Celebrating the Past Serving the Future



MURAL AT WESTON CC TO CELEBRATE 50TH ANNIVERSARY OF GCWCC

REPORT TO EXECUTIVE POLICY COMMITTEE

RE: General Council of Winnipeg Community Centres 2022-2024 Business Plan

RECOMMENDATIONS

That Executive Policy Committee receives the General Council of Winnipeg Community Centres 2021 - 2023 Business Plan as information.

IMPLICATIONS OF THE RECOMMENDATIONS

In May 2022, City Council approved the Winnipeg Recreation Strategy, which supports and aligns with the City of Winnipeg's sustainable development and human rights goals established in the OurWinnipeg 2045 Development Plan and the complete communities. The next step for GCWCC is to review and update Plan 2025 to Plan 2045 to ensure the role of Community Centres aligns with the above goals.

In 2019, City Council approved a $200,000 increase to the GCWCC operating revenue grant to reflect the consolidation of the GCWCC provincial grant into the City's operating basket funding. As a result, there was a corresponding increase in the various GCWCC Grants provided by Community Services.

Also in 2019, City Council approved an increase to the Community Centre Renovation Grant, from $1M to $2M per year. As a result of this increase, funding for the GCWCC Capital Grant (allocated to Community Centre renovations/repairs) was discontinued the following year.

The Community Centre Criminal Record Check Refund Grant was approved by City Council in 2020. GCWCC began to administer the funds, $50,000 per year for two years, in the spring of 2021. It is to help offset the cost of Criminal Record Checks for Community Centre volunteers and staff.

Summary of Grants	Approved for 2022	Proposed for 2023
GCWCC Operating Grant	$252,647	$287,647
GCWCC Programming Grant	$430,750	$430,750
Program Registration Fee Subsidy Grant	$150,000	$150,000
Janitorial Grant	$338,844	$338,844
Criminal Record Check Refund Grant	$50,000	$0
Athletic Field Maintenance Equipment Grant	$30,000	$30,000
Sub-total	**$1,252,241**	**$1,237,241**
Athletic Field Maintenance Grant	$354,484	$354,484
Graffiti Control Program Grant	$20,000	$20,000
Plan 2045	$300,000	
Total Funding	**$1,926,725**	**$1,611,725**

Prepared by: Lora Meseman, with Board input.
Submitted by: Lora Meseman, GCWCC
Reviewed & Approved by:
GCWCC Board of Directors, June 27.2022

In Consultation with:
Community Services Department
City of Winnipeg

Land and water acknowledgments

Winnipeg lies within Treaty No. 1 territory and the traditional homeland of the Red River Métis Nation. The water we drink comes from Shoal Lake 40 First Nation in Treaty No. 3 territory.

Table of Contents

1.0 Executive Summary 2022-2024 5

1.1 Introduction 5

1.2 Strategic Direction 5

1.3 Service Goals and Strategies 6

1.4 Highlights 7

- Major Issues facing GCWCC 7
- Financial Results & Requests for incremental budget amounts 8

1.5 Conclusion 9

2.0 GCWCC 2022-2024 Business Plan 11

2.1 Introduction 11

2.2 GCWCC Management Agreement 14

2.3 GCWCC Plan 2025 18

2.4 GCWCC Ongoing Responsibilities 22

2.5 Human Resource Planning - Organizational Structure 26

2.6 Current/Future Challenges 28

2.7 GCWCC 2022-2024 Priority Action Plan 31

2.8 Current Year Plan 36

2.9 Conclusion 37

2.10 APPENDICES 38

- APPENDIX 1: GCWCC Independent Auditors' Report 2021 Financial Statements 38
- APPENDIX 2: GCWCC Three-Year Budget (2022-2024) 38
- APPENDIX 3: 2021 Grant Programs Review 38
- APPENDIX 4: 2021 Grant Recipients 38

1.0 Executive Summary 2022-2024

1.1 Introduction

The General Council of Winnipeg Community Centres' (GCWCC) celebrated its 50th year as a central council for community centres on September 21, 2021.

GCWCC is the umbrella organization providing leadership and organizational support to individual community centres. The primary functions are to act as a central resource for the City of Winnipeg's sixty-three Community Centres, operating 81 locations, and to facilitate cooperation and communication among the Community Centres and the City administration.

Community centres are not staffed and are operated directly by the city. Instead, they are governed and run as independently incorporated entities by a group of volunteers, with a Board of Directors elected by the local community they serve. Community centres are mandated to provide a broad range of recreational and leisure activities suited to the needs of the residents living within their designated area. Community centres work with the City and other service providers to provide meaningful recreation opportunities for the community. Although many centres have paid staff, the commitment of over 17,000 volunteers remains a very significant aspect of community centre success.

1.2 Strategic Direction

After careful review, and with the knowledge that the Winnipeg Recreation Strategy was recently adopted, GCWCC management recommended that the Board consider extending the 2017-20 Strategic Plan, with some adjustments. On June 6, 2022, the GCWCC Board of Directors agreed to extend the Strategic plan and approved the high-level goals for the organization for 2022-2024.

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 help them develop and sustain Community Centres for all citizens of Winnipeg.

GCWCC Principles & Value Statements:

- **Volunteers:** we recognize and celebrate the value of volunteers.
- **Service**: our focus is to provide exceptional service and operate in a collaborative and respectful manner.
- **Accountable:** to our stakeholders; community centre membership, funding bodies, the City of Winnipeg, and its residents through transparent, flexible, and open operations.
- **Diversity, Equity & Inclusiveness:** we recognize that Winnipeg is a diverse and multicultural city, and we believe that all citizens should have access to inclusive and safe programs and services.

Strategic Goals:

Communication

- To provide open and transparent communications with all stakeholders, the membership, funding bodies, the City of Winnipeg, and its residents.

Advocacy/Public Affairs

- To promote and support the Community Centre model with stakeholders.

Governance

To review and strengthen GCWCC governance and community centre governance.

1.3 Service Goals and Strategies

GCWCC will continue to address its core responsibilities as outlined in the Management Agreement. In addition to the goals identified in the Strategic Plan 2022-2024, GCWCC has identified the following key objectives below

1. *Launch of the Plan 2045 Project* Pending approval of the recommended funding, GCWCC will begin to plan for and engage the membership in the development of Plan 2045. The recently approved Winnipeg Recreation Strategy document includes the recommendation to review and update Plan 2025 to Plan 2045.

2. *Reinstatement of the Program Coordinator Position.* - For 2023, GCWCC proposes the reinstatement of the Program Coordinator position that previously existed in 2009 to assist Centres.

3. *Advocate for the Re-establishment of the Community Centre Investment Fund.* - GCWCC will support and advocate for the re-establishment of CCIF as outlined in the Winnipeg Recreation Strategy.

4. *Community Centre/GCWCC Legal Representation* -The GCWCC will assist those centres that require legal advice by engaging legal counsel on the Centre's behalf. This has financial implications for GCWCC and as such, we're requesting an increase to the annual GCWCC Operating Grant of $35,000.

5. *Review and update GCWCC Governance, Board Policies, Terms of Reference, and Procedures.* As requested at the 2021 Annual General Meeting, GCWCC will enter a review of the Board governance structure, as well, as review and update Board policies, Terms of Reference, and procedures.

6. *Advocate for increased funding for the Athletic Field Maintenance Grant* -Community Centres that access the funding to maintain fields have requested an increase in funding due to the increased cost of fuel and staff wages. As there is an expected minimum wage increase from the Province in October 2022, the Centres are increasingly concerned they won't be able to financially afford field maintenance, which could mean an increase in fields being returned to the City for maintenance.

7. Finalize the Strategic Plan the SMART objectives and timelines for Board Approval at the September 2022 Board meeting.
8. To collaborate with City Administration to finalize the updates for the Community Centre Accountability Manual for implementation in Fall 2022.
9. Pending approval of the recommended funding, GCWCC will begin to plan for and engage the membership in the development of Plan 2045
10. Continue to work in close collaboration with the City of Winnipeg to ensure that programming and facility operations are sustained at the GCWCC- managed centres.
11. To promote and assist Community Centres with grant applications and funding.
12. Continue to work with the City of Winnipeg Public Service (WPS) to develop Management Agreements between the City and the Community Centres.
13. In the Winnipeg Poverty Reduction Strategy document there are five actions listed where GCWCC will work collaboratively with the City to build equitable, inclusive, and accessible services for low-income families.
14. Continue to explore programming partnerships while providing resources to ensure the Centres have the tools to program their facilities.
15. Continue to support Community Centres to access the Community Centre Renovation Grant that addresses much-needed repairs and renovations.
16. Promote Volunteer opportunities at Community Centres.
17. Continue to promote and recognize volunteer commitment at community centres year-round, as a regular practice.

1.4 Highlights

- Major Issues facing GCWCC

Covid-19 Impact

At the time of preparing this Business Plan, there were still a few Community Centres working to recover from the past two years of Public Health Restrictions. Through 2020 and 2021, revenues were down, volunteers either left or experienced burnout, and residents remained cautious about returning to programs and events.

For the most part, Community Centres adjusted to the changing health regulations that included modified re-openings and complete shutdowns by finding unique ways to safely operate and offer services to their residents.

Inflation: In 2022, inflation costs are impacting Community Centres' operations, they are experiencing increased fuel costs, increasing utilities, and overall increases in supplies and equipment are impacting their maintenance costs. "Canada's inflation rate quickened to 6.7% in March 2022…the highest since 1991." Trading Economics.

Supply Chain Delays: supply chain delays worsened in the first quarter of 2022 and are expected to continue. This impacts community centres, especially those who applied for the Spring and Fall intake of the Renovation Grant in 2021. The Spring 2022 intake saw a record number of applications.

Hiring Challenges: The City of Winnipeg and the Province is experiencing a shortage of employees. For the first time in memory, Community Centres are struggling to find employees willing to take on the minimum wage roles. This put added pressure on full-time staff, and on volunteers, many of whom are already working full-time.

Minimum Wage: the potential increase to $15 / hour will impact the Janitorial Grant funding, currently supporting thirty (30) Community Centres. Program Grant applications, where we help cover staff wages up to $13.00/hour.

- Financial Results & Requests for incremental budget amounts

The City of Winnipeg provides GCWCC with an annual operating grant plus six (6) Community Centre funding grants for distribution to the 63 Community Centres. Please see Appendix 1 for the GCWCC Independent Auditors' Report 2021 Financial Statements and Appendix 2 for the GCWCC Three (3) Year Projected Budget.

Programming Grant: A total of $320,000 in Program funding was distributed to 42 Community Centres in 2021.

Program Registration Subsidy Fee Grant: A total of $27,289 was paid to families for winter and spring programming in 2021. This lower amount was due to the pause in programming during the pandemic.

Janitorial Grant: A total of $241,221 was paid to Janitors at 28 Community Centres for the 2021 program year.

Athletic Field Maintenance: A total of $357,056 was paid to 38 Community Centres for the 2021 program year to maintain athletic fields.

AFM Equipment Grant: A total of $10,410 was paid to 7 Community Centres for the 2021 program year for Equipment used to maintain fields. The unspent funds were returned to the City of Winnipeg in January 2022.

Criminal Record Check Grant: There were three (3) centres that applied for a total of $1,718.

***The 2021 year-end financial statement along with a complete grant recap is included in the appendices*.**

Additional Funding Requests

In 2023, the Community Centres that access AFM funding to maintain fields have requested an increase in funding due to the increased cost of fuel and staff wages. As there is an expected minimum wage increase from the Province in October 2022, the Centres are increasingly concerned they won't be able to financially afford field maintenance, which could mean an increase in fields being returned to the City for maintenance.

Increase in Athletic Field Maintenance Funding

Type of Maintenance	2022 Grant Funding	Proposed 2023 Grant Funding
Full Field	$1,100	$1,300
Assisted Field	$ 400	$ 600
Full Mini Field	$ 500	$ 650
Assisted Mini-Field	$ 200	$ 300

Potential increase from $354,484 to $405,850 based on the applications from 2022, an increase of $51,366 or 14.5%.

Re-establishment of the Community Centre Investment Fund

The Winnipeg Recreation Strategy, starting in 2024, recommends $10M every second year over 10 years (equaling $50M) combined with multi-government funding support. The WRS also recommends additional funds in the first year of the program, to implement the gymnasium addition at Tyndall Park Community Centre and to develop a new community centre in the southeast area of Winnipeg.

Several key projects identified in Plan 2025 have invested in Feasibility Studies that will transform their facilities into relevant, contemporary program spaces.

Goal: GCWCC will continue to advocate for the re-establishment of the Community Centre Investment Fund to support Community Centre capital projects.

Community Centre/GCWCC Legal Representation

GCWCC has been advised that the City of Winnipeg Legal Services Department is only licensed to provide legal services/advice to its clients. Community Centres require legal services for legal issues and advice concerning the review/interpretation of management agreements between the City and Community Centres, the provision of legal representation for the defense of claims filed against community centres, employment law, and other legal services as required. The GCWCC will assist those centres that require legal advice by engaging legal counsel on the Centre's behalf. This has financial implications for GCWCC and as such, we're requesting an increase to the annual GCWCC Operating Grant of $35,000.

Goal: GCWCC requests an increase to its operating grant of $35,000 in the 2023 City of Winnipeg Operating Grant Application to cover legal services.

1.5 Conclusion

The past two years, with Provincial health restrictions, and staffing changes, have presented unprecedented challenges. With the support of the GCWCC Board of Directors and the team at Community Services, the new team at GCWCC has gained momentum and has been able to increase support for Community Centres.

In Fall 2021, Community Centres started to return to programming, and this Spring started to return to in-person meetings, and leisure and sports activities. All of which will help with the social recovery of residents.

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 their volunteer Board of Directors.

Social and economic trends continue to impact Community Centres, in particular a serious shortage of new volunteers willing to step in and succeed previous long-term volunteers. Community Centres must continue to evolve and remain relevant to the needs of their community. The service model of the future will be collaborative and flexible to ensure long-term viability.

GCWCC will continue to be a central resource to Community Centre volunteers and their staff, offering a variety of services to help the centres meet the needs of their communities and accountability to the City of Winnipeg. Further, GCWCC will enhance programming support for centres by reinstating the Program Coordinator position. This position's role is to help community centres that do not have the funding to add program staff, or who need additional support to find new, expanded programming for their centre.

A priority goal is to begin the review and update of Plan 2025 to Plan 2045 in Fall 2022. This project is an important next step in the evolution of assisting Community Centres in meeting the needs of their communities. As well, Plan 2045 will focus on strategic goals providing welcoming, inclusive, and supportive environments that will encourage lifelong participation in sports and leisure activities.

With the recommended changes, the Board of Director's support, and the continued partnership with the City of Winnipeg, the GCWCC team is well positioned to meet the mandate set out in the Management Agreement, and also meet the expectations of Community Centres.

2.0 GCWCC 2022-2024 Business Plan

2.1 Introduction

History

The General Council of Winnipeg Community Centres' (GCWCC) celebrated its 50th year as a central council for community centres on September 21, 2021.

Celebrating the Past serving the Future

GCWCC is an umbrella organization providing leadership and organizational support to individual community centres. The primary functions are to act as a central resource for the City of Winnipeg's sixty-three Community Centres operating in 81 locations and to facilitate cooperation and communication among the Community Centres and the City administration.

Community centres are not staffed and are operated directly by the city. Instead, they are governed and run as independently incorporated entities by a group of volunteers, with a Board of Directors elected by the local community they serve. Community centres are mandated to provide a broad range of recreational and leisure activities suited to the needs of the residents living within their designated area. Community centres work with the City and other service providers to provide meaningful recreation opportunities for the community. Although many centres have paid staff, the commitment of over 17,000 volunteers remains a very significant aspect of community centre success.

GCWCC was formed in 1971 to provide a central council where Community Centre representatives could meet to discuss issues amongst themselves and with the City administration. At that time, the thirteen autonomous municipalities and the City of Winnipeg were amalgamated, and the Community Centres were organized into six district areas, each with a District Community Centre Board that would meet monthly to discuss common issues. 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.

GCWCC's roles and responsibilities increased in 2005 when the Recreation, Leisure, and Library Facilities (RLLF) Policy was adopted by City Council. The policy directed that the City of Winnipeg and GCWCC enter into a Management Agreement to facilitate a strong and more sustainable Community Centre model. On January 14, 2019, the City of Winnipeg, and the General Council of Winnipeg Community Centres (GCWCC) entered into a 10-year Management Agreement that outlines the responsibilities between the GCWCC and the City of Winnipeg as they relate to the City of Winnipeg Community Centres.

The original intent was 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. However, in 2016, the Public Service advised that, rather than GCWCC, the Community Centres would enter into individual Management Agreements with the City of Winnipeg.

The RLLF Policy 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 charted the course for the evolution of the City of Winnipeg's Community Centre movement in a manner that would meet the short-and long-term needs of the current and future generations of the city's residents. GCWCC presented all three phases of Plan 2025, in April 2009, to Executive Policy Committee. As the strength of the plan lies in its grassroots origin, GCWCC will engage its membership in an update to Plan 2025 in 2023 to align with the recently approved Winnipeg Recreation Strategy.

> ***"Unique from other Canadian cities, the community centre model is arguably the City of Winnipeg's most significant partnership that supports community recreation services."***
>
> *Winnipeg Recreation Strategy May 2022, pg. 35*

GCWCC Strategic Plan

In 2017, GCWCC introduced a three-year Strategic Plan that would carry the organization to 2020. The plan was a well-intended, ambitious document, but in the end, significant staffing changes and the Covid-19 Pandemic impeded the execution of several key goals.

After careful review, and with the knowledge that the Winnipeg Recreation Strategy was recently adopted, GCWCC management recommended that the Board consider extending the 2017-20 Strategic Plan, with some adjustments. On June 6, 2022, the GCWCC Board of Directors agreed to extend the Strategic plan and approved the high-level goals for the organization for 2022-2024.

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 help them develop and sustain Community Centres for all citizens of Winnipeg.

GCWCC Principles & Value Statements:

- **Volunteers:** we recognize and celebrate the value of volunteers.
- **Service**: our focus is to provide exceptional service and operate in a collaborative and respectful manner.

- **Accountable:** to our stakeholders; community centre membership, funding bodies, the City of Winnipeg, and its residents through transparent, flexible, and open operations.
- **Diversity, Equity & Inclusiveness:** we recognize that Winnipeg is a diverse and multicultural city, and we believe that all citizens should have access to inclusive and safe programs and services.

Strategic Goals:

Communication

- To provide open and transparent communications with all stakeholders, the membership, funding bodies, the City of Winnipeg, and its residents.

Advocacy/Public Affairs

- To promote and support the Community Centre model with stakeholders.

Governance

- To review and strengthen GCWCC governance and community centre governance.

Goal: Management is working on SMART objectives for each of the three goals outlined above, as well as a review of the Strengths, Weaknesses, and Opportunities. The updated Strategic Planning document will be presented and approved at the September 2022 GCWCC Board meeting.

Winnipeg Recreation Strategy Replaces the RLLF Policy

The Winnipeg Recreation Strategy is expected to transform service, and work to ensure that new and refurbished facilities, like community centres, are welcoming, accessible, and inclusive for all Winnipeggers. General Council of Winnipeg Community Centres will play a key partnership role in the implementation of the strategy.

> ***"As it's fully implemented over the next 25 years, the Strategy will have a significant and positive impact on all areas of Winnipeg."*** *Winnipeg Recreation Strategy, pg. 123*

GCWCC management, and the Board of Directors, recognize that the shifting demographics, diverse community needs, and the reduced number of volunteers, require a renewed approach. The upcoming update to Plan 2025, will help guide and identify capacity-building approaches and will assist centres in meeting the strategic goals of providing welcoming, inclusive, and supportive environments.

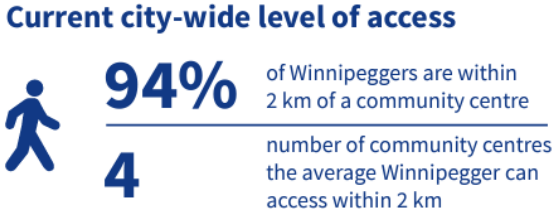


FIGURE 1 FROM WINNIPEG RECREATION STRATEGY DOCUMENT

The Winnipeg Recreation Strategy provides clear direction on levels of service targets for all recreation facilities, including community centres, and provides a framework for future work on Plan 2025.

For reference see page 86 of the Winnipeg Recreation Strategy here

2.2 GCWCC Management Agreement

On January 14, 2019, the City of Winnipeg, and the General Council of Winnipeg Community Centres (GCWCC) entered into a 10-year Management Agreement that outlines the responsibilities between the GCWCC and the City of Winnipeg as they relate to the City of Winnipeg Community Centres.

Components of the GCWCC 2019 Management Agreement

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

General:

- Work collaboratively with the City of Winnipeg to find solutions to unresolved issues within the parameters of existing city policy and documents to maximize opportunities

Governing Legislation, By-Laws, Policy & Administrative Directives:

- Where possible, communicate the intent of all Federal, Provincial and Municipal legislation as it relates to the operation of Community Centres.
- Review Community Centre constitutions and assist with by-law / constitutional matters to ensure Community Centres are following the standardized Community Centre Constitution.
- Retain professional services for interpretation of by-law / constitutional matters.
- Update Workplace Safety and Health Manual and provide to Community Centres.

Governance:

- Operate through District boundaries that match the City's Community Committee boundaries.
- Report to Council through Executive Policy Committee.
- Will be governed by a Board of Directors.
- Ensure program delivery occurs as per the UFF Responsibilities document. Aid where needed.

Financial / Operational Performance:

- Agree to the terms and conditions of the Community Centres Standardized Reporting.
- In conjunction with the City, work with Community Centres to resolve any operational or financial issues
- To assist and/or lead training to Community Centres as outlined in the Accountability Manual.
- Assist in providing day-to-day administrative support to Community Centres and collaborate with the City to optimize the support given to the Centres.

Process for Sustaining Community Centres

- Assist and/or provide orientation sessions to Community Centres.
- 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 and manage Community Centres that are within its mandate when a centre cannot sustain a volunteer Board and programming.
- Using the Community Centre's financial resources, if available and UFF funding to provide programming to meet the operating need of the community and facilities/grounds operations.
- In consultation with the respective Community Centre District and the Public Service, make recommendations to EPC as to the future management of these Centres.

District Planning Process

- 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.
- In 2023, lead the Plan 2025 review and update to Plan 2045.

Grant Funding Opportunities

- Administer grants provided by the City.
- Assist with the City authorization of non-City infrastructure grants.
- GCWCC shall share with the City all relevant information regarding funding applications being made by Community Centres and Community Recreation and Leisure Centres that are governed by GCWCC.

Reinvestment Strategy

- Within Council-approved policy, set priorities for new infrastructure decisions, with considerations. Commit to stakeholder public engagement where required.

Programming Roles & Responsibilities

- Monitor and review Community Centre program reports.
- Where a Community Centre is not meeting program hours as defined in the UFF, work collaboratively with the City to help the centre by working with the community centres to meet their targets.

Commitment to Stakeholder Public Engagement

- Moving toward more contemporary and sustainable facilities is a challenge shared by the community and the City. Ideas and opportunities generated by the community will be key to finding workable solutions.
- Ensure stakeholder engagement is inclusive and representative when a decision on a City of Winnipeg Community Centres is being made.
- Seek meaningful, timely input from a full range of community stakeholders and members of the public as required.

- Provide opportunities for communities to become involved in the process and solutions.
- Agrees that stakeholder engagement processes involving the reconfiguring and optimizing of the Community Centre space will be part of the leadership mandate of GCWCC.
- To provide opportunities for communities to become involved in identifying opportunities and possible solutions.

UFF Responsibilities Document/Accountability Manual

- Review the UFF Responsibilities Document. Note: UFF was last reviewed in 2019 and is in place for 10 years.
- Agrees to the terms, conditions, principles, and guidelines contained in the Accountability Manual.
- Works collaboratively with various stakeholders to ensure the Accountability Manual is relevant and up to date.
- Notifies Community Centres of changes to the Accountability Manual.
- Ensure that Community Centres have purchased Workers Compensation Coverage.
- GCWCC will adhere to confidentiality protocols.

Facility Renovations/ Redevelopment/Expansion

- Work with the City and Community Centres on all Community Centre facility renovations, redevelopment, and expansion projects.

Deliverables and Status Update - 2021

Covid-19 public health restrictions continued to keep Community Centres closed to programming which created unprecedented challenges for the volunteers, staff, and residents.

New Staff: Last year was a year of change for GCWCC, most notable was the retirement of the three remaining long-term staff and the integration, onboarding, and training of new staff, including a new Executive Director. As well, the Board Executive transitioned, the former 1st Vice President moved to the role as President in early April 2021, the 2nd Vice President to 1st Vice President, and then in the Fall the Board appointed a new 2nd, Vice President.

GCWCC celebrated its 50th Anniversary with the unveiling of a Mural at Weston Memorial Community Centre. All planning for an in-person celebration was canceled due to public health restrictions.

Accountability Manual: currently under revision, with expected implementation intended for Q3, 2022.

Communications: A primary focus for the first eight months of the year was communicating the ever-changing Covid-19 provincial restrictions to the City's 63 Community Centres. As information became available GCWCC, with the support of Community Services, ensured that Community Centres received key information as it pertained to their operations.

A new bi-weekly Community Centre newsletter, New This Week, was introduced in Fall 2021, which includes updates on grant opportunities, important program opportunities, deadlines, and accountability information.

New social media accounts were launched, including LinkedIn, Twitter, and Google My Business, which are used to support and promote Community Centres to the public.

Grant Funding Support:

Throughout the year, GCWCC processed 38 PPE refund grants, 15 vaccination screening staff grants, as well as 11 QR scanning device grants for Community Centres.

Our Facility Coordinator, Arthur Pearson, assisted in the review and support for centres applying for the City of Winnipeg Renovation Grant in 2021.

- **42** - Total applications in 2021 (includes Spring and Fall intakes)
- **32** - Total successful applications in 2021
- **$2,567,421.13** invested in renovations in 2021

A Program Registration Fee Subsidy Committee was created in early 2021 to review the application process and funding to provide recommendations to the Board of Directors that would see a streamlined process.

Orientations & Training

In 2021, GCWCC facilitated two special meetings for Community Centres concerned with the direction that the soccer associations were taking with the grassroots mini-soccer programs. By connecting like-minded volunteers, several Community Centres adjusted their programs to offer a house league mini-soccer program, with teams playing against other nearby centres.

GCWCC supported several Community Centres with virtual AGMs. Plus, we held an in-person Board orientation for the new volunteers at South Winnipeg Community Centre.

A presentation was given in December to the Manitoba Association of Senior Centres and related partners, regarding Community Centres in the City of Winnipeg and the programming offered.

Program Development: Early in 2021, due to public health orders, most community centres remained closed and reduced or canceled programming to keep residents and staff safe.

In fall 2021, the Community Centres provided their fall/winter programming updates to GCWCC and the GCWCC website was updated. The last update, due to the pandemic and closures, was in the Fall of 2019.

Our Executive Director joined the Anti-Racism In Sport Campaign advisory group in 2021 with the goal to transfer the learnings to the Community Centres at the Spring 2022 AGM.

Managed Centres: In 2021, there were six centres that GCWCC managed. Our office worked closely with Fort Garry Community Centre Steering Committee to hire a new General Manager. As well began planning an AGM, with the intent to return this centre to a volunteer Board of Directors. At the time of writing this Business Plan, Fort Garry successfully turned it over to an elected volunteer board at the AGM on May 9, 2022.

The other five centres currently managed by GCWCC are Weston Memorial, Norquay, Northwood, East Elmwood, and Chalmers Community Centres. These centres are independently incorporated and

governed by a Terms of Reference document and a Steering Committee that meets quarterly. The Steering Committees are comprised of members from GCWCC, Community Services, community volunteers, and the Community Centre Manager.

Each of the five remaining managed centres is operating successfully and is engaged in multiple program and service partnerships that address the needs of the community. As soon as it was possible, each of these centres returned to programming with the lifting of the Covid-19 public health restrictions.

While GCWCC is well versed in managing centres, it's not the intention to manage centres long-term.

Universal Funding Formula: The last UFF and Responsibilities Document were approved in December 2019 for implementation in 2020. It can be found at the following - link.

Workers Compensation: GCWCC reviews the status annually and ensures Community Centres are up to date with their coverage.

Workplace Safety and Health Manual: The manual is available on the GCWCC website. In late 2021, management began a review of the manual, and with the support of Safe Work Manitoba has established a new partnership with S2S Safety Association. A review of the templates and safety information is underway, with expected updates in Q4 2022.

The team at GCWCC is committed to providing timely support and service to the Community Centre volunteers and staff. Making sure they receive the resources to perform their responsibilities to the best of their ability.

2.3 GCWCC Plan 2025

Background

Plan 2025 was the most ambitious planning exercise ever undertaken by the GCWCC and its member Community Centres. Plan 2025, at the time, addressed outcomes 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.

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, over the years these projects have shifted in priority or proven infeasible.

The recent approval, May 2022, of the Winnipeg Recreation Strategy, includes the recommendation to review and update Plan 2025 – the document can be found - here.

While waiting for the completion and approval of the Winnipeg Recreation Strategy (WRS), GCWCC assisted with feasibility studies for additional Plan 2025 projects, including **Fort Garry, Kirkfield-Westwood, Maples, Oxford Heights, Tyndall Park, Varsity View, and Whyte Ridge Community Centres**. The next step, now that the WRS has been approved, is to start a full review and update Plan 2025, to Plan 2045, to reflect a unified approach to the delivery of recreation in the City of Winnipeg.

The city budget recommends a commitment of $300,000 to GCWCC in 2022 for the update of Plan 2025. The Winnipeg Recreation Strategy, together with "Plan 2045" will provide the parameters for moving Community Centre projects forward.

Once the final approval of the recommended funding, GCWCC will hire consultants to help plan and engage the membership in the development of Plan 2045.

Community Centre Amalgamation Process

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 – the amalgamation of Crescentwood, River Heights, and Sir John Franklin (Board Amalgamation)
- South Winnipeg Community Centre – amalgamation of Richmond Kings and Waverley Heights (Board Amalgamation).

Amalgamations create operating efficiencies and infrastructure opportunities; they also create a larger volunteer base upon which to draw. GCWCC has developed a formal amalgamation process that includes community consultations and establishing working committees to address operational requirements, financial management, transition plans, and implementation.

While there were initial discussions of amalgamation in the Charleswood area in 2019, talks halted due to Covid-19 restrictions, and have not progressed in any significant way since. Any potential future community centre facility amalgamations are to be identified through community centre grassroots planning efforts in the forthcoming review of Plan 2025.

Using a formal amalgamation process, GCWCC will assist Community Centres that may consider an amalgamation with another Community Centre.

Programming for All

"As Plan 2025 is revisited and updated it will be critical to identify capacity-building approaches that assist community centres in meeting the Strategy goals of providing welcoming, inclusive and supportive environments that encourage lifelong participation for people of all backgrounds, ages, and abilities."

Winnipeg Recreation Strategy, pg. 88.

Community centres, once solely focused on organized sports, have evolved to respond to the needs of their communities. Many centres offer before and after school programs, daycare spaces, food banks with the support of Manitoba Harvest, community gardens, and so much more.

The Winnipeg Recreation Strategy identifies the need to provide an effective and sustainable community centre model over the next 25 years. Along with renewal and reinvestment to ensure community centres can effectively respond to community needs, we must ensure a pathway to equity, diversity, and inclusion for all citizens is created with community centres.

GCWCC's Executive Director joined the advisory committee for **the Anti-racism in Sports** Campaign in 2021. In 2022, recognizing the critical need to end racism, GCWCC joined other organizations and signed the Anti-Racism in Sport Call to Action Accord. The GCWCC Board of Directors is expected to adopt a new Anti-racism in sport policy and open the dialogue for community centres to do the same in the coming months.

GCWCC supports the **Newcomer Welcome & Inclusion Policy and Strategic Framework**, by encouraging the implementation of newcomer programs at Community Centres. Together with the City of Winnipeg, GCWCC produced a Cultural Sensitivity video, distributed to all Centres, and posted on the GCWCC website.

GCWCC was an active stakeholder in the development of the **Winnipeg Poverty Reduction Strategy** initiative. There are five actions in the policy document where GCWCC will work collaboratively with the City to build equitable, inclusive, and accessible services for low-income families.

GCWCC continues to meet with **Active Aging** organizations such as the **Manitoba Association of Senior Centres**, **Age Friendly Manitoba,** and the **Winnipeg Regional Health Authority** to both create awareness of active aging programming in Community Centres as well as identify new opportunities for collaboration.

For a complete listing of current Community Centre programs, click - here.

Focus on exploring programming partnerships while providing resources to ensure the Centres have the tools to program their facilities.

Developing Suitable Facilities

The RLLF Policy provided direction for the provision and maintenance of recreation, leisure, and library facilities owned by the City of Winnipeg (including Community Centres). With the adoption of the Winnipeg Recreation Strategy, GCWCC will work to align with the strategies as they are outlined in the new document, beginning with the review and update of Plan 2025 to Plan 2045.

More importantly, the key to the success of Plan 2025 was the creation of a capital replacement and renewal fund. The fund, Community Centre Investment Fund, supported consolidating centres into expanded facilities. (See page 88 in the WRS Document). Building on the demonstrated success of the original Community Centre Investment Fund, the creation of a new, dedicated capital replacement and renewal fund for community centres is recommended in the Winnipeg Recreation Strategy.

As Community Centre facilities age, maintenance and operating costs continue to be a major concern for both the City and Community Centre volunteers. As outlined in the City of Winnipeg 2018 State of the Infrastructure Report, the replacement value of all 63 Community Centres is estimated at just over $576 million.

There is a growing need to enhance facilities to meet the neighbourhood programming needs. Many of the current recreational facilities are outdated and lack the proper amenities to provide popular programs such as basketball, pickleball, and other active living activities.

The Renovation Grant has proven a valuable resource for Community Centre projects up to $100,000; however, there are many circumstances where much greater investments are required. The Renovation Grant is expected to return to the level of funding of up to $50,000 in 2024. Plan 2045, using the guiding principles of the Winnipeg Recreation and Parks Strategies, will help address these deficits.

GCWCC will continue to support Community Centres to apply for the Community Centre Renovation Grant that addresses much-needed repairs and renovations that allow the centres to remain relevant for their community's programming needs.

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 an increasing challenge, as there are increasing administrative demands coupled with increased demands on people's time. While most Community Centres are supported by some level of staff, these costs are not covered by the UFF Operating grant.

To promote sound practices, GCWCC has developed programs and services for volunteers that address leadership development, financial accountability, volunteer Board orientations, legal liability issues as well as day-to-day administrative matters. While a variety of resources are available on the GCWCC website, GCWCC staff and Executive are always available to speak with volunteers to address any questions or concerns.

GCWCC will continue to collaborate with Community Centres to ensure that additional volunteer leadership workshops/webinars are offered.

Volunteer Recognition

GCWCC acknowledges the importance of recognizing the hard work of volunteers who provide an average of one million volunteer hours annually. As such, every November GCWCC hosts the popular

Above and Beyond Banquet that provides the opportunity to formally honour outstanding Community Centre volunteers and past presidents. Understandably, the Banquet has been on hold with provincial restrictions in place, but we expect to resume when we're allowed to gather. September 2021 marked the 50th anniversary of the first meeting of GCWCC. We expect to acknowledge our 50th during our Above & Beyond Banquet planned for November 2022.

GCWCC will plan for the celebration of its 50th anniversary in November 2022 (delayed due to Public Health Restrictions in 2021).

2.4 GCWCC Ongoing Responsibilities

Accountability

The City of Winnipeg provides GCWCC with an operating grant plus six (6) Community Centre funding grants for distribution to the 63 Community Centres. These grants include the Community Centre Programming Grant, Registration Fee Subsidy, Janitorial Grant, Athletic Field Maintenance Grant, Athletic Field Maintenance Equipment Grant, and the Criminal Record Check Refund Grant (2-year grant). These grants are administered to the Community Centres by GCWCC based on applications received from the individual Community Centres throughout the year.

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

GCWCC Operating Grant

The City of Winnipeg provides GCWCC with an operating grant for the day-to-day operational and staffing costs of the organization. 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 approved by the GCWCC Board of Directors and presented to the GCWCC membership at the Annual General Meeting held every April.

Please see Appendix 2 for the GCWCC Independent Auditors' Report 2021 Financial Statements and Appendix 3 for the GCWCC Projected Budget.

Below are the other Funds GCWCC receives through the City of Winnipeg to help support Community Centres.

Goal: GCWCC will continue to promote and assist Community Centres with grant applications.

Programming Grant

Community Centres need to offer programs that are relevant to the changing demographics. GCWCC supports Community Centres that require assistance in identifying possible programs, establishing partnerships, program budgeting, or identifying grants.

GCWCC is responsible for administering the Community Centre Programming Grant which provides funding assistance to ensure that all Centres can offer sustainable programs for their area residents. Eligible costs include staffing wages and benefits, staff/volunteer training, supplies/materials,

equipment, and transportation. The Programming Grant application is available on the GCWCC website and is accepted on an ongoing basis.

In 2012, the Programming Grant doubled from $235,000 to $470,000 annually. This improved the opportunity to provide new programming and program equipment at Community Centres.

Due to the pandemic, there were fewer applications in 2020 and 2021, however, due to extra cleaning measures required by the Provincial Health Orders, the GCWCC Board of Directors extended the criteria to include Personal Protection Equipment (PPE) and extra sanitation supplies, to a maximum of $1,000 per year per centre. Thirty-eight (38) Centres applied for this funding in 2021.

Further, as public health orders began to lift, and Community Centres were required to check the vaccination status of anyone attending the Centre, the GCWCC Board of Directors approved an extension of the Program Grant to be used for Vaccination Screening staff. A total of fifteen (15) Centres applied for funding. As well, eleven (11) centres applied for funding to purchase a device to scan the QR vaccination codes.

A total of $320,000 in Program funding was distributed to 42 Community Centres in 2021.

GCWCC will support Community Centres to find innovative sports and leisure programs that suit the needs of residents in their catchment area.

Community Centre Program Registration Fee Subsidy Grant

GCWCC administers the Community Centre Program Registration Fee Subsidy to support low-income families with the rising costs of sports and recreational programs at Community Centres. As of 2020, the City is the sole funder of this program, with a total contribution of $110,750 per year.

GCWCC saw fewer applications for the subsidy in 2020 and 2021, so GCWCC was able to support all qualified requests. In early 2021, a Subsidy Review Committee was struck by the GCWCC Board of Directors. After careful review, it was agreed to revise the funding format and application. The 2021 Fall intake was the last intake using the three-part carbon forms, the new forms and format were introduced for Spring 2022. Families may apply to receive up to $300 per season, per child, and the form has been streamlined and made easier for families to apply.

GCWCC advises families of additional subsidy programs, as identified in the Everyone CAN Play Guide – a Guide to Winnipeg Sport and Recreation Subsidies, located on the GCWCC website. The guide was developed by the Winnipeg Sport Policy Committee, of which GCWCC was a member.

A total of $27,289 was paid to families for winter and spring programming in 2021. This lower amount was due to the pause in programming during the pandemic.

GCWCC will continue to streamline and refine the application process to ensure anyone participating in Community Centre programs can apply and receive financial assistance.

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. Currently, GCWCC

receives $338,844 annually from the City for this program. As staff wages are not covered by the Community Centre's Operating grant, this grant is particularly useful to those centres that may not otherwise have the financial resources to cover wages. This grant is available to all Community Centres via a grant application, available on the GCWCC website.

In 2021, because of Community Centre closures due to provincial restrictions, the Janitorial Grant was undersubscribed, with expenses totaling only $241,220 to support 28 centres. The surplus revenue was redirected to the 2022 program year, and currently, there are 30 centres subscribed to the program.

A total of $241,221 was paid to Janitors at 28 Community Centres for the 2021 program year.

GCWCC will continue to support Community Centres that require janitorial staff.

Athletic Field Maintenance Grant (AFM)

On November 19, 1997, City Council approved revisions to the Fees and Charges Policy that all revenues generated on all 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 administrative 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 2021, thirty-eight (38) Community Centres applied for 399 fields through the AFM grant for a total annual grant allocation of $357,056. In the second year with public health restrictions, this was a decrease from 2019, when 420 fields were maintained by Community Centres. Some Community Centres opted out of the program in favour of returning the maintenance to Parks and Open Spaces. The feedback from the centres was a mix of, no longer needing the field or no longer being able to manage the maintenance of the field due to cost or staffing. The Graffiti Control Program is included in this grant, $20,000 plus $354,484 for a total of $374,484.

In 2023, the Community Centres that access AFM funding to maintain fields have requested an increase in funding due to the increased cost of fuel and staff wages. As there is an expected minimum wage increase from the Province in October 2022, the Centres are increasingly concerned they won't be able to financially afford field maintenance, which could mean an increase in fields being returned to the City for maintenance.

Increase in Athletic Field Maintenance Funding

Type of Maintenance	2022 Grant Funding	Proposed 2023 Grant Funding
Full Field	$1,100	$1,300
Assisted Field	$ 400	$ 600

Full Mini Field	$ 500	$ 650
Assisted Mini-Field	$ 200	$ 300

This could mean going from $354,484 to $405,850 based on the applications from 2022, an increase of $51,366 or 14.5%.

A total of $357,056 was paid to 38 Community Centres for the 2021 program year to maintain athletic fields.

Athletic Field Maintenance Equipment Grant

In 2018, the City of Winnipeg funded Athletic Field Maintenance Equipment costs to assist Community Centres in maintaining off-site fields through the Athletic Field Sweat Equity Maintenance Program. The grant of $30,000 supports the purchase or rental of trailers, the rental of trucks, the purchase of straps, plus mileage. At the onset of this program, GCWCC facilitated a bulk purchasing option for trailers of which many Community Centres took advantage. GCWCC continues to provide the administrative services for this grant.

A total of $10,410 was paid to 7 Community Centres for the 2021 program year for Equipment used to maintain fields.

GCWCC will continue to work in cooperation with the City to ensure the Athletic Field Maintenance Grant and AFM Equipment Grants are supportive.

Criminal Record Check Refund Grant

Community Centre volunteers and staff must often undergo Criminal Record checks before commencing their duties. The cost of the Criminal Record Check can place a financial burden on the Community Centres. In 2020, the Mayor's Office directed that the City enter into a grant agreement with GCWCC for a two-year period, during which time GCWCC would receive $50,000 per year to ease the costs of Criminal Record Checks for Community Centres. GCWCC worked together with the City to develop a grant application that would allow the funding of up to 15 Criminal Record Checks per year for each Community Centre. The application is posted on the GCWCC website.

2021 was the first year for Community Centres to apply for these funds, but the provincial restrictions continued to be in place. Many Centres did not reopen to programming until September 2021. We believe this impacted the application numbers.

There were three (3) centres that applied for a total of $1,718.

GCWCC will continue to promote the Criminal Record Check Refund Grant to ensure optimal use by Community Centres.

For complete details of the grant programs, please see Appendix 3 and Appendix 4.

2.5 Human Resource Planning - Organizational Structure

Organizational Chart

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

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.

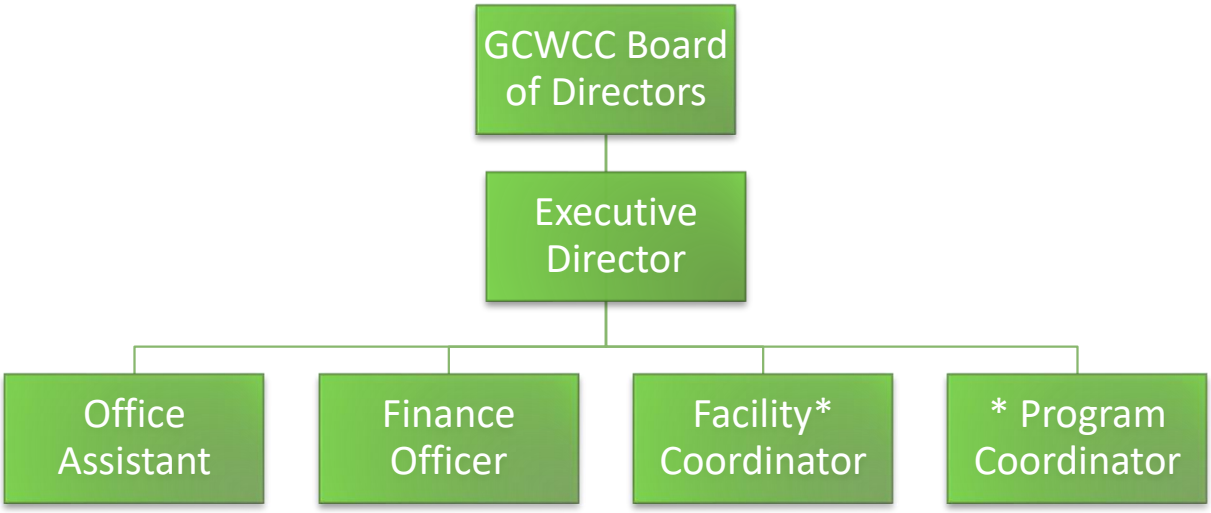
The GCWCC membership is comprised of sixty-three (63) Community Centres who, in turn, sit on five (5) District Boards. The individual District Boards meet up to ten (10) months of the year. The objective of these meetings is to provide a central forum for discussion of common concerns and successes. An appointed representative from each of the five districts sits on the GCWCC Board of Directors. The GCWCC Board also meets ten months of the year.

The GCWCC Board is currently supported by GCWCC Executive Director. The current three employees report to the Executive Director, along with the managers from the five managed Community Centres.

For 2023, **GCWCC is proposing the reinstatement of the Program Coordinator* position** that previously existed in 2009 to assist Centres. For context, the position was amalgamated with the Facility Coordinator position after that position became vacant. A Program Coordinator will be responsible for supporting programming at Community Centres, working with the City of Winnipeg Recreation team, researching new opportunities and partnerships, program grant support, and grassroots or house league sports, and leisure.

Further, adding this position back to the team would allow for the Facility Coordinator to focus on supporting centres with facility renovations, Community Centre Renovation Grant applications, the review and update to Plan 2025, and continued updating of Community Centre Health & Safety policies and supporting Community Centre managers.

These staff changes will allow for a redistribution of responsibilities, cross-training of tasks and succession planning, and strengthen the support for Community Centres. Please refer to the following Organizational Chart.



Board of Directors Structure

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

Executive Committee – Elected

- The Past-President, duly elected President, First Vice President, Second Vice President
- The GCWCC Executive Director (ex-officio)

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

- Three EPC-appointed community representatives
- One Community Services Liaison (ex-officio) – appointed by Community Services

GCWCC Staffing Component

GCWCC has had significant staff changes in 2021, by the end of the year all the previous long-term staff retired. The new Finance Officer started in March 2021, followed by the Executive Director and Facilities & Program Coordinator in May, and in December the new Administrative Assistant.

The Board of GCWCC is currently supported by two full-time staff, one staff at 30 hours, and one part-time staff. For 2022, GCWCC is proposing adding one additional full-time staff (between 30 hours and 37.5 hours) as outlined above:

- Lora Meseman, Executive Director; full-time
- Arthur Pearson, Facility & Program Coordinator; full-time
- Elesio Lasuba, Finance Officer; 30 hours per week
- Taylor Butler, Administrative Assistant; 25 hours per week
- Proposed New, Program Coordinator; 30 hours to full-time

2.6 Current/Future Challenges

Covid-19 Impact

At the time of preparing this Business Plan, there were still a few Community Centres working to recover from the past two years of Public Health Restrictions. Through 2020 and 2021, revenues were down, volunteers either left or experienced burnout, and residents remained cautious about returning to programs and events.

For the most part, Community Centres adjusted to the changing health regulations that included modified re-openings and complete shutdowns by finding unique ways to safely operate and offer services to their residents.

Demographics, Economic, Social and Cultural Factors

Inflation: In 2022, inflation costs are impacting Community Centres' operations, they are experiencing increased fuel costs, increasing utilities, and overall increases in supplies and equipment are impacting their maintenance costs. "Canada's inflation rate quickened to 6.7% in March 2022…the highest since 1991." Trading Economics.

Supply Chain Delays: supply chain delays worsened in the first quarter of 2022 and are expected to continue. This impacts community centres, especially those who applied for the Spring and Fall intake of the Renovation Grant in 2021. The Spring 2022 intake saw a record number of applications.

Hiring Challenges: The City of Winnipeg and the Province is experiencing a shortage of employees. For the first time in memory, Community Centres are struggling to find employees willing to take on the minimum wage roles. This put added pressure on full-time staff, and on volunteers, many of whom are already working full-time.

Minimum Wage: the potential increase to $15 / hour will impact the Janitorial Grant funding, currently supporting thirty (30) Community Centres. Program Grant applications, where we help cover staff wages up to $13.00/hour.

Winnipeg's aging population GCWCC continues to connect with active aging (seniors) organizations to encourage Community Centres to address the needs of all ages. Active living programming offered at Community Centres, plus any gaps or opportunities should be reviewed and addressed.

As outlined in the **Winnipeg Poverty Reduction Strategy**, one in eight Winnipeggers live in poverty. Almost one in five children live in poverty. Community Centres, whether on their own or with community partners, provide a wide array of free programming. They also are the front-line administrators of the **Program Registration Fee Subsidy**. GCWCC will continue to work with the City to promote free and accessible programs at Community Centres serving areas of high need.

Information Technology

Website: In 2018, GCWCC launched an updated website that provides key contact information, programming, and details for all 63 Community Centres. As well, the website provides leadership and accountability information for the Community Centre volunteers. It has become a hub of information. Recently, with the launch of the GCWCC New This Week newsletter, the issues are posted for centres to review.

Social Media: In 2021, we improved the digital outreach by adding a LinkedIn account, and a Twitter account and updated and improved the Google My Business Account. The addition of these three tools has improved General Councils' search results. The next plan is to introduce a Facebook account to connect more centres, many of which use Facebook primarily to communicate with their audience.

IT Security: Cybersecurity, the practice of protecting technology systems, is an important practice that many Community Centres either don't have or have not considered for their data and computer systems. In 2022/23 GCWCC will implement stronger security practices and then share these best practices with Community Centres to ensure they are keeping their digital data secure.

On-Demand Training Videos: The pandemic confirmed the ease of virtual training, GCWCC will begin planning the conversion of orientation materials and training to short training videos for the volunteers. Currently, board training takes place only in person and takes up to two hours. With the ever-increasing demand for community centre volunteers, the intent is to create and collect a library of bite-sized digital resources for Community Centres.

GCWCC will introduce additional digital communication tools in 2022-23, including Facebook, and online training videos.

Trends

Limited Volunteers: With competing priorities, families are finding fewer hours to volunteer. One trend over the past number of years is the shrinking Community Centre volunteer base - a trend that has been exacerbated by the shutdowns necessitated by health restrictions. More and more, Community Centres are relying on paid staff to manage the day-to-day operations of their facilities. GCWCC will continue to support Community Centre volunteers and staff with training materials, orientations for Boards and Managers, and follow-up with new presidents.

Sports Associations Move Away from Community Centre Registration: this trend has been ongoing over the last five years, almost all the traditional sports associations have moved to centralized registration, and many of them have removed the need for sports convenors or have added increased demands on the community centre sport convenor volunteer. Centres are finding it difficult to recruit and retain volunteers for these positions.

"In 2008, 46 percent of Winnipeggers volunteered with a community organization. By 2013, that number had dropped to 38 percent, below the national average rate of 44 percent."

Winnipeg Recreation Strategy, pg. 49

In response, some community centres are relying on staff to perform the duties otherwise held by a volunteer. In some cases, community centres have forgone the sports teams altogether, choosing instead to find replacement programs. And others still have started to create their own grassroots sports programs, more recently mini-soccer has moved to a 'house-league' format. GCWCC has been asked, by community centres, and the District Boards to participate in ways to explore more programming opportunities specific to the grassroots programs centres can offer.

Competition

GCWCC is a non-profit organization and faces competition in several ways, one of which is the recruitment and retention of employees.

Community Centres are also facing increased competition for sponsorships, employee retention, hiring competition, as well as rental competition from other nearby businesses like hotels, banquet halls, and other City of Winnipeg facilities.

Risk Assessment – Risk Profile

To be further explored with the Board of Directors in 2023.

Strengths and Challenges

In 2017, the GCWCC Board of Directors reviewed the GCWCC Strategic Plan and identified the following SWOT analysis. Recently, the Board approved an extension of the 2017-2020 Strategic Plan at a high level. This analysis will be reviewed in the fall with the completion of the extended Strategic Plan.

Strengths	**Weaknesses**
• Knowledgeable staff • Leadership • Liaison between City & Community Centres • Governance support & coaching • Strong Communication between Council, Community Centre, and Community Services • Volunteer Board • Funding opportunities • Customer Service	• Succession planning • Lack of enforcement • Advocate for, but cannot drive the political process • Long-term planning suffers due to short-term crises • Funding shortages • Transfer of knowledge to new Board members • Low awareness of the Community Centre model
Opportunities	**Challenges**
• Tri-level government changes • Mentorship: providing tools (technology) • Partnering with other organizations • Improvements to website	• Government changes • Sport Association changes. • CC board changes • Communication gaps

• Additional funding options • Define roles of sport – who does what between Community Centres and Sports Associations • Evolution of centres • Improve communication & advocacy	• Education/training constraints • Shrinking volunteer base • Inflation, supply chain issues • Funding

2.7 GCWCC 2022-2024 Priority Action Plan

Key Goals and Strategies for 2022-2023

GCWCC will continue to address its core responsibilities as outlined in the Management Agreement. In addition to the goals identified in the Strategic Plan 2022-2024, GCWCC has identified the following key objectives below

Communication - To provide open and transparent communications with all stakeholders, the membership, funding bodies, the City of Winnipeg, and its residents.

Advocacy/Public Affairs - To promote and support the Community Centre model with stakeholders.

Governance - To review and strengthen GCWCC governance and community centre governance.

1) Launch of the Plan 2045 Project

Pending approval of the recommended funding, GCWCC will begin to plan for and engage the membership in the development of Plan 2045. The recently approved Winnipeg Recreation Strategy document includes the recommendation to review and update Plan 2025.

This effort will include grassroots consultation with Community Centres and Winnipeg Residents. Once funding is confirmed, GCWCC will work in collaboration with Community Services on the next steps.

As part of the review and based on the Council approved disposition of May 26, 2022, GCWCC will include in the planning items 10 B and 10C from the approved amendments.

> 10 B. directing $15,000 of existing GCWCC funds towards the engagement of BIPOC leadership on attitudinal/systems training and anti-racism and a report will be incorporated into the new Plan 2045 report.
>
> 10 C. GCWCC, Community Centre Branch of Community Development Division, and Rec Services Division will attend a meeting to review relative to “how the UofW Rec Plex allocates 30% of their calendar to community-directed access to the facility”. The intent is to determine how this 30%

model could be incorporated into both community centres and the City of Winnipeg recreation-managed facilities.

Goal: Pending recommended funding, GCWCC will begin to plan and engage the membership in the development of Plan 2045.

2) Reinstatement of the Program Coordinator Position

To restructure the team to include a new Program Coordinator position, to assist with the Program Funding Grant, research, and implementation of sustainable, inclusive, and welcoming programs for community centres.

For 2023, **GCWCC proposes the reinstatement of the Program Coordinator* position** that previously existed in 2009 to assist Centres. For context, the position was amalgamated with the Facility Coordinator position after that position became vacant. A Program Coordinator will be responsible for supporting programming at Community Centres, working with the City of Winnipeg Recreation team, researching new opportunities and partnerships, program grant support, and grassroots or house league sports and leisure.

Goal: GCWCC plans to restructure the team to reinstate the Program Coordinator position to support community centres in their programming requirements.

3) Re-establishment of the Community Centre Investment Fund

The Winnipeg Recreation Strategy, starting in 2024, recommends $10M every second year over 10 years (equaling $50M) combined with multi-government funding support. The WRS also recommends additional funds in the first year of the program, to implement the gymnasium addition at Tyndall Park Community Centre and to develop a new community centre in the southeast area of Winnipeg.

Several key projects identified in Plan 2025 have invested in Feasibility Studies that will transform their facilities into relevant, contemporary program spaces.

Goal: GCWCC will continue to advocate for the re-establishment of the Community Centre Investment Fund to support Community Centre capital projects.

4) Community Centre/GCWCC Legal Representation

GCWCC has been advised that the City of Winnipeg Legal Services Department is only licensed to provide legal services/advice to its clients. Community Centres require legal services for legal issues and advice concerning the review/interpretation of management agreements between the City and Community Centres, the provision of legal representation for the defense of claims filed against community centres, employment law, and other legal services as required. The GCWCC will assist those centres that require legal advice by engaging legal counsel on the Centre's behalf. This has financial implications for GCWCC and as such, we're requesting an increase to the annual GCWCC Operating Grant of $35,000.

Goal: GCWCC requests an increase to its operating grant of $35,000 in the 2023 City of Winnipeg Operating Grant Application to cover legal services.

5) Review and update GCWCC Governance, Board Policies, Terms of Reference, and Procedures

As requested at the 2021 Annual General Meeting, GCWCC will enter a review of the Board governance structure, as well, as review and update Board policies, Terms of Reference, and procedures.

GCWCC, in early 2022, signed and committed to the Anti-Racism Accord, which will help assess, acknowledge, and intentionally address anti-racism issues within sport. The goal is to guide community centres to implement anti-racist policies. GCWCC will continue to work closely with the Anit-Racism in Sport Advocacy committee to achieve this goal.

Goal: GCWCC will review, and update the Board Governance structure and documents, including the introduction of a policy in support of eliminating racism in sport.

6) Advocate for increased funding for the Athletic Field Maintenance Grant

Community Centres that access the funding to maintain fields have requested an increase in funding due to the increased cost of fuel and staff wages. As there is an expected minimum wage increase from the Province in October 2022, the Centres are increasingly concerned they won't be able to financially afford field maintenance, which could mean an increase in fields being returned to the City for maintenance.

Increase in Athletic Field Maintenance Funding

Type of Maintenance	2022 Grant Funding	Proposed 2023 Grant Funding
Full Field	$1,100	$1,300
Assisted Field	$ 400	$ 600
Full Mini Field	$ 500	$ 650
Assisted Mini-Field	$ 200	$ 300

Goal: Advocate for an increase in funding for Community Centres that help maintain the City of Winnipeg Fields through the Athletic Field Maintenance Grant.

Summary Additional GCWCC Goals for 2022-2024

7. Finalize the Strategic Plan the SMART objectives and timelines for Board Approval at the September 2022 Board meeting.
8. To collaborate with City Administration to finalize the updates for the Community Centre Accountability Manual for implementation in Fall 2022.
9. Pending approval of the recommended funding, GCWCC will begin to plan for and engage the membership in the development of Plan 2045
10. Continue to work in close collaboration with the City of Winnipeg to ensure that programming and facility operations are sustained at the GCWCC- managed centres.
11. To promote and assist Community Centres with grant applications and funding.
12. Continue to work with the City of Winnipeg Public Service (WPS) to develop Management Agreements between the City and the Community Centres.
13. In the Winnipeg Poverty Reduction Strategy document there are five actions listed where GCWCC will work collaboratively with the City to build equitable, inclusive, and accessible services for low-income families.

14. Continue to explore programming partnerships while providing resources to ensure the Centres have the tools to program their facilities.
15. Continue to support Community Centres to access the Community Centre Renovation Grant that addresses much-needed repairs and renovations.
16. Promote Volunteer opportunities at Community Centres
17. Continue to promote and recognize volunteer commitment at community centres year-round, as a regular practice.

Specific Recommendations and timetable for completion
Are under review currently and will be included in the extended Strategic Plan, to be approved by the Board of Directors in September 2022.

Prior Year Accomplishments

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

- **New Staff**: Three long-term staff retired, successfully transitioned, and onboarded four new staff at GCWCC
- **Covid-19 Public Health Orders**: GCWCC continued to inform and assist Community Centres in navigating the ever-changing provincial Health Regulations, their interpretations, and implications while communicating support and guidance continually.
- **Newsletter**: Introduced the GCWCC "New This Week" Community Centre newsletter, which is released twice each month. It provides important funding updates, grant information, and other useful tips and opportunities for community centres. This has been well received by the Membership.
- **Clorox 360 Donation Project:** Coordinated, with the help of Take Pride Winnipeg, the donation of Clorox 360®Total Disinfectant machines and cleaner to community centres.
- **Social Media:** Introduction of new social media platforms; Twitter, LinkedIn, and Google My Business.
- **50th Anniversary** logo and announcement with the unveiling of the Community Mural at Weston Memorial Community Centre in October 2021.
- **Managed Centres**: Hired a new Manager for Fort Garry Community Centre, onboarded, and created a plan to return the centre to the community.
- **Program Grant Funding:** Adapted the Program Grant to help community centres offset the cost of Vaccination Screeners that centres needed to hire to program their centres
- **PPE Grant:** Extended the PPE Refund Grant for centres, up to $1,000. Added a QR Scanning Device grant.
- **Community Centres Grant Applications:** To support Community Centres with applications for the Renovation Grant, the Facility/Program Coordinator visited community centres to review their applications and help facilitate project planning and development for the Grant intakes.
- **Active Aging Programs:** Continued to network with Seniors Agencies to increase awareness of the Community Centre model and identify new networking and programming opportunities.
- **Poverty Reduction Strategy:** actively participated in the review from the lens of Community Centres role in reducing poverty in Winnipeg.
- **Anti Racism in Sport Advisory Committee:** participated in the Advisory Committee, to help address and eliminate racism in sports in Winnipeg.

- **Program Fee Subsidy Grant Review:** created a committee to review the program, streamline the process for Centres, and make it easier for families to apply for funding. The new structure was announced in early 2022.
- **Financial Review:** throughout the year, with input from the Board, management reviewed the financial procedures and accounts to help streamline accounting and create clarity for the Board of Directors.
- **Strategic Plan Review -** After careful review, and with the knowledge that the Winnipeg Recreation Strategy was recently adopted, GCWCC management recommended that the Board consider extending the 2017-20 Strategic Plan, with some adjustments. On June 6, 2022, the GCWCC Board of Directors agreed to extend the Strategic plan and approved the high-level goals for the organization for 2022-2024.

2.8 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

GCWCC Board of Directors is reviewing three updated board policies which include the Code of Conduct, Confidentiality, and Conflict of Interest policies, these are scheduled to be approved at the September 2022 Board meeting.

HR policies are in review for the organization and the GCWCC-managed community centres, updated policies are expected to be finalized for fall 2022, and then reviewed again each year.

2.9 Conclusion

GCWCC is proud to be a central resource for Community Centre volunteers, offering a variety of services to help them achieve their goals, meet their requirements to the City of Winnipeg, and support their community.

The past two years, with Provincial health restrictions, and staffing changes, have presented unprecedented challenges. With the support of the GCWCC Board of Directors and the team at Community Services, the new team at GCWCC has gained momentum and has been able to increase support for Community Centres.

In Fall 2021, Community Centres started to return to programming, and this Spring started to return to in-person meetings, and leisure and sports activities. All of which will help with the social recovery of residents.

The Community Centre model in Winnipeg is the only one 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 their 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.

Social and economic trends continue to impact Community Centres, in particular a serious shortage of new volunteers willing to step in and succeed previous long-term volunteers. Community Centres must continue to evolve and remain relevant to the needs of their community. The service model of the future will be collaborative and flexible to ensure long-term viability.

GCWCC will continue to be a central resource to Community Centre volunteers and their staff, offering a variety of services to help the centres meet the needs of their communities and accountability to the City of Winnipeg. Further, GCWCC will enhance programming support for centres by reinstating the Program Coordinator position. This position's role is to help community centres that do not have the funding to add program staff, or who need additional support to find new, expanded programming for their centre.

A priority goal is to begin the review and update of Plan 2025 to Plan 2045 in Fall 2022. This project is an important next step in the evolution of assisting Community Centres in meeting the needs of their communities. As well, Plan 2045 will focus on strategic goals providing welcoming, inclusive, and supportive environments that will encourage lifelong participation in sports and leisure activities.

With the recommended changes, the Board of Director's support, and the continued partnership with the City of Winnipeg, the GCWCC team is well positioned to meet the mandate set out in the Management Agreement and meet the expectations of Community Centres.

We believe the service model of the future will need to be collaborative, inclusive, accessible, and welcoming to ensure long-term viability.

2.10 APPENDICES

- APPENDIX 1: GCWCC Independent Auditors' Report 2021 Financial Statements
- APPENDIX 2: GCWCC Three-Year Budget (2022-2024)
- APPENDIX 3: 2021 Grant Programs Review
- APPENDIX 4: 2021 Grant Recipients



APPENDIX 1 -
GCWCC -2021 Audit



APPENDIX 2 GCWCC
2023-2024 Operatin



APPENDIX 3 2021
Grant Programs Revi



APPENDIX 4 2021
Community Centre G