Agenda – Executive Policy Committee – September 20, 2017

REPORTS

Item No. 3 Proposed General Council of Winnipeg Community Centres 2017 – 2019 Business Plan

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That Council receives as information the General Council of Winnipeg Community Centres' (GCWCC) 2017 – 2019 Business Plan (Appendix A).

DECISION MAKING HISTORY:

COUNCIL DECISION:

On December 14, 2016, Council concurred in the November 30, 2016, recommendation of the Executive Policy Committee.

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On November 30, 2016, the Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and recommended to Council:

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

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 2017 – 2019 Business Plan

Critical Path: Executive Policy Committee - Council

AUTHORIZATION

Author	Department Head	CFO	CAO
P. de Graaf	C. Fernandes	M. Ruta	M. Jack A/CAO

EXECUTIVE SUMMARY

General Council of Winnipeg Community Centres (GCWCC) has identified 19 goals within their 2017 - 2019 Business Plan. Goals relate to:

- GCWCC Strategic Plan
- Management Agreements
- GCWCC Plan 2025
- Grant Administration
- Universal Funding Formula and Responsibilities Document
- Web-based Central System for Community Centre Volunteers
- Community Centre Volunteer Training and Recognition
- GCWCC 2017 - 2019 Priority Action Plan

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

- Community Centre Universal Funding Formula (UFF) and Responsibilities Document
- Management Agreement
- GCWCC Plan 2025
- Web-based Central System for Community Centre Volunteers
- Community Centre Volunteer Training and Recognition
- Recreation and Parks Strategic Master Plans

GCWCC receives grants from the City of Winnipeg. 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.

RECOMMENDATIONS

1. That Council receives as information the General Council of Winnipeg Community Centres' (GCWCC) 2017 – 2019 Business Plan (Appendix A).

REASON FOR THE REPORT

The Management Agreement requires that GCWCC provides a three-year Business Plan and annual audited financial statements to Council annually.

IMPLICATIONS OF THE RECOMMENDATIONS

The GCWCC's 2017 - 2019 Business Plan contributes to the strengthening of neighbourhoods, promotion of community social cohesion, and an increase in community pride and satisfaction.

The GCWCC's 2017 - 2019 Business Plan identifies planning strategies that enhance the well-being and quality of life among area residents, through sport and recreation programming.

In 2016, the Community Centre Annual Volunteer Report identified that 17,491 individuals volunteered their time to 63 community centres for a total of 1,273,731 hours. Volunteers provide social supports and bring value to their communities through their contributions.

There are no financial implications associated with this 2017 - 2019 Business Plan.

HISTORY/DISCUSSION

The General Council of Winnipeg Community Centres 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, to 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 2017 – 2019 tax-supported budget and grant to GCWCC. GCWCC was requested to submit an annual three-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.

On December 14, 2016 Council adopted the proposed General Council of Winnipeg Community Centres' 2016-2018 Business Plan.

GCWCC's 2017 - 2019 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 upon in the next three years and provides status reports on capital projects at community centres that have been initiated in the past few years.

GCWCC has identified 19 goals within their 2017-2019 Business Plan. Goals relate to:

- GCWCC Strategic Plan
- Management Agreements
- GCWCC Plan 2025
- Grant Administration
- Universal Funding Formula and Responsibilities Document
- Web-based Central System for Community Centre Volunteers
- Community Centre Volunteer Training and Recognition
- GCWCC 2017-2019 Priority Action Plan

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

- **Web-based Central System for Community Centre Volunteers and Community Centre Volunteer Training and Recognition.**

    - Continue to promote knowledge and awareness of the Freeware Volunteer Management System

    - Continue to raise awareness with community centre boards regarding the benefits of participating at Volunteer Manitoba's www.volunteermanitoba.ca recruitment site.

    - Conduct a second 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 currently underway for implementation in 2018, for the purpose of assessing the current formula to ensure it is 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 and Parks Strategic Master Plans** - In 2017, the City of Winnipeg will initiate the development of Recreation and Parks Strategic Master Plans (R+PSMP), led jointly by the Community Services Department and the Parks & Open Space Division of the Public Works Department. The R+PSMP 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 R+PSMP** 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 the 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 Winnipeg. GCWCC's goal is to proceed with the next review of Plan 2025 in conjunction with the development of the City of Winnipeg's Recreation and Parks Strategic Master Plan.

    - Recreation, Leisure and Libraries Facilities Policy (RLALF) – The Recreation, Leisure and Libraries Facilities Policy identified a stronger leadership role for 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 Community Centres is working collaboratively with the City of Winnipeg on the GCWCC/City of Winnipeg Management Agreement, to be completed in 2018.

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.

The General Council of Winnipeg Community Centres receives the following grant funds from the City of Winnipeg and administers the following grant programs (2017 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 2016, 23 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 2016, with support from the City of Winnipeg, Province of Manitoba, Canadian Tire Jumpstart Program, and other contributors, 781 children from 58 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 2016, 13 community centres accessed this program.

- **Athletic Field Maintenance -** $354,484 - General Council of Winnipeg Community Centres, in conjunction with the City of Winnipeg Public Works Department, Parks and Open Space Division, awards grants to participating community centres using the City of Winnipeg Maintenance Standard. In 2016, 45 community centres accessed this funding.

The Public Service requires GCWCC to use a Business Plan Template (Appendix B), in order that applicable pertinent details and financial accountability be included in all future annual 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:** August 16, 2017

Project Name: **First Year of Program** **2017**

Proposed General Council of Winnipeg Community Centres 2017 – 2019 Business Plan

	2017	2018	2019	2020	2021
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 are included in the Community Services' and Public Works Department's 2017 - 2019 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 O. Garrett
Ozzy Garrett CPA, CGA
A/ Manager Finance and Administration
Community Services Department

CONSULTATION

This Report has been prepared in 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.

01-2 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: August 24, 2017
File No:

Attachments:

Appendix A – GCWCC Business Plan



2017 - 2019 GCWCC Business Plan

Appendix B – Business Plan Template



Business Plan Format_Template.doc