 Development Scenarios Update). GCWCC continues to work with Community Centres to explore the feasibility of the proposed projects.

In April 2013, GCWCC conducted a review of Plan 2025 with its member Community Centres. The survey was done in a report card format where the District Centres were asked to rate the current status of the original Plan 2025 strategies (e.g. not started, in progress, complete). If applicable, those responsible for follow-up were identified (e.g. Community Centres, GCWCC, and City of Winnipeg).

Goal: GCWCC's goal is to proceed with the second review of Plan 2025 in the summer in 2017.

Community Centre Amalgamation Process

As volunteers' time becomes more and more taxed, it is important to enhance existing supports while creating new supports. Partnerships are vital to the future of Community Centres, both with other service providers and with other Community Centres. Since 2005, the amalgamations of the following 14 Community Centres have proven to improve efficiencies and reduce duplication of volunteer positions:

- Valour Community Centre – amalgamation of Isaac Brock, Clifton and Orioles (Board Amalgamation)
- Norberry-Glenlee Community Centre – amalgamation of Norberry and Glenlee (Board/Facility Amalgamation)
- Sturgeon Heights Community Centre – amalgamation of Sturgeon Creek and Silver Heights (Board/Facility Amalgamation)
- Fort Garry Community Centre – Amalgamation of Fort Garry and Victoria (Board Amalgamation)
- Central Corydon Community Centre – amalgamation of Crescentwood, River Heights and Sir John Franklin (Board Amalgamation)

- South Winnipeg Community Centre – amalgamation of Richmond Kings and Waverley Heights (Board Amalgamation)

Goal: GCWCC continues to assist those Community Centres that are considering an amalgamation with another Community Centre. The GCWCC will support the Community Centres in providing the process for amalgamation, which includes community consultations, establishing working committees in such areas of operational requirements, financial management, transition plans, and implementation.

Programming for the Entire Community

As recreation and leisure trends evolve, so must the programs offered by Community Centres. Supports for Community Centres must be increased in order to identify, implement and sustain relevant programming. Again, partnerships are the way of the future. These partnerships may be facilitated by both the City and GCWCC due to the introduction of target hours of operation and enhanced programming responsibilities in the 2012 Universal Funding Review.

Goal: Ensuring that Community Centres continue to offer a variety of programs to fit the needs of the residents of their community requires the instruments to be able to run a successful program. The GCWCC, in cooperation with the City of Winnipeg, must continue to provide resources in order to ensure the Centres have the tools to program their facilities.

Developing Suitable Facilities

The RLLF Policy provides direction for the provision and maintenance of recreation, leisure and library facilities owned by the City of Winnipeg (including Community Centres). It commits to sustaining existing (as of 2005) programmable recreation and leisure square footage while encouraging reconfiguration of facilities over time. As per RLLF, net square footage can only be increased if real population growth is realized. With this in mind, Plan 2025 set out with a plan to bring all areas of the City to parity. In other words, the ratio of recreation space per capita should be the same in all parts of the City.

Goal: The review of Plan 2025 will include a review of the ratio of current recreation space per capita, utilizing the latest Census data.

2.6. Ongoing Responsibilities

GCWCC Accountability

The City of Winnipeg provides GCWCC with an operating grant for the day-to-day operational and staffing cost of the organization. The City also provides Community Centre funding grants (program, registration fee subsidy, janitorial, athletic field maintenance). These grants are administered to the Community Centres by GCWCC based on applications received from the individual Community Centres.

GCWCC is accountable to its membership, the City of Winnipeg, funding bodies and the taxpayer so as to ensure a transparent, flexible and open operation. Financial statements are presented to the GCWCC Board members for approval at each monthly Board meeting. Annual Audited Statements are prepared by an accredited accountant in the Province of Manitoba. The Annual Audited Statements are presented to the GCWCC membership for approval at the Annual General Meeting held during the month of April of every year.

GCWCC is responsible 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;
- Network and partner with other service providers regarding the delivery of recreational/leisure services at the community level;
- Provide ongoing support to the Centres' volunteers in the areas of leadership development, financial accountability, legal liabilities, program development, policy development and constitutional/bylaws/policy reviews, capital project development, grant assistance;
- Administer the Community Centre Athletic Field Maintenance Sweat Equity Grant, the Community Centre Programming Grant, the Community Centre Program Registration Fee Subsidy and the Community Centre Janitorial Program Grant.

Goal: To lead and support Winnipeg's unique volunteer-based Community Centres into a strong and sustainable model into the future. GCWCC provides leadership to volunteers to develop and sustain Community Centres and to provide support to volunteers in the provision of safe, affordable, accessible programs and facilities for all citizens of Winnipeg.

Community Centre Universal Funding Formula (UFF) and Responsibilities Document

In 1992, to address many of the discrepancies and inequities among Community Centres, a committee was struck with representatives from City Council, City of Winnipeg administration and GCWCC for the purpose of developing a formula that would be equitable for all Centres. The Universal Funding Formula was developed in 1993, resulting in all Community Centres being funded on an equitable basis. The formula was based on heated square footage and the population base within the Community Centre's boundaries. The UFF document was approved by the General Council of Winnipeg Community Centres' membership and City Council. GCWCC, in cooperation with the representatives from the Community Services Division, is mandated to review the document every five years.

In 2011, the Universal Funding Formula Review Committee made significant changes to the funding base, whereas increased emphasis was placed on the heated square footage and less on the population base. The rationale was that the costs of utilities and maintenance have

increased significantly over the past number of years. The UFF Responsibilities Document was updated to reflect current responsibilities of the City of Winnipeg and Community Centres.

The intention of this grant is to cover operating costs for basic maintenance, supplies, utilities as well as offset for some custodial staff. The UFF Review is an arduous task involving the review of the last census information to ensure that all Centres are being treated fairly in gain and loss of population base; a review of all centres square footage as well ensuring that the Community Centres have the opportunity to have their input into the process.

Goal: In collaboration with the City of Winnipeg, review the Universal Funding Formula and Responsibilities Document in the fall of 2016 for implementation in 2017.

2.7. Human Resource Planning - Organizational Structure

The GCWCC is an incorporated, not-for-profit organization governed by an Executive Committee and Representative Board. The GCWCC Board is comprised of the following:

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
- One Community Services Liaison – appointed by Community Services

Administrative Support

The Board of GCWCC is supported by three full-time staff and two part-time staff: (Please see - Appendix 3 – GCWCC Organization Chart)

- Marlene Amell, Executive Director (35 years); full-time
- Cindy Fox, Facility and Program Coordinator (10 years); full-time
- Cathy Schroeder, Grant Administrator (19 years); part-time
- Elaine Gray, Finance and Payroll Administrator (14 years); full time
- Mary Bruneau, Administrative Assistant (2 years); part-time

Reporting Relationships

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

The GCWCC membership is comprised of 63 Community Centres, who in turn sit on five District 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.

GCWCC continues to work in close collaboration with the City of Winnipeg Community Services Department to ensure that all City policies and procedures are adhered to.

2.8. Current/Future Challenges

Winnipeg's population continues to grow, with much of this growth being attributed to a significant increase in immigration. Community Centre volunteers will be challenged to provide recreation and leisure programs to meet the needs of our diversified communities.

GCWCC encourages the Community Centres to provide recreational and leisure programs that fall within the guidelines of the "Canadian Sport for Life Model". Programs that are offered by the Community Centres fall into the five stages of the model (Active Start, Fundamentals, Learning to Train, Training to Train and Active for Life).

As the volunteer base continues to fall, centres will continue to be challenged in providing human resources to assist in their day-to-day programming. It is inevitable that Community Centres will require qualified staff to support their volunteers.

Aging Community Centre Facilities

As Community Centre facilities age, maintenance and operating costs continue to be a major concern for both the City and Community Centre volunteers. In 2004, Community Centre facility preservation needs were estimated at approximately $38.6 million. Based on today's costs, this figure 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.

There is a growing need to enhance facilities to meet the neighbourhood programming needs. Many of the current recreational facilities are not conducive to providing popular programs due to lack of amenities. These include high-participation sports such as basketball, volleyball and indoor soccer.

Plan 2025 allows a re-investment strategy so as to maximize the financial resources to the Community Centre movement and to assist with financial sustainability.

Programs

The initial emphasis of Community Centre programming was to provide sporting activities to 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.

As the population of Winnipeg continues to grow and the demographic makeup continues to change, it is important that Community Centres introduce new programs that are reflective of the changing needs of their communities. For example, with a growing population of people falling into older age categories, the demand for senior programs for both organized and social activities has increased and will continue to increase.

Partnership opportunities among 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 awareness of the health benefits of recreational and physical activities continues to grow, so will the demand on our recreational facilities and volunteers.

For a complete listing of current Community Centre programs, please go the following link: http://www.gcwcc.mb.ca/events.cfm

Volunteers Recruitment/Retention/Training

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. 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.

Goals:

To work collaboratively with the City of Winnipeg and Community Centres to implement a Freeware Volunteer Management System for all Community Centres to assist the boards in the recruitment of volunteers, volunteer training and the scheduling of volunteers.

To work collaboratively with the City of Winnipeg and Community Centres to implement an award system for volunteers.

To work collaboratively with the City of Winnipeg and the Broadway Neighbourhood Centre Inc. to produce a cultural sensitivity training video for all Community Centre Volunteers. To be completed in September 2016.

Governance

In May of 2005, Council approved the Recreation, Leisure and Library Facilities Policy which authorized the GCWCC to manage those Community Centres and Community Recreation Centres where it is not possible to sustain a volunteer board or volunteers to provide programming for the area residents. GCWCC is responsible to provide all HR duties including hiring supervisory staff, payroll and CRA requirements, management and programming training.

GCWCC assumes responsibility of all day-to-day financial management of the centre. GCWCC is also responsible to provide to the City all accountability as per the Universal Funding Formula Responsibilities Document for the Centres that fall under the management of GCWCC. In 2015, GCWCC was responsible to manage 7 (seven) Community Centres.

Goal: To work with the community to build capacity and try to establish a new volunteer board of directors.

2.9. GCWCC 2016-2018 Priority Action Plan

The GCWCC priority action plan is based on infrastructure, program development, volunteer recruitment and financial training.

- GCWCC will coordinate and facilitate meetings with Community Centres to discuss individual facility and programming needs. (Ongoing)
- GCWCC will partner with Volunteer Manitoba to provide five district leadership training sessions in the areas of volunteer recruitment, training and retention of volunteers. (Ongoing)
- GCWCC will partner with the City of Winnipeg to provide financial accountability workshops to ensure that the centres understand their financial responsibilities. (Ongoing)
- GCWCC will assist Community Centres in developing programming by: providing survey tools designed to identify the community's programming needs; developing strategies to address changing demographics and the broader needs of the neighbourhood; promoting cooperation among Community Centres by working in clusters (i.e. with neighbouring centres) or through amalgamations. (Ongoing)
- A key goal for the upcoming year(s) is to review and update Plan 2025 through ongoing communications with the Community Centres.

The Action Plan will also focus on the following funds/grants:

<u>Community Centre Investment Fund</u>

The Recreation, Leisure and Library Facilities Policy identified the importance of the Community Centre Investment Fund (CCIF). This fund would serve as a commitment to a "managed care level" of maintenance for new facilities, and where possible, for existing facilities. The original CCIF grant of $10 million leveraged a total of $27,531,992 for seven projects; Bronx Park, Sinclair Park, Sturgeon Heights, Norberry-Glenlee, Valour, Winakwa, Linden Woods. Ultimately, the community of the future should be able to be served with relevant, desirable programs delivered through well-maintained, contemporary facilities. This can include small local Community Centres, mid-sized Neighbourhood Community Centres and large District Centres.

Goal: The Community Centre Investment Fund, which was established in 2005, funded seven major projects and is no longer in existence. GCWCC recognizes the importance of this fund

and is committed to continue to work with Council and Administration in efforts to replenish the CCIF to assist in the managed care for Community Centres. Community Centres are challenged with limited financial resources; the majority of Community Centres do not meet the Standard Maintenance Program requirements that the Building Owners Management Association (BOMA) has developed for asset management. This financial shortfall will dramatically increase in the future if the asset is not properly maintained.

Community Centre Renovation Grant Program

In 2012, the Community Centre Renovation Grant Program (CCRGP) was established, with up to $965,000 per year made available to Community Centres to assist with facility renovations. The program is open to all GCWCC member Community Centres for the purpose of maintaining and improving Community Centre infrastructure. This includes any renovations that are identified through the City of Winnipeg facility inspection reports as below maintenance standards and/or a safety issue. The majority of Centres are not in a financial position to be able to fund larger projects. This grant allows the Centres to be able to maintain their facility and focus on programming priorities. GCWCC is the first point of contact to support Centres in their efforts to apply for the CCRGP; assistance is provided with identifying project priorities, developing project budgeting (including the identification of additional grants, if necessary) and completing grant applications.

Goal: In conjunction with the City of Winnipeg, GCWCC will continue to support the Renovation Grant Process to ensure that the projects fall within the grant criteria and that all supporting documentation is included for consideration.

Community Centre Program Grant

GCWCC is responsible for administering the Community Centre Program Grant. The grant provides funding assistance to ensure that all Centres can offer sustainable programs for their area residents. It is becoming increasingly important to offer programs that are relevant to the changing demographics, most notably the increasing senior and new Canadian populations.

In 2012, the Mayor announced that the Program Grant for Community Centres would double from $235,000 to $470,000 annually. Program Grant allocations for 2015 totalled $469,961. GCWCC supports the Community Centres who require assistance in identifying possible programs, assisting in program budgeting, including identifying other available grants, if required.

Goal: GCWCC will continue to assist Community Centres to identify what is required to ensure that they are providing appropriate programs that will be sustainable, adequately staffed (whether by volunteer or paid staff) and relevant to the needs of the community.

Community Centre Program Registration Fee Subsidy

GCWCC administers the Community Centre Program Registration Fee Subsidy. Due to the rising costs of sports and recreational programs, it has become increasingly difficult for low-income families to afford the cost of Community Centre programs. This subsidy is designed to assist those children who would not otherwise participate in Community Centre activities due to financial circumstances.

The need for the subsidy grant has increased by approximately ten percent each year. Further, through the development of the new Winnipeg Sport Policy, GCWCC has partnered with other service providers to increase awareness within the new immigrant population regarding access to Community Centre and sport programs through subsidy programs. In partnership with the Immigrant and Refugee Community Organization of Manitoba (IRCOM) and the neighbouring Community Centres, GCWCC coordinates registration dates in the spring and fall at the IRCOM facilities. The goal is to ensure that the parents are aware of the Community Centres in the area and the programs they offer and have access to. Where necessary, the parents are assisted with the registration and fee subsidy process.

In 2015, with support from the City of Winnipeg ($85,750), the Province of Manitoba ($50,000), the Canadian Tire Jumpstart Program ($94,338) and Other Contributions ($9,617), we were able to fund 874 applications for a total of ($239,705).

Goal: GCWCC has committed to look for additional partnerships to sustain this program. Without additional support, we will not be able to maintain the program at its current level of funding.

Community Centre Janitorial Program Grant

In 2008, due to the elimination of the City of Winnipeg's Community Service Worker Project, GCWCC was requested to administer the Community Centre Janitorial Grant Program Grant. In 2008, a grant of $300,000 supported twenty-one (21) full and part time staff. In 2015, due to the increase in minimum wage, we are able to support seventeen (17) Community Centres with janitorial assistance for a total of $277,947. This grant is available to all Community Centres via a grant application.

Goal: To support those Community Centres that do not have the financial resources to pay for janitorial workers that are required for the day-to day maintenance of the centre. Currently, GCWCC, through the janitorial grant, is supporting 17 Community Centres with janitorial assistance. Due to the increase to the minimum wage, the current grant of $300,000 will not be able to support the growing demand for this program. To keep the current status of janitorial positions, it would be necessary to increase the current grant budget to include an increase based on the minimum wage from 2008 to 2016. Further increases would be based on increased minimum wage rates on an ongoing basis.

Community Centre Athletic Field Maintenance (AFM) Grant

On November 19, 1997 City Council approved revisions to the Fees and Charges Policy that all revenues generated on all of the City's athletic fields are provided to the General Council of Winnipeg Community Centres for distribution to Community Centres in recognition of work performed on the fields allocated to their Centre**.** GCWCC provides the administration services for this grant. Applications are distributed to all Community Centres on an annual basis. Completed forms are submitted to the GCWCC to process and forward to the City of Winnipeg. GCWCC receives funding on a semi-annual basis, at which time the funds are forwarded to the participating Centres. All revenues generated by the Athletic Field User Fees are administered by GCWCC as part of the "sweat equity" maintenance program. The value of work performed is determined using the City of Winnipeg Maintenance Standards. The revenues paid out to any Community Centre for its participation in the program are determined cooperatively by the GCWCC and the City of Winnipeg, based on available resources. Funding is provided to the participating Community Centres on June 30th (70%) and September 30th (30%).

In 2015, 54 Community Centres applied for 420 fields through the AFM grant for a total annual grant of $327,025.

Goal: GCWCC will continue to work in cooperation with the City to ensure that the program's success continues.

Executive Policy Committee July6, 2016 Meeting

On July 6th, EPC concurred in the recommendation of the Winnipeg Public Service

4. That the Winnipeg Public Service (WPS) and the General Council of Winnipeg Community Centres (GCWCC) work collaboratively with up to six Community Centres in order to pilot a Freeware Volunteer Management System in order to make scheduling, tracking and communicating easier.
5. That a $100 City of Winnipeg healthy living recreation facility/Leisure Guide program credit incentive program be approved, to be awarded annually to two Community Centre volunteers from each Community Centre that meet pre-established recognition criteria.
6. That the Winnipeg Public Service and General Council of Winnipeg Community Centres work collaboratively with the Broadway Neighbourhood Centre , Just TV program in order to produce an online inclusivity and cultural sensitivity training video that targets Community Centre volunteers and captures Winnipeg's unique and rich cultural diversity.

Goal: GCWCC will continue to work collaboratively with WPS and Community Centres to ensure that all of the EPC recommendations are realized by the end of September 2016.

City of Winnipeg Grants

2015 Grant Programs – GCWCC receives annual grants from the City of Winnipeg to administer to the 63 Community Centres. (Please see Appendix 4)

2016-2018 GCWCC Proposed Budgets – As per the GCWCC Constitution, an Annual Proposed Budget must be presented to the Board of Directors at the GCWCC February Meeting. (Please see Appendix 5)

2015 GCWCC Annual Financial Statement – The 2015 GCWCC Annual Audited Financial Statement was prepared by PKBW Group. (Please see Appendix 6)

2.10. Conclusion

The GCWCC provides a central resource to all Community Centre volunteers. GCWCC staff members are experienced and skilled in the many services that GCWCC provides.

It is well known that Winnipeg is unique in that it is Community Centre volunteers who provide sport, recreation and leisure services for their communities. As Community Centre volunteer positions change on a regular basis, GCWCC continues to offer a variety of services that will assist both new and veteran volunteers to meet their mandate to both the City of Winnipeg and the Community Centre membership.

Community Centres provide recreation programs and services to area residents through a cooperative partnership between Community Centre volunteers and City administration. Throughout the year, dedicated volunteers commit their time and energy to the operation of Community Centre facilities and programs. Volunteers provide enjoyable activities that are appropriate for people of all ages and interests and that often lead to the development of new skills and enduring friendships.

Community Centre volunteers provide an invaluable service to the citizens of our city. In 2015, the Community Centres Volunteer Reports identified 17,389 people volunteered their time and efforts to volunteer at the sixty-three (63) community centres plus eleven (11) satellite sites for a total of 1,223,147 hours. Based on a salary of $20.00 per hour, this would equate to a value of $24,462,940.00. While we are able to quantify the economic value of Community Centre volunteers, the figure pales in comparison to the immeasurable social value they provide to the citizens in their communities.