

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES

2019 - 2021

Business Plan

AUGUST 2019

REPORT TO EXECUTIVE POLICY COMMITTEE

RE: General Council of Winnipeg Community Centres 2019-2021 Business Plan

RECOMMENDATIONS

That Executive Policy Committee approves the 2019 -2021 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. In 2019 this was increased to $252,647 with the Province providing grant funding to the City.

GCWCC is also responsible to administer grants to the City of Winnipeg Community Centres:

2018	2019
$470,000 GCWCC Programming Grant	$470,000
$85,750 Registration Fee Subsidy Grant	$110,750
$339,408 Athletic Field Sweat Equity Maintenance Grant	(as per approved applications)
$ 38,091 Athletic Field Maintenance Equipment Grant	(as per approved applications)
$300,000 Janitorial Grant	$338,844
$100,000 Infrastructure/Repairs Grant	$100,000

In 2019 City Council approved an increase to the operating revenue grant from the Province of Manitoba by $200,000 to reflect the consolidation of the General Council of Winnipeg Community Centres (GCWCC) grant into the City's operating basket funding. As a result there has been a corresponding increase to the GCWCC Grants provided by Community Services.

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 five Community Centres' financial management at no cost to the centres.

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 with:

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City of Winnipeg

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1.0 Executive Summary 2019-2021

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 with the following objectives:

- 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
- 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 districts, each with a District Community Centre Board who would meet monthly to discuss issues of common concern.

The individual District Community Centre Boards quickly recognized that the services that had been offered to Community Centres by the individual municipalities 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 consisting of 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, with a requirement to review the formula every five years.

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 and 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. The Public Service has since advised that the individual Community Centres enter into a Management Agreement with the City of Winnipeg, rather than GCWCC.

The RLLF Policy also mandated that GCWCC take a stronger role regarding Community Centre capital investments, making recommendations for new capital projects once a year as part of the annual Business Plan. In 2006, GCWCC engaged in its first District Planning Process, resulting in the document, “Plan for a Renewed and Vibrant Community Centre Movement”. This document identified 15 project proposals, four of which were approved. In 2009, GCWCC submitted Plan 2025 to City Council. Plan 2025 is a long-term, grass-roots plan intended to address current and future Community Centre needs. Of the eleven projects short-listed, seven have been completed.

Plan 2025 was reviewed in 2013 and will be reviewed again directly following the City of Winnipeg’s Recreation and Parks Strategies, currently under development.

GCWCC Strategic Plan

In the fall of 2006, the GCWCC undertook 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 most recent Strategic Plan review was in 2017. To view, please go to http://metric-cdn.cdnedge.bluemix.net/gcwcc/site/assets/files/1045/gcwccstrategicplan_final_000.pdf

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.)

1.2 Management Agreement

In April of 2008, GCWCC and the City of Winnipeg entered into a Management Agreement. The agreement outlined the responsibilities between the GCWCC and the City of Winnipeg as related to the City of Winnipeg Community Centres. GCWCC provides leadership to volunteers to develop and sustain Community Centres and provides support to the volunteers in the provision of safe, affordable, accessible programs and facilities for all citizens of Winnipeg. The revised Management Agreement between the City and GCWCC was signed on January 14, 2019.

In 2008, it was also agreed that GCWCC would enter into individual Management Agreements with every Community Centre that fell under its auspice. In 2016, the Public Service advised that the Management Agreements will now be between the City and the Community Centres. GCWCC has been collaborating with the City of Winnipeg to develop the new agreement. This agreement is currently under review and will be presented to the individual Community Centre District Boards in 2020.

As Community Centre volunteer board members change on an ongoing basis, it is imperative that GCWCC provides ongoing support/resources to assist volunteers with their responsibilities. GCWCC continues to provide assistance to the volunteers in such areas as; board governance, policy development, financial accountability, program development and project development.

Board of Directors and Officers Liability (D&O) Insurance and Legal Representation

In order to enhance protection for Community Centre boards or individual directors or officers, the City of Winnipeg Risk Management Department was successful in securing expanded D&O coverage for all sixty-three (63) Community Centres and the GCWCC Board of Directors. GCWCC has been advised that the City of Winnipeg Legal Services Department is only licensed to provide legal services/advice to its

own clients. As such, GCWCC, on behalf of the Community Centres, has been engaging legal representation for those Community Centres who require legal services.

Community Centres may require legal advice with respect to the review/interpretation of management agreements between the City and Community Centres; they may require legal representation for the defence of claims filed against Community Centres and other legal services as required.

This has had financial implications for GCWCC and will necessitate an increase in the annual GCWCC Operating Grant of up to $35,000. As a result GCWCC will be requesting increased operating grant funds as part of the 2020 City of Winnipeg Operating Grant Application.

1.3 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, as directed by the RLLF Policy. Plan 2025 was the most ambitious planning exercise ever undertaken by the GCWCC and its member Community Centres. The Plan focused on volunteer recruitment and retention, programming for the entire community, and developing suitable facilities. GCWCC presented all three phases of Plan 2025 to Executive Policy Committee in April 2009. Plan 2025 can be found on the following link:

http://metric-cdn.cdnedge.bluemix.net/gcwcc/site/assets/files/1049/plan2025.pdf

In April 2013, GCWCC conducted a review of Plan 2025 with its member Community Centres. GCWCC continues to work with Community Centres to explore/develop the various strategies outlined in Plan 2025. The next review will take place directly following the City of Winnipeg's Recreation and Parks Strategies, currently underway.

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. Amalgamations have led to a strengthening of the Community Centre model and are in alignment with the RLLF Policy, i.e. a commitment to the reconfiguration of Community Centres over time. GCWCC has developed a formal process to assist centres with amalgamations and will facilitate all related meetings.

Community Centre Boundary Review

The RLLF Policy mandates that GCWCC will operate through district boundaries that match the City's Community Committee boundaries. Further to the new Community Committee boundaries being formalized by City Council in April 2018, GCWCC, in co-operation with the City of Winnipeg Community Services Department, began a review of the current Community Centre boundaries. An extensive boundary review, complete with feedback from the Community Centres, was completed in September 2018. A presentation was made to Executive Policy Committee on December 5, 2018. The new boundaries became effective as of January 2019.

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. The GCWCC Program Coordinator and the Programming grant are two of the resources available to Community Centres to implement and sustain appropriate programming. A current listing of Community Centre programming is available at http://www.gcwcc.mb.ca/community-centres-programs/.

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 realized.

Plan 2025 allows for a reinvestment strategy to enhance facilities to meet the current programming trends such as basketball, volleyball and indoor soccer. Seven of eleven short-listed projects have been completed.

Volunteer Recruitment/Retention/Training

Community Centres in the City of Winnipeg are unique in that they are run and programmed by volunteers. To promote sound practices, GCWCC has developed a variety of leadership supports to assist volunteers with their responsibilities. These are available on the new GCWCC website and via GCWCC staff and Board members.

1.4 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. 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. (See Appendices 2 and 3)

The City also provides Community Centre funding grants (programming, registration fee subsidy, janitorial, athletic field maintenance, athletic field maintenance equipment) that are administered to the Community Centres by GCWCC based on applications from the individual Community Centres. Details of these grants can be found in Appendices 4 and 5.

In addition, GCWCC administers grants from other sources, as well as provides front-end processing of the City of Winnipeg's Community Centre Renovation Grant.

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 some custodial staff costs. The UFF Review includes: assessing the Community Centre Responsibility Document, assessing the annual funding increase, assessing the funding formula.

As per City Policy, GCWCC and the City Administration are required to review the Universal Funding Formula and Responsibility Document every five years to ensure they are responsive to the needs of Community Centres. GCWCC and the City of Winnipeg Community Services Department are currently reviewing the UFF formula and Responsibilities Document for implementation in 2020.

Governance

The RLLF Policy authorized the GCWCC to manage the Community Centres and Recreation Centres where it is not possible to sustain a volunteer Board or volunteers to provide programming. In 2019, GCWCC is responsible for the management of five Community Centres: Weston Memorial, Norquay, Northwood, East Elmwood and Chalmers. All five are in high-needs neighbourhoods.

1.5 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 two full-time staff (including the Executive Director) and three part-time staff.

1.6 Current/Future Challenges

Winnipeg's population is growing, with much of the growth attributed to immigration. Community Centre volunteers will be challenged to provide the appropriate recreation and leisure programs to meet the needs of our diverse communities.

As the volunteer base continues to fall and responsibilities continue to rise, many Community Centres will be challenged to find the resources to program and maintain their facilities. Qualified staff support is essential, but often cannot be accomplished within the current model. It is anticipated that GCWCC will manage additional Community Centres in the future, if only on a temporary basis. This will place additional strain on GCWCC resources. The search for additional funding continues to be a challenge.

With such a diversity of Community Centres, ever-changing Boards, and increasing responsibilities, both personalized and generic education is required on a continual basis. In turn, a public campaign is required to educate the public as to the operation and responsibilities and value of Community Centres.

GCWCC will continue to assist Community Centres by providing leadership training sessions in such areas as program planning, recruiting, training and keeping volunteers, and encouraging community involvement.

1.7 GCWCC 2019-2021 Priority Action Plan

Key Goals and Strategies for the Upcoming Period

The GCWCC priority action plan is based on infrastructure, program development, volunteer recruitment and financial training. GCWCC will continue to work with the City and Community Centres to support and enhance the Community Centre model.

GCWCC will also continue to promote and assist Community Centres with grants such as the Community Centre Investment Fund and the Community Centre Renovation Grant Program.

Community Centre Investment Fund

The RLLF 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. There are currently nine feasibility studies completed or underway for projects identified in Plan 2025. Upon completion of the City's Recreation and Parks Strategies, funding will need to be ear-marked to support priority projects.

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 facilities. GCWCC is the first point of contact for Centres wishing to access the grant.

Since the grant's inception, 157 applications have been approved, representing over 6 million dollars.

In 2019, the CCRGP was increased to $2M per year, the maximum funding threshold per project has increased from $50,000 to $100,000, and the program has been expanded to allow for the renovation of indoor arenas, ice plants, fieldhouses, soccer complexes, and UFF-funded permanent outdoor hockey pens. GCWCC will educate and inform centres of the expanded program and funding.

Off-Leash Dog Parks

GCWCC staff will work with the City of Winnipeg Public Service to create a process for the use of Community Centre outdoor rinks as official off-leash dog areas.

Recycling Program

GCWCC will continue to work with the Winnipeg Public Service to implement recycling at city-owned parks**.**

Criminal Record Checks

GCWCC will work collaboratively with the Chair of Protection and Community Services and the Public Service to implement the direction in accordance with the Mayor's mandate to ease the cost of Criminal Record Checks for Community Centre volunteers.

Community Centre Legal Representation

GCWCC will be requesting an increase to its annual operating grant to cover legal expenses incurred on behalf of Community Centres. GCWCC will be requesting increased operating grant funds ($35,000) as part of the 2020 City of Winnipeg Operating Grant Application

1.8 Conclusion

While the Winnipeg Community Centre model has seen significant changes over the years, it remains unique in that it is the only model in Canada where volunteers are responsible to provide sport, recreation and leisure services for their communities, while managing the administration and maintenance of the Community Centre facilities and grounds. More and more, there is a reliance on qualified staff, who in turn, report to a Volunteer Board of Directors. Changing trends in programs, volunteerism and responsibilities continue to push the Community Centres to evolve and remain relevant to the needs of their community. The service model of the future will be collaborative and flexible in nature to ensure long-term viability.

GCWCC will continue to be a central resource to Community Centre volunteers, offering a variety of services that will help them in meeting their mandate to both the City of Winnipeg and the Community Centre membership. GCWCC staff members are experienced and skilled in the many services that GCWCC provides.

Like Community Centres, GCWCC's roles and responsibilities have grown and evolved over the past forty-eight years, but the vision has remained the same…to ensure that the uniqueness of the City of Winnipeg's Community Centre model remains vibrant and strong, that neighbourhoods have a safe place where citizens of all ages can attend and participate in Community Centre activities.

2.0 GCWCC 2019-2021 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 financial assistance, 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 are currently being reviewed for implementation in 2020.

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. The Management Agreement outlines the responsibilities of the GCWCC and the City of Winnipeg as related to the City of Winnipeg Community Centres. 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 RLLF Policy also mandated that GCWCC take a stronger role regarding Community Centre capital projects/investments, making recommendations for new capital projects once a year as part of the annual Business Plan . 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. The next review of Plan 2025 will take place directly following the completion of the City of Winnipeg's Recreation and Parks Strategies. As the strength of the plan lies in its grassroots origin, GCWCC will begin to engage its membership in an initial review of Plan 2025 in 2020. As the year 2025 draws near (the end of Plan 2025's projection period), a subsequent full-scale review/grassroots engagement will be necessary.

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 latest review of the GCWCC Strategic Plan was adopted in 2017.

Vision Statement

To lead and guide Winnipeg's unique volunteer- based Community Centre model into a strong and vibrant future.

Mission Statement

GCWCC provides leadership and guidance to volunteers to develop and sustain Community Centres for the citizens of Winnipeg.

GCWCC Value Statements:

- GCWCC recognizes the value of volunteers
- GCWCC operates in a collaborative and respectful manner
- GCWCC is accountable to our stakeholders (Membership, funding bodies, the City of Winnipeg and its residents) through transparent, flexible, responsive and open operations.
- GCWCC recognizes that Winnipeg is a diverse community, and all citizens should have access to inclusive and safe programs and services.

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.

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.

Advocacy/Public Affairs

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

Recreation, Leisure and Library Facilities Policy (RLLF)

The Recreation, Leisure and Library Facilities Policy (Appendix 1), adopted by City Council in May 2005, significantly increased the roles and responsibilities of GCWCC. The Policy gave GCWCC a leadership mandate to strengthen and optimize the Community Centre model in Winnipeg. Also, it authorized GCWCC to run those Community Centres where it is not possible to sustain a volunteer board and programming. Currently, there are five Centres that fall into this category. They include Weston Memorial, Norquay, Northwood, East Elmwood and Chalmers.

The RLLF Policy 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

2.2 Management Agreement

In April of 2008, GCWCC and the City of Winnipeg entered into a Management Agreement which outlined the responsibilities between the GCWCC and the City of Winnipeg as related to the City of Winnipeg Community Centres. It was also agreed that GCWCC would enter into individual Management Agreements with every Community Centre that fell under the auspice of GCWCC.

In 2016, the Public Service advised that, rather than GCWCC, the individual Community Centres would enter into a Management Agreement with the City of Winnipeg.

The revised City of Winnipeg and the General Council of Winnipeg Community Centres (GCWCC) Management Agreement was signed on January 14th, 2019.

The Management Agreements between the City of Winnipeg and the Community Centres is currently under review and is expected to be presented to the individual Community Centre District Board meetings in 2020.

Goal: To work with the City of Winnipeg Public Service (WPS) to develop a Management Agreement between the City and the Community Centres for implementation in 2020.

Components

The 2019 Management Agreement identified the following components as responsibilities of the GCWCC:

- Work collaboratively with the City of Winnipeg to find solutions to unresolved issues.
- Operate through District boundaries that match the City's Community Committee boundaries.
- Report to Council through EPC.
- Review Community Centre constitutions and assist with constitutional matters.
- Where possible, communicate the intent of all Federal, Provincial and Municipal legislation as it relates to the operation of Community Centres.
- Ensure that Community Centres have purchased Workers Compensation Coverage.
- Update Workplace Safety and Health Manual and provide to Community Centres.
- Ensure program delivery occurs as per the UFF Responsibilities document. Provide assistance where needed.
- Agree to the terms and conditions of the Community Centres Standardized Reporting.
- Assist in providing day-to-day administrative support to Community Centres and collaborate with the City to optimize the support given to the Centres.
- Work with Community Centres to resolve any operational or financial issues.
- Assist and/or provide training to Community Centres.
- Work closely with Community Centres who are having difficulties meeting the requirements of governing documents.
- Work in close collaboration with Community Centre representatives to support and sustain community centre volunteer boards or provide programming and services to area residents. Where required, assume responsibility for 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. In consultation with the respective Community Centre District and the Public Service, make recommendations to EPC as to the future management of these Centres.
- Lead and review the District Planning Process that will propose the type of infrastructure required to support programming. District Plans to be submitted to EPC for consideration.
- Administer grants provided by the City. Assist with the City authorization of non-City infrastructure grants.
- Within City policy, set priorities for new infrastructure decisions. Commit to stakeholder public engagement where required.
- Review UFF Responsibilities Document every 5 years.

- Review Accountability Manual and notify Community Centres of all changes.
- Monitor and review Community Centre program reports.
- Work with the City and Community Centre on all Community Centre facility renovations, redevelopment, and expansion projects.

Deliverables

With the continuous changes in Community Centres' volunteer Board members, it is imperative that GCWCC provides continuity and 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 the best of their ability, GCWCC continues to provide assistance in such areas as:

Board Governance

GCWCC will:

- Provide Board orientations
- Provide sessions on governance, financial and legal issues
- Develop publications and leadership training material
- Review Community Centre policy and procedures
- Provide assistance with specific internal issues
- Review constitutional/bylaw amendments/policy statements

Community Centres/GCWCC Board Directors and Officers Liability (D&O) Insurance

In order to enhance protection for Community Centre boards or individual directors or officers, the City of Winnipeg Risk Management Department was successful in securing expanded D&O coverage for all sixty-three (63) Community Centres and the GCWCC Board of Directors.

Policy Development

GCWCC, in partnership with the City of Winnipeg, will ensure that policies are adopted and updated 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 their annual business planning process
- Assist with annual budgets

- Assist Centres that are not able to meet the requirements of the Community Centre Standardized Financial Reporting section of the City of Winnipeg/GCWCC 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 Community Centres are programming for all residents of the neighbourhood, GCWCC will:

- Assist Community Centres in the development of new programs to maximize coverage and minimize duplication of programs
- Assist in identifying potential program partnerships
- Consider areas of greatest need
- Provide financial support for the development of new programs and to sustain existing programs through grants.

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

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.

2.3 GCWCC Plan 2025

Background

Plan 2025 is 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. Plan 2025 utilized a grassroots planning approach, involving extensive consultation with Community Centre volunteers who shared their knowledge and expertise to develop strategies to strengthen and enhance the Community Centre model.

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, indoor soccer, etc., 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. Plan 2025 can be found on the following link: http://metric-cdn.cdnedge.bluemix.net/gcwcc/site/assets/files/1049/plan2025.pdf.

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 of 35,000 to 50,000 people.

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 is expected that projects will shift in priority or prove infeasible.

In April 2013, GCWCC conducted a review of Plan 2025 with its member Community Centres. A 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 (e.g. Community Centres, GCWCC, and City of Winnipeg) were identified.

Several of the facility development scenarios recommended by Plan 2025 are either completed or underway. Of the eleven projects short-listed, seven have been completed, namely the new Sturgeon Heights Community Centre, the expansion of Winakwa, Linden Woods, Southdale, Dakota and Transcona East End Community Centres, plus the reconfiguration of Weston Memorial Community Centre.

In mid-2017, the City of Winnipeg initiated the Recreation and Parks Strategies (RPS), headed by the Community Services Department Asset Management Office and Public Works, Parks and Open Spaces Division. Plan 2025 will be an integral resource in the development of the RPS. In turn, Plan 2025 will be revised directly following the completion of the RPS to reflect a unified approach to the delivery of recreation in the City of Winnipeg.

GCWCC also assists with feasibility studies for the remaining Plan 2025 proposals. Feasibility studies currently exist for Fort Garry, Kirkfield Westwood, Maples, Oxford Heights, Tyndall Park, Varsity View and Whyte Ridge Community Centres. There are also City-led studies being conducted involving Central Corydon and South Winnipeg Community Centres. In addition, land for a new Community Centre has been identified in south-east Winnipeg (Precinct K).

GCWCC will continue to meet with representatives of the Recreation and Parks Strategies project team to ensure that the review of Plan 2025 will continue to reflect a unified approach to the future delivery of recreation and leisure services for the citizens of Winnipeg. GCWCC will be engaging their membership in the review of Plan 2025.

Community Centre Amalgamation Process

As volunteers' time becomes more and more taxed, it is important to enhance existing supports while creating new ones. Partnerships are vital to the future of Community Centres, both with other service providers and with other Community Centres. Since 2005, the voluntary amalgamations of the following 14 Community Centres have improved efficiencies and reduced 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).

Not only do amalgamations create operating efficiencies and infrastructure opportunities, but they also create a larger volunteer base from which to draw upon.

Goal: GCWCC will continue to assist those Community Centres that are considering an amalgamation with another Community Centre by providing a formal process that includes s community consultations, establishing working committees in such areas of operational requirements, financial management, transition plans, and implementation.

Community Centre Boundary Review

The RLLF Policy mandates that GCWCC will operate through district boundaries that match the City's Community Committee boundaries. Further to the new Community Committee boundaries being formalized by City Council in April 2018, GCWCC, in co-operation with the City of Winnipeg Community Services Department, began a review of the current Community Centre boundaries. The objective of the review was to ensure that all areas within the City were allocated to a Community Centre catchment, aligned within reason with the new Ward Boundaries. An extensive boundary review, complete with feedback from the Community Centres, was completed in September 2018. A presentation was made to Executive Policy Committee on December 5, 2018 and received as information. The new boundaries became effective as of January 2019.

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.

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 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, social programs, educational and cultural 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 the arrival of new immigrants, a growing population of older adults, the demand for senior programs for both organized and social activities has increased and will continue to increase. In May, 2018, GCWCC presented to the Mayor's Age-Friendly and Seniors Advisory Committee to give an overview of GCWCC, Community Centres and the multitude of seniors' programming available at Community Centres.

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. As 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/community-centres-programs/. These are updated twice per year.

Goal: 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.

As Community Centre facilities age, maintenance and operating costs continue to be a major concern for both the City and Community Centre volunteers. According to the City of Winnipeg 2018 State of the Infrastructure Report, the current replacement value of all 63 Community Centres is estimated at just over $576 million. The infrastructure deficit on the existing facilities over the next 10 years is expected to reach $158,409,271 which averages to $15.8M/year. 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.

Community Centres, as an asset class within Community Services, represent the largest share of the infrastructure deficit of all classes within the Community Services Department at 32 per cent or $274 million.

Goal: GCWCC will proceed with the next review of Plan 2025 directly following the completion of the City of Winnipeg's Recreation and Parks Strategies and the City of Winnipeg's Asset Management Policy and Investment Planning Process.

Volunteer Recruitment/Retention/Training

Community Centres in the City of Winnipeg are unique in that they are managed 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 is 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. GCWCC staff and Executive are available to meet/speak with volunteers to address questions and concerns. A variety of resources are available on the newly revised GCWCC website. http://www.gcwcc.mb.ca.

Two workshops are scheduled for the Fall of 2019: Volunteer Recruitment and Retention, presented by Volunteer Manitoba and Staying Safe, presented by the Winnipeg Police Service.

In addition, GCWCC hosts the Above and Beyond Banquet every November. The Banquet is designed to honour Community Centre - nominated outstanding volunteers and past presidents. The event is always well attended.

Volunteer Information/Statistics

- There are currently 63 Community Centres in the City of Winnipeg, representing over 16,000 volunteers (over 1 million volunteer hours!). Volunteer reports are submitted to the City by each Community Centre on an annual basis.
- 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.
- In 2018, the Community Centres Volunteer Reports identified 16,263 people volunteered their time and efforts to volunteer at the sixty-three (63) community centres plus eleven (11) satellite sites for a total of 1,350,577 hours.
- 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.

Goal: GCWCC will continue to work collaboratively with Community Centres to ensure that additional volunteer leadership workshops will be coordinated to assist Community Centres, as required.

2.4 Ongoing Responsibilities

Accountability

The City of Winnipeg provides GCWCC with an operating grant and five (5) additional Community Centre funding grants for distribution to the sixty-three 63 Community Centres. The Community Centre grant applications are approved on an ongoing basis throughout the year (programming, registration fee subsidy, janitorial, athletic field maintenance, athletic field maintenance equipment). These grants are administered to the Community Centres by GCWCC based on applications received from the individual Community Centres. In 2019 a new Capital Infrastructure Grant in the amount of $100,000 was created from the Provincial Grant of $200,000.

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.

Operating Grant

The City of Winnipeg provides GCWCC with an operating grant for the day-to-day operational and staffing cost of the organization. GCWCC is accountable to its membership, the City of Winnipeg, funding bodies and the citizens of Winnipeg 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.

Please see Appendix 2 for the GCWCC Independent Auditors' Report 2018 Financial Statements and Appendix 3 for the GCWCC Three (3) Year Projected Budget.

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 Athletic Field Maintenance Equipment 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 will also administering the new Infrastructure Capital Program Grant created in 2019.

Programming 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 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 2018 totalled $525,975.61. GCWCC supports the Community Centres who require assistance in identifying possible programs, assisting in

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.

program budgeting, including identifying other available grants, if required.

Community Centre Program Registration Fee Subsidy Grant

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 could not otherwise participate in Community Centre activities due to financial circumstances.

In 2018, with support from the City of Winnipeg ($85,750), the Province of Manitoba ($50,000) and the Canadian Tire Jumpstart Program ($59,478.64), we were able to fund 824 children and youth applications for a total of $195,228.64. With the provincial allocation this amount will increase to

Goal: GCWCC will continue to look for additional partnerships to sustain this program. Without additional funding, the program cannot be maintained at its current level of support.

$110,750 in 2019.

Community Centre Janitorial Program

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. This grant is available to all Community Centres via a grant application.

In 2018, GCWCC was able to support eighteen (18) Community Centres with janitorial assistance for a total of $299,411. Due to the continuing increase to the minimum wage, the current grant of $300,000 will not be able to support the growing demand for this program. With the provincial funding allocation

Goal: To support Community Centres who require additional janitorial staff.

this will increase to $338,844.

Athletic Field Maintenance 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 2018, 46 Community Centres applied for 423 fields through the AFM grant for a total annual grant of

Goal: GCWCC will continue to work in cooperation with the City to ensure that the Athletic Field Maintenance Grant Program's success continues.

$354,484.

Athletic Field Maintenance Equipment Grant

In 2018, the City of Winnipeg funded Athletic Field Equipment costs for the purpose of assisting Community Centres that were participating in the Athletic Field Sweat Equity Maintenance Program. The grant of $38,090.86 was to purchase or acquire equipment that was required to transport athletic field maintenance equipment between sites that require the use of public roadways. GCWCC provides the administration services for this grant.

Goal: GCWCC will continue to work in cooperation with the City to ensure that the Athletic Field Maintenance Equipment Grant Program's success continues.

For complete details of the grant programs, please see Appendix 4 and Appendix 5.

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 provide an equitable Operating Grant to all Centres. The intention of the Community Centre Operating Grant is to cover costs for basic maintenance, supplies, utilities and some custodial staff.

The Universal Funding Formula was developed in 1993, 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 the last review the Universal Funding Formula Review Committee made significant changes to the funding base, placing more emphasis on the heated square footage and less on the population base, with the rationale that the costs of utilities and maintenance have increased significantly over the past number of years

The UFF Review is an arduous task involving review of the UFF Responsibilities Document, assessing the annual funding increases and formula. This document outlines the responsibilities of the Community Centres, the City of Winnipeg and the GCWCC in such areas as funding, administration, programming, grounds maintenance and building maintenance. The Community Centres have input into the UFF review and must approve the document before it is presented to City Council.

GCWCC and the City of Winnipeg Community Services Department are currently reviewing the UFF Formula and the Responsibilities Document for implementation in 2020.

The current UFF Responsibilities Document has been incorporated into the Community Centres Accountability and can be found on the following link: http://metric-cdn.cdnedge.bluemix.net/gcwcc/site/assets/files/1049/2014accountabilitymanualjan2016.pdf

Goal: Continue to work with the City of Winnipeg to review the Universal Funding Formula and Responsibilities Document for implementation in 2020.

Governance

Further to the approval of the Recreation, Leisure and Library Facilities Policy in May of 2005, City Council 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 managerial staff, payroll and CRA requirements, management and programming training. GCWCC also assumes responsibility of all day-to-day financial management of the centre, providing the City with all accountability items as per the Universal Funding Formula Responsibilities Document. GCWCC provides this service within the centre's current operating budget and utilizing available grants to keep the Community Centres operational.

In 2018, GCWCC managed 5 (five) Community Centres: Weston Memorial, Norquay, Northwood, East Elmwood and Chalmers. All five are in high-needs neighbourhoods with significant programming needs. Each of the five now provide much needed valuable programming and services to its community, with consistent hours and safe, accessible buildings. Managing five Centres places additional staffing burden on the GCWCC however, closing these facilities is simply not an option.

Goal: GCWCC will continue to work in close collaboration with the City of Winnipeg to ensure that programming and facility operations are sustained at all City of Winnipeg Community Centres.

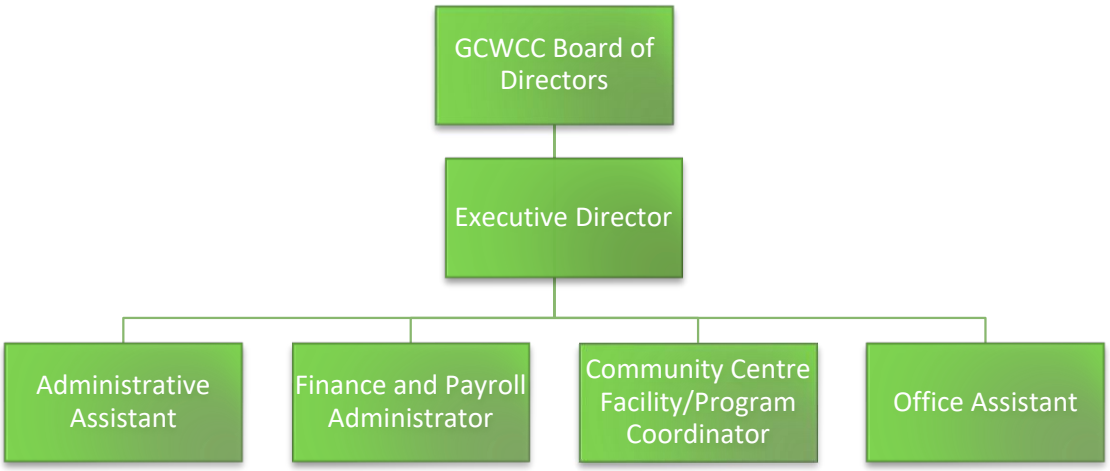
2.5 Human Resource Planning - Organizational Structure

Organizational Chart

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. The individual District Boards meet ten 10 months of the Year. The objectives of these meetings is to provide a central forum for discussion and sharing of common issues, concerns and successes in the planning, program development and promotion of community centres to the community at large.

GCWCC continues to work in close collaboration with the City of Winnipeg Community Services Department to ensure the individual community centres adhere to all City policies and procedures.



Human Resource Plan

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

History of Staffing Component

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

- Marlene Amell, Executive; full-time
- Cindy Fox, Facility and Program Coordinator; full-time
- Cathy Schroeder, Grant Administrator; part-time
- Clive Wightman, Finance and Payroll Administrator; part-time
- Mary Bruneau, Administrative Assistant; part-time

2.6 Current/Future Challenges

Demographics, Economic, Social and Cultural Factors

Winnipeg's population is growing, with much of this growth 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).

Community Centres and other non-profit organizations have seen a yearly decrease in the number of volunteers. 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. Many Community Centres have been required to hire qualified staff to support their volunteers.

GCWCC will continue to assist Community Centres by providing leadership training sessions in such areas as program planning, recruiting, training and keeping volunteers, and encouraging community involvement.

Information Technology – not applicable

Trends – not applicable

Competition – not applicable

Risk Assessment – Risk Profile – not applicable

Strengths and Challenges

In 2017, the GCWCC Board of Directors reviewed the GCWCC Strategic Plan and identified the following Internal Strengths and Weaknesses. The next review of the plan is scheduled for 2020.

Strengths	Weaknesses
Knowledgeable staff	Succession planning
Leadership	Lack of teeth/enforcement
Buffer between City and Community Centres	Attempt to influence but can't drive the political process
Governance support, coaching	Long term planning suffers due to short term crises
Tremendous resource	No additional funding for assisting struggling Community Centres.

Ability to communicate with City Council, Community Centres, Community Services	No effective mechanism to transfer knowledge to new Board members (orientations are optional)
Support struggling clubs	Need a public campaign. Advertise success stories
Volunteer Board	Insufficient financial support for some grants.
Capital facility support and development	Perceived value to the City
Accessible, accommodating	

The GCWCC Board also identified the following external opportunities and challenges:

Opportunities	Challenges
Tri-level government changes	Tri-level government changes
Mentorship; Provide tools to be successful; call to new president, board introduction	Sport Organizations – all levels
Partnering with other organizations; " Be the Bridge"	CC Board changes
Be a One Stop Shop for resources	Communications
Search function – GCWCC website	Education/time restraints
Public advocacy on what CC's are	Diversity/size of CC's; needs balance
Evolve CC Role: serve ages 0-90; active all day/night	Shrinking volunteer base
Find funding	Insufficient funding to aid Community Centres
Help define roles of sport – who does what between Community Centres and Sports Associations	

2.7 GCWCC 2019-2021 Priority Action Plan

Key Goals and Strategies for 2019-2021

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

- GCWCC will continue to coordinate and facilitate meetings with Community Centres and the City of Winnipeg to discuss individual facility and programming needs.
- GCWCC will continue to work with the City of Winnipeg to ensure that new Boards are aware of their obligations
- GCWCC will continue to partner with the City of Winnipeg to provide financial accountability workshops to ensure that the centres understand their financial responsibilities.
- GCWCC will continue to communicate with the membership via current technology (e.g. emails, website, and newsletters), while providing/attending meetings and workshops as required.
- GCWCC will continue to develop a public campaign that will inform the public as to the role of GCWCC and the value of its Community Centres.
- GCWCC will continue to work with the City of Winnipeg to develop and assess volunteer initiatives.
- GCWCC will review Plan 2025 directly following the Recreation and Parks Strategies.
- GCWCC will complete the UFF Review for implementation in 2020.
- GCWCC, in cooperation with the City of Winnipeg, will revise the Community Centre Accountability Manual upon the completion of the UFF Review.

- GCWCC will continue to work with the City to develop individual Management Agreements between the City and the 63 Community Centres
- GCWCC will continue to update and distribute the Community Centre Safety Manual.
- GCWCC will continue to advocate for additional funding for Community Centres.
- GCWCC will continue to promote and assist Community Centres with grants.

The Action Plan will also focus on the following:

Community Centre Investment Fund

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.

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.

Ultimately, the community of the future should be able to be served with relevant, desirable programs delivered through well-maintained, contemporary facilities. Several other projects identified in Plan 2025 have moved forward with Feasibility Studies and could, upon authorization, move forward to the construction document phase. These include:

- Central Corydon (City-led)
- Fort Garry
- Kirkfield Westwood
- Maples
- Oxford Heights
- South Winnipeg/Waverley West (City-led)
- Tyndall Park
- Varsity View
- Whyte Ridge
- Space for a new Community Centre has been identified in South-east Winnipeg (Precinct K)

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 managed care for Community Centres.

Community Centre Renovation Grant Program

In 2012, the Community Centre Renovation Grant Program (CCRGP) was established by the City of Winnipeg with up to $965,000 per year made available to Community Centres to assist with facility renovations.

In 2019, City Council voted to increase this funding to $2,000,000 per year. The grant program is open to all GCWCC member Community Centres, and is subject to an application process with two intake periods per year (May 15th & October 15th). Project evaluation is completed by a joint committee of GCWCC and the City, with maximum City contributions to each project increased from $50,000 to $100,000 per project. The program has also been expanded to allow for the renovation of indoor arenas, ice plants, fieldhouses, soccer complexes, and UFF-funded permanent outdoor hockey pens. GCWCC will educate and inform centres of the expanded program and funding. The purpose of the program is to maintain and improve 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.

From spring 2012 to spring 2019, the City has invested over $6 million into 157 different Community

Goal: In conjunction with the City of Winnipeg, GCWCC staff will educate and inform centres of the expanded program and funding, and continue to support and assist the Community Centres in the process to apply for the Renovation Grant to ensure that the projects fall within the grant criteria and that all supporting documentation is included for consideration.

Centre applications for renovations across the city.

Off Leash Dog Parks

The City of Winnipeg Off Leash Dog Areas Master Plan (OLAMP) was developed in response to growing demand for off-leash areas by the citizens of Winnipeg. The report was received as information at the Standing Policy Committee on Protection, Community Services and Parks meeting on April 4th, 2019. The Committee recommended that the Winnipeg Public Service work with GCWCC to create a process

through which community groups and community centres can work together to enable the use of outdoor hockey rinks during the off-season as official off-leash dog areas.

Goal: GCWCC staff will work with the City of Winnipeg Public Service to create a process for the use of Community Centre outdoor rinks as official off-leash dog areas.

Recycling Program

GCWCC has been working closely with the Canadian Beverage Container Recycling Association (CBCRA) since 2012 to ensure Community Centres are equipped with as many recycling bins as they need and instructions as to best practices.

In 2017, CBCRA, GCWCC and the City of Winnipeg Public Service met to implement recycling at City of Winnipeg splash pads, spray parks and wading pools. Where these amenities are adjacent to Community Centres, Community Centres agreed to facilitate recycling.

Goal: GCWCC will continue to work with the Winnipeg Public Service and the Canadian Beverage Container Recycling Association to implement recycling at city-owned parks.

Criminal Record Checks

In his December 3rd, 2018 public letter to the Chair of Protection, Community Services and Parks, the Mayor instructed that the Chairperson work with GCWCC to ease the cost of required criminal record checks for community centre volunteers who find these costs a barrier to volunteering through a provision of $50,000 annually from the Civic Initiatives Fund.

Goal: GCWCC will work collaboratively with the Chair of Protection, Community Services and Parks and the Public Service to implement a process for assisting with the cost of Criminal Record Checks for Community Centre volunteers.

Community Centre/GCWCC Legal Representation

GCWCC has recently been advised that the City of Winnipeg Legal Services Department is only licensed to provide legal services/advice to its own clients. Community Centres require legal services for legal advice with respect to the review/interpretation of management agreements between the City and Community Centres, the provision of legal representation for the defence of claims filed against community centres, and other legal services as required. The GCWCC will assist those centres who may require legal advice by engaging legal counsel on the Centre's behalf. This will have financial implications for GCWCC and will necessitate an increase in the annual GCWCC Operating Grant of $35,000. GCWCC requested this increase in the 2019 City of Winnipeg grant process. The request was denied.

Goal: GCWCC will be requesting an increase to its operating grant of $35,000 in the 2020 City of Winnipeg Operating Grant Application to cover legal services.

Specific Recommendations and timetable for completion - Covered within the body of the GCWCC Business Plan.

Prior Year Accomplishments

The following list summarizes some of the past year's accomplishments:

- Executed the Management Agreement between the City and GCWCC
- Worked with Risk Management to resolve Directors and Officers Insurance for Community Centres.
- Completed the Community Centre Boundary Review
- Began the Universal Funding Formula and Responsibilities Document Review
- Administered several grants on behalf of the City and other funding bodies
- Facilitated capital project planning and development
- Organized several workshops on Financial Planning, Bookkeeping, Volunteer Leadership
- Updated the Safety Manual
- Managed five Community Centres
- Launched a new website
- Hosted the Above and Beyond Banquet to honour Community Centre volunteers

Current Year Plan - Covered within the body of the GCWCC Business Plan

Proposed for next three years- Covered within the body of the GCWCC Business Plan

Policies and Procedures – not applicable

2.8. Conclusion

While the Winnipeg Community Centre model has seen significant changes over the years, it remains unique in that it is the only model in Canada where volunteers are responsible to provide sport, recreation and leisure services for their communities, while managing the administration and maintenance of the Community Centre facilities and grounds. More and more, there is a reliance on capable staff, who, in turn, report to the Volunteer Board of Directors. Changing trends in programs, volunteerism and responsibilities continue to push the Community Centres to evolve and remain relevant to the needs of their community. The service model of the future will be collaborative and flexible in nature to ensure long-term viability.

GCWCC will continue to be a central resource to Community Centre volunteers, offering a variety of services that will help them in meeting their mandate to both the City of Winnipeg and the Community Centre membership. GCWCC staff members are experienced and skilled in the many services that GCWCC provides.

Like Community Centres, GCWCC's roles and responsibilities have grown and evolved over the past forty-eight (48) years, but the vision has remained the same…to ensure that the uniqueness of the City of Winnipeg's Community Centre model remains vibrant and strong, that neighbourhoods have a safe place where citizens of all ages can attend and participate in Community Centre activities.

APPENDICES

APPENDIX 1: Recreation, Leisure and Library Facilities Policy Excerpt

APPENDIX 2: GCWCC Independent Auditors' Report 2018 Financial Statements

APPENDIX 3: GCWCC Three Year Budget (2019-2021)

APPENDIX 4: 2018 Grant Programs Review

APPENDIX 5: 2018 Grant Recipients