Celebrating the Past Serving the Future

REPORT TO EXECUTIVE POLICY COMMITTEE

RE: General Council of Winnipeg Community Centres 2025-2027 Business Plan

RECOMMENDATIONS

That Executive Policy Committee receives the General Council of Winnipeg Community Centres 2025 -2027 Business Plan as information.

IMPLICATIONS OF THE RECOMMENDATIONS

The General Council of Winnipeg Community Centres is a collective voice for Community Centres, and as such focuses on providing leadership and operational support to volunteer boards who manage the 63 City of Winnipeg owned community Centres.

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. GCWCC is actively engaged with HTFC Planning and Design developing "Plan 2045"; the first draft will be ready for review in September 2024, at the same time this business plan will be received.

In 2024 GCWCC received a 3% increase to the operating grant to $260,226 and requested an additional 2% in 2026. The 2025 business plan requests $32,000 for the graffiti control program which is run in partnership with the Public Works Department from $20,000. The additional $12,000 previously was included in the Community Grant Program.

GCWCC is also responsible to administer grants to the City of Winnipeg Community Centres and received an increase to the Janitorial Grant and the Athletic Field Maintenance Grant. A full summary of the grants is shown below:

Summary of Grants	**Approved for 2024**	**Proposed for 2025/2026**
GCWCC Operating Grant	$260,226	$260,226
Program Registration Fee Subsidy Grant	$150,000	$110,750
GCWCC Programming Grant	$430,750	$470,000
Janitorial Grant (Wage Subsidy)	$388,844	$396,621
Sub-total from Community Services	**$1,229,820**	**$1,237,597**
Athletic Field Maintenance Grant	$390,600	$390,600
Athletic Field Maintenance Equipment Grant	$30,000	$30,000
Graffiti Control Program Grant	$20,000	$32,500
Sub-total from Parks Department	**$440,600**	**$453,100**
"Plan 2045" ($100 K pd in 2023, up to $200K 2024)	$200,000	
Total Funding	**$1,870,420**	**$1,670,420**

Prepared by: Lora Meseman
Submitted by: Lora Meseman, GCWCC

In Consultation with:
Community Services Department, City of Winnipeg

Reviewed by:
GCWCC Board of Directors, June 3.2024

Land and water acknowledgments

GCWCC acknowledges that 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. We are dedicated to moving forward in the spirit of reconciliation.

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1.0 EXECUTIVE SUMMARY 2025-2027

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 function is to function as a central resource for the City of Winnipeg's sixty-three Community Centres, which operate eighty-one locations, and to facilitate cooperation and communication among the Community Centres and the City administration.

Community centres are not staffed or operated directly by the City. Instead, they are governed and run as independently incorporated entities by 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 several centres have paid staff, the commitment of over 8,200 volunteers (over 17,000 in 2018) remains significant to community centre success.

1.2 STRATEGIC DIRECTION

The Winnipeg Recreation Strategy, approved in May 2022, recommended that GCWCC update Plan 2025. Work is underway on "Plan 2045", a plan that we believe will have a profoundly positive impact in our communities. The recommendations from this next 20-year strategy will include short-, mid-, and long-term goals for the Community Centre model and will inform the next Strategic Plan for the General Council of Winnipeg Community Centres. The new plan will be ready for final review in October 2024, so until that time, the vision, mission, principles, and value statements remain the same. This business plan intends to inform readers of the progress made in 2024 and the work to do in 2025.

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 Winnipeg citizens.

GCWCC Principles & Value Statements:

- **Volunteers:** we recognize and celebrate the value of volunteers.
- **Service**: our focus is to provide exceptional service and operate collaboratively and respectfully.
- **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 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. The key focus through 2024-2025, includes the following key objectives below:

- *"Plan 2045" Project* – the project is underway with phase 2, HTFC Planning & Design was hired as the consultant, and they are working closely with MNP and the Robcan Group. Most of the research work has been completed in June 2024. The first draft is expected to be shared with Community Centres and the Steering Committee in September, with the final document to be submitted in October 2024. **Note:** "Plan 2045" will include short, mid, and long-term goals, including from an equity, diversity, and inclusion lens, for the Community Centre model and will influence the future strategic direction for the General Council of Winnipeg Community Centres.

- *Communication Coordinator Position.* – Work is underway to recruit for this position, the role has evolved from the plan in 2024. The Communications Coordinator will support communications for GCWCC, tracking and reporting on programming.

- *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.

- *Community Centre/GCWCC Legal Representation* -While GCWCC support Community Centres by recommending legal representation, there needs to be funding available for centres if they need to engage legal council. In the past five years, GCWCC has requested additional funding; however, it could be an option to explore Legal Expense Insurance & Legal Advice Services Insurance to be included with Directors & Offers Liability insurance coverage as a reasonable solution for Centres.

- *GCWCC Governance, Board Policies, Terms of Reference, and Procedures*- GCWCC review and update Board policies each September. In 2024/25 the standardized constitution/bylaws are scheduled to be reviewed and updated for GCWCC. As well, as part of "Plan 2045" a template tool for Community Centres will be introduced. GCWCC is committed to create a Diversity, Equity and Inclusion policy for its board and then share, implement, and provide training for

Centres. As well, the intent is to distribute the new template for the Anti-Racism in Sport Policy, developed with the assistance of the Anti-Racism in Sport committee.

- *Review Funding for Community Centres* – GCWCC Board is committed to reviewing how funding flows to Community Centres, and the requirements during the application process. The intent of the review is to make it easier to apply and reduce the workload for volunteers. As well, a review will look at the following two funds:

    - *Janitorial Program Grant* – included in the next four-year budget projections is an increase by $50,000-year 2024, then by 2% in 2025 and 2026. Community Centres face continued challenges with increases to minimum wages and providing competitive wages to retain staff. A more flexible option for centres to apply for a wage subsidy is scheduled to be launched for the 2025 intake.

    - *Athletic Field Maintenance Grant* – the increase was approved in the multi-year budget projections. The full field grant for Community Centres increased from $1,100 to $1,300 and the mini-full field funding from $550 to $600.

- *City of Winnipeg Renovation grant funding support* –this fund was approved in the multi-year budget and will remain at $2Million. The GCWCC's Facility Coordinator helps community centres applying for this grant by reviewing project plans, scope of work documents and grant applications. This grant has been hugely successful in assisting centres renovate and modernize aging facilities. In fact, the fund has been oversubscribed since 2021 with more funding requests than there are funds. As an example, in 2023 Spring intake the grant received thirty-one applications with funding requests for over $3Million.

- *Recreation Program Partnership* - Continue to work closely with the City of Winnipeg recreation service department to provide free Youth drop-in and Free Play programming for Community Centres. GCWCC also continues to form other programming partnerships while providing resources to ensure the Centres have the tools to program their facilities.

- *Winnipeg Poverty Reduction Strategy* – continue to work collaboratively with the City to build equitable, inclusive, and accessible services for low-income families. The Program Coordinator will review programming at Community Centres and help to identify gaps and opportunities where low or no cost programming could be implemented with the support of Community Centre Boards.

- *Newcomer Strategy* – in July 2023, GCWCC signed a memorandum of agreement with Canoo, a free app that provides newcomers to Canada with free VIP access to over 1,400 of our country's most exciting cultural and outdoor experiences. Canoo is expanding to Manitoba and GCWCC will promote free programming through the app with the intent of connecting newcomers with Community Centres. Further, the expectation of the reinstated Program Coordinator is to help find ways to introduce program opportunities for Community Centres to welcome newcomers to their centres.

- *Management Agreements* - In consultation with the City of Winnipeg Public Service (WPS), GCWCC will help develop Management Agreements between the City and the Community Centres.

- *Volunteer Recognition*: Continue to promote and recognize volunteer commitment at community centres year-round, as a regular practice.

1.4 HIGHLIGHTS

Major Issues Facing GCWCC and Community Centres

"The community centre model has played an important role in Winnipeg for decades, but a combination of pressures, including limited resources, challenges with volunteer capacity, and changing community needs, requires that the model continues to adapt and evolve." Winnipeg Recreation Strategy.

Funding for Staff: *GCWCC faces the challenge of offering competitive wages and benefits to attract and retain staff. When a community centre board can hire staff, they often do so at minimum wage, which can make staff retention difficult. This places additional pressure on the board of director volunteers, who are already working full-time, to recruit and train staff.*

Aging Infrastructure & Renovation Projects: *The Community Centre Board of Directors is required to maintain their Community Centres. Major renovation projects can take up to two years from the idea to completion.*

Volunteers: *In 2018, the number of volunteers offering time at Community Centres was over 17,000; during the pandemic, that number drastically decreased to 5,576. The numbers increased by the end of 2023, with Community Centres reporting 8,210. As sports associations transition to online registration, and managing youth sports, with little input at the community centre level, fewer volunteers are engaged with community centre boards.*

Inflation: *inflation continues to impact GCWCC and the Community Centres' operations; challenges include increased fuel costs, utilities, overall increases in supplies and equipment, and wages, which affect overall operating expenses.*

"The Bank projects that inflation will stay around 3% into the second quarter of 2024, ease below 2.5% in the second half of the year and return to target in 2025." Bank of Canada Monetary Policy Report

Minimum Wage: *In October 2024, it will increase to $15.80 / hour. The increases impact grant funds as Community Centres seek ways to subsidize operations. We have seen the impact of increased funding requests from the Programming Grant and the Janitorial Wage Subsidy grant. In September 2023, GCWCC had to pause the intake of program grant requests due to increased funding requests.*

Financial Results & Requests for incremental budget amounts

The City of Winnipeg provides GCWCC with an annual operating grant, plus five (5) Community Centre funding grants for distribution to the 63 Community Centres, and one (1) that supports staffing for the Graffiti Control program.

Programming Grant: $565,227 funded 29 Community Centres in 2023.

Program Registration Subsidy Fee Grant: $86,047 supported subsidy requests for 24 Community Centres to help youth participate in Spring/Summer and Winter programming in 2023.

Janitorial Grant: $327,125 of the janitorial wage subsidy for 19 Community Centres in 2023. Versus $511,634 funding staff at 28 Community Centres for the 2022 program year. With the multi-year approved in 2024 we requested an increase to funding by $50,000, for 2025 the request is a 2% increase, and again in 2026.

Athletic Field Maintenance: $342,500 funded 45 Community Centres for the 2023 program year to maintain athletic fields.

AFM Equipment (Trailoring) Grant: $26,682 funded 11 Community Centres for the 2022 program year for Equipment used to maintain fields.

Graffiti Control Funding: $20,000, plus an additional $12,000 through the Public Works Department, funds the Graffiti removal. It is a service, free for community centres and other buildings throughout the city.

Criminal Record Check Grant: Sixty-three community centres received funding for the expense of running the appropriate checks for volunteers.

Included with this report: Appendix 1 GCWCC Independent Auditors' Report 2023 Financial Statements and Appendix 3 2023 Grant Program Review.

1.5 INCREMENTAL FUNDING REQUESTS

Increase to Janitorial (Wage Subsidy) Funding

Janitorial Funding	2024 $388,844	2025 $396,621	2026 $404,553	2027 $404,553

GCWCC, is reviewing and adjusting the Janitorial program fund to allow for more flexibility for community centres to apply for wage subsidy, for either a janitorial or caretaker position. GCWCC received an increase $50,000 for 2024 and is requesting an increase of 2% in 2025 and again in 2026.

Graffiti Control Program Funds

GCWCC, in partnership with the Public Works Department, applies for Green Team Youth to operate the graffiti control program which is run through the summer months. The department supports this program by topping up the funding received by the province to hire the students. For the 2025 season, the funding request is $32,000, which includes the $20,000 plus $12,000 which was previously part of the Community Grant Program, this year we would like to include the full amount to ensure the Graffiti Control program runs successfully.

Athletic Field Tailoring Grant

GCWCC, in partnership with the Parks Department, has distributed $30,000 to community centres that participate in the Athletic Field Maintenance Grant and must transport equipment to maintain off-site athletic fields in their area. This funding, previously included in the Community Grant program, has been instrumental in allowing Community Centres to maintain athletic fields used in their programming.

Community Centre/GCWCC Legal Representation

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 defence of claims filed against community centres, employment law, and other legal services as required. The financial implications could be mitigated by exploring and implementing Legal Expense Insurance & Legal Advice Services Insurance and having it included with Directors & Offers Liability insurance coverage as a reasonable solution for Centres.

1.6 CONCLUSION

With the support of the GCWCC Board of Directors and Community Services, the administration team at GCWCC has gained momentum and has provided enhanced support to Community Centres.

In 2023, with no provincial pandemic restrictions, community centres were fully open, and programming returned to centres. However, demand for funding dollars increased as centres looked for ways to navigate two increasing costs, including minimum wage increases, from $11.95 to $15.30.

While the Winnipeg Community Centre model has seen significant changes over the years, it remains unique in Canada, where volunteers are responsible for providing sport, recreation, and leisure services for their communities while managing the administration and maintenance of the Community Centre facilities and grounds. There is an increasing reliance on hiring qualified staff to manage the community centres who, in turn, report to a volunteer Board of Directors.

GCWCC continues to be a central resource to Community Centre volunteers and their staff, offering services to help the centres meet the needs of their communities and accountability to the City of Winnipeg. Further, GCWCC is enhancing support for centres by adding a Communication Coordinator, to help promote GCWCC funding offers and community centre programming.

Social and economic trends continue to impact community centres, particularly the change in the number of volunteers available to step in and succeed previous long-term volunteers.

Community Centres are committed to evolving and remaining relevant to the needs of their community. The service model of the future will be collaborative and flexible, ensuring the long-term viability and security of the Community Centres.

A priority through 2023 and 2024 is to complete “Plan 2045”, but 2025 will focus on implementation. This project is an essential next step in the evolution of assisting Community Centres in meeting their communities' needs. “Plan 2045” will inform the next GCWCC Strategic Plan and provide short--, mid-, and long-term goals for the Community Centre Model.

The GCWCC administration focuses on onboarding the new coordinator, updating the Accountability Manual, and improving training opportunities by creating on-demand videos for volunteers to access. Amalgamation will continue to be important for community centres to tackle; GCWCC is focusing on managed centres and slowly returning these centres to a functioning governance board in their communities.

As community centres evolve, so must the General Council of Winnipeg Community Centres. The Board of Directors understands the need for the community centre model to evolve and is instrumental in recommending change. The board also recognizes the importance of partnership with the City of Winnipeg.

The GCWCC administration team is well-positioned to meet the mandate set out in the Management Agreement and community centre expectations. To ensure long-term viability, we believe the future service model must be collaborative, inclusive, accessible, and welcoming for all.

2.0 GCWCC 2025-2027 Business Plan

2.1 INTRODUCTION

History

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

Community centres are not staffed or 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 8,200 volunteers (over 17,000 in 2018) remains significant to 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 the City administration. At that time, the thirteen autonomous municipalities and the City of Winnipeg 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, these district boards became one, reducing the number of districts from six to five. Each District Community Centre Board quickly identified that the services being offered to Community Centres by the respective municipalities had varied regarding financial assistance, programs, services, policies, standards, and leadership and maintenance responsibilities.

"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's roles and responsibilities increased in 2005 when City Council adopted the Recreation, Leisure, and Library Facilities (RLLF) Policy. The policy directed that the City of Winnipeg and GCWCC enter 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 would enter into individual Management Agreements with all existing Community Centres within one year of signing 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 more substantial 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 "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.

The Plan2025 intended to help:

- **People.** Support and sustain a volunteer base for recreation services.
- **Programs.** Guide the delivery of recreation programs.
- **Places.** Direct the development of recreation facilities.

The new City of Winnipeg Recreation & Parks Strategies, approved in May 2022, provides long-term strategic plans to guide investments in and decisions on recreation and parks services and operations. The Winnipeg Community Centres, while governed by volunteer boards, are an extension of the City of Winnipeg's recreation and leisure offerings for our residents. The Recreation strategy recommends that GCWCC update Plan2025 to "Plan 2045".

In the spring of 2023, funding for the project "Plan 2045" was provided to GCWCC and, as such, the first phase, developing the scope and draft RFP is well underway with the consultation of HTFC Planning & Design.

GCWCC Strategic Plan

Work is underway on "Plan 2045"; the recommendations from this next 20-year strategy will include short, mid, and long-term goals for the Community Centre model and will inform the next Strategic Plan for the General Council of Winnipeg Community Centres. In 2021, the GCWCC Board of Directors reviewed and renewed the GCWCC strategy. General Council's vision, mission, and principles & value statements remain the same but now include refocused objectives for 2024 to 2025.

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 collaboratively and respectfully 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.

Winnipeg Recreation Strategy Replaces the RLLF Policy

The Winnipeg Recreation Strategy provides direction to help prioritize and distribute resources to achieve a more equitable, resilient, and sustainable recreation system. It encourages partnerships between the City, community centres and other community groups to respond to opportunities and community needs.

"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 General Council of Winnipeg Community Centres will play a key partnership role in implementation the strategy and that shifting demographics, diverse community needs, and the reduced number of volunteers will require a renewed approach. The update to Plan 2025 to "Plan 2045" will help guide and identify capacity-building strategies and assist centres in meeting the strategic goals of providing welcoming, inclusive, and supportive environments.

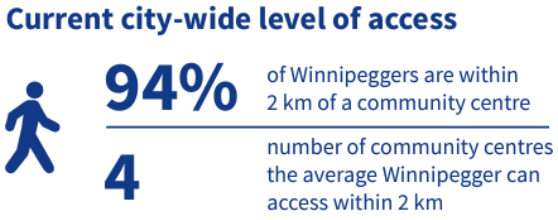


FIGURE 1 FROM WINNIPEG RECREATION STRATEGY DOCUMENT

The Winnipeg Recreation Strategy provides clear direction on service level 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 follow the standardized Community Centre Constitution.
- Retain professional services for interpretation of by-law / constitutional matters.

- Update Workplace Safety and Health Manual and provide it to Community Centres.

Governance:

- Operate through District boundaries that match the City's Community Committee boundaries.
- Report to Council through Executive Policy Committee.
- GCWCC 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 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 or provide orientation sessions to Community Centres.
- Work in closely 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 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 regarding the future management of these Centres.

District Planning Process

- Lead and review the District Planning Process that will propose infrastructure required to support programming. District Plans are 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 the 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.
- When a Community Centre is not meeting program hours as defined in the UFF, work collaboratively with the City to help the centre by collaborating with the community centres to meet their targets.

Commitment to Stakeholder Public Engagement

- Moving toward more contemporary and sustainable facilities is a challenge the community and the City share. Ideas and opportunities generated by the community will be vital to finding workable solutions.
- Ensure stakeholder engagement is inclusive and representative when a decision on a City of Winnipeg Community Centres is 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 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 workable solutions.

UFF Responsibilities Document/Accountability Manual

- Review the UFF Responsibilities Document. Note: the last UFF 10-year agreement was reviewed and approved in 2019.
- Agrees to the terms, conditions, principles, and guidelines contained in the Accountability Manual.
- Collaborates 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

GCWCC works collaboratively with the City of Winnipeg Community Services department, Parks & Open Space, Public Works, Insurance and Risk, City Councillors, and other stakeholders to help resolve issues and maximize opportunities for Community Centres in the City. GCWC will continue to help guide centres and ensure that they follow existing City policy and requirements.

Governance:

GCWCC Board reviewed and updated three key board policies in the Fall 2022, which is reviewed annually and with new board members. As well, the Board of Directors appointed a new Audit & Finance committee to provide oversight to financial items for GCWCC, they meet twice a year. In

conjunction with “Plan 2045”, the Board of Directors has committed to reviewing the current standardized by-laws/constitution for Community Centres, as well for the GCWCC Board.

Financial/Operational Performance: GCWCC supports community centres to ensure they follow standardized reporting.

Each year, all community centres receive a copy of their Director and officer Liability insurance along with details about insurance for centres.

With the lifting of Provincial health orders in Fall 2022, Community Centres were able to return to full programming in 2023. This led to a significant increase in Program Grant applications and a surge in requests for the Janitorial wage grant, reflecting the community's eagerness to engage.

Of note, October 2022 saw the first of three planned minimum wage hikes, the first increase was $1.55, with the next hike in April 2023 by 0.65 cents and then in October 2023 to $15.30. There is another planned increase in October 2024. These increases impact the Community Centre’s ability to hire and retain long-time staff as the UFF funding is intended for first line maintenance and utilities; wages, on the other hand, are funded via rentals and other funds generated by the centres.

SUSTAINING COMMUNITY CENTRES

Communications: Expanded, the bi-weekly Community Centre newsletter, *New This Week*, includes updates on grant opportunities, important program opportunities, deadlines, and accountability information. This helpful update has provided centres with regular, trusted communication supporting their operations. In early, 2024, a new SharePoint Site was introduced for Community Centres, an information portal for centres.

In 2023, GCWCC participated in and facilitated a number of meetings with various groups through the year. GCWCC’s Annual General Meeting was held on April 13, 2024, with a presentation on recruitment and retention of volunteers, closing with a “Plan 2045” workshop.

Other special meetings included:

- GCWCC hosted Winnipeg Sport for Life Summit at Northwood Community Centre
- Attended the Sport Festival for Ukrainian Refugee Families
- Hosted four Lunch & Learn Sessions via Zoom for Community Centre volunteers and staff; subjects included Cooling Centres, Heat Related Illnesses, Encampments & resources
- Amalgamation discussions within District 2, with Charleswood centres, and St. James Centres
- Orientation Sessions with Community Centres throughout the year
- Annual General Meeting support for Community Centres
- District Community Centre meetings during the year

Program Roles & Responsibilities: Twice each year Community Centres are required to provide an updated program profile to GCWCC, the information is reviewed, and is then added to the GCWCC website where residents can search by location or by programs they are interested in. This is an opportunity to review opportunities for programming.

GCWCC continued its partnership with the City of Winnipeg’s recreation department to offer the Free

Play program and Youth Action program at sixteen (16) Community Centres.

Managed Centres: The year began with five GCWCC managed centres (third model). The Fort Garry Community Centre, returned to a community board in 2022, but GCWCC continued to oversee their financials until the end of 2023 when they were officially turned over completely to the board.

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 with a volunteer Steering Committee that meets quarterly. The Steering Committees are comprised of members from GCWCC, Community Services, community volunteers, and the Community Centre Manager.

In March 2023, GCWCC in partnership with Community Services, stepped in to assume governance of the Maples Recreation Association (Community Centre), and for the balance of the year and into 2024, we reviewed, reset, and planned a return the centre to a community governance board. The centre hosted an AGM on June 4, 2024, and a new board nominated and elected, with GCWCC remaining on the board for a period of 12 months.

Volunteer Recognition: GCWCC acknowledges the importance of recognizing the 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. In 2023, the banquet was held at Transcona East End where we honoured nineteen volunteers and three past-presidents.

Universal Funding Formula: The last UFF and Responsibilities Document were approved in December 2019 for implementation in 2020. This is a ten-year agreement, scheduled to be revisited in 2029. 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 and is reviewed annually. GCWCC is a member of S2S Safety Association and continues to share Safe Work Manitoba information for Community Centres.

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 (Plan 2045 currently under construction)

In May 2022, City Council approved the Winnipeg Recreation Strategy (WRS) it includes the recommendation to review and update Plan 2025 to “Plan 2045”. At the time of preparing this Business Plan, GCWCC is well underway with “Plan 2045”, working with HTFC Planning & Design.

View the Winnipeg Recreation Strategy - here.

Background Plan 2025

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.

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**. As noted, 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 recommended 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.

The first portion of the funding for "Plan 2045" was released in Spring 2023, GCWCC hired HTFC Planning & Design consultants to help scope and prepare the request for proposal. The project was awarded in December 2023.

PEOPLE: Volunteer Recruitment/Retention/Training – Plan 2025

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.

PROGRAMS: Programming For All – Plan 2025

"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 20 years. Along with renewal and reinvestment to ensure community centres can effectively respond to community needs, we must ensure a pathway to diversity, equity and inclusion for all citizens is created with community centres.

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, an active stakeholder in the **Winnipeg Poverty Reduction Strategy** initiative. There are five actions in the policy document that highlight the role Community Centres 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.

Community Centre Amalgamation Process – Plan 2025

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, fiscal management, transition plans, and implementation.

In Charleswood, initial discussions of amalgamation began in 2019, the conversation was reignited in late 2022, and is progressing as of the writing of this report. Further, there is conversation in St. James with two community centres, and with Northwood and Weston Community Centres. All amalgamation discussions include Community Services, the area City Councillor, and strategically with community residents.

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

PLACES: Developing Suitable Facilities – Plan 2025

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 (CCIF), 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 greater investments are required. The Renovation Grant was approved for the next multi-year budget at $2 million.

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.

2.4 GCWCC ONGOING RESPONSIBILITIES

Accountability

The City of Winnipeg provides GCWCC with an operating grant plus five 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, and Athletic Field Maintenance Equipment Grant. These grants are administered to the Community Centres by GCWCC based on applications received from the individual Community Centres throughout the year.

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 in April.

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 the GCWCC Board meetings.

Please see Appendix 1 for the GCWCC Independent Auditors' Report 2023 Financial Statements and Appendix 2 for the GCWCC Projected Budget.

GCWCC continues to promote and assist Community Centres with grant applications.

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

Programming Fund Grant

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

Community Centres offer sports and leisure programs that are relevant to the changing demographics. GCWCC supports Community Centres identifying programs, establishing partnerships, and opportunities. To improve and expand support for Community Centres, GCWCC intends to reinstate a dedicated Program Coordinator.

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, then in 2021 GCWCC vote to move $39,250 from Programming to increase the Program Registration Fee Subsidy. In June 2024, the GCWCC board has voted to reverse the 2021 decision due to the increase demand for programming funding requests.

For 2025-2027, GCWCC is requesting the Programming Fund to revert back to $470,000. This is an adjustment between the Program Registration Fee Subsidy Fund Grant and this fund.

A total of $565,227 in Program funding was distributed to 29 Community Centres ($215,375 received in 2023) and $170,000 deferred to cover grants ending in December 2023 but paid in 2024.

Community Centre Program Registration Fee Subsidy Fund Grant

In 2022 GCWCC streamlined the application process to ensure anyone participating in Community Centre programs can easily apply and receive financial assistance.

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.

GCWCC provides the funding to Community Centres who process applications and submit them to our office.

For 2025-2027, GCWCC is requesting the Program Registration Fee Subsidy Fund $110,750. This is an adjustment between the Programming Grant and this fund.

$86,0474 was paid to 24 Community Centres to support applicants registered programming in 2023.

Community Centre Janitorial Program

GCWCC will continue to support Community Centres that need support staff wage subsidy.

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. The 2024 multi-year budget approved $388,844 annually from the City for this program. As staff wages are not covered by the Community Centre's Operating grant, this grant is particularly helpful for 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 2023 there were nine community centres approved for full time, and ten centres approved for part time.

For 2025, GCWCC is making this fund more flexible option for centres to apply for wage subsidy for support roles other than Janitorial. Due to the increased demand for wage support, GCWCC requested and received an increase of $50,000 2024, and is requesting an increase of 2% in 2026.

$327,125 was distributed to 19 Community Centres in 2023, with the deferred revenue of $121,823 to cover payroll in Q1 2024.

Athletic Field Maintenance Grant (AFM)

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

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 Parks & Open Space. GCWCC receives funding on a semi-annual basis, and then forwards the funds to the participating Centres. Funding is provided to the participating Community Centres on June 30th (70%) and September 30th (30%).

The Graffiti Control Program funding support request is for $32,000. GCWCC applies for the Green Team Provincial Funding to help with Graffiti removal during the Summer months, they work collaboratively with Public Works.

In 2022, the Community Centres that access AFM funding to maintain fields requested an increase in funding due to the increased cost of fuel and staff wages.

Increase in Athletic Field Maintenance Funding

Type of Maintenance	2024 Grant Funding
Full Field	$1,300
Assisted Field	$ 600
Full Mini Field	$ 650
Assisted Mini-Field	$ 300

With the support of Parks & Open Spaces, GCWCC requests $390,600.

A total of $324,247 was paid to 45 Community Centres for the 2023 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. This fund was previously part of the Community Grant Fund.

A total of $40,450 was paid to 11 Community Centres for the 2023 program year for equipment expenses needed to maintain fields offsite from the Community Centre.

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 2022. We believe this impacted the application numbers.

In 2023, all sixty-three centres received funding of $42,809.

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

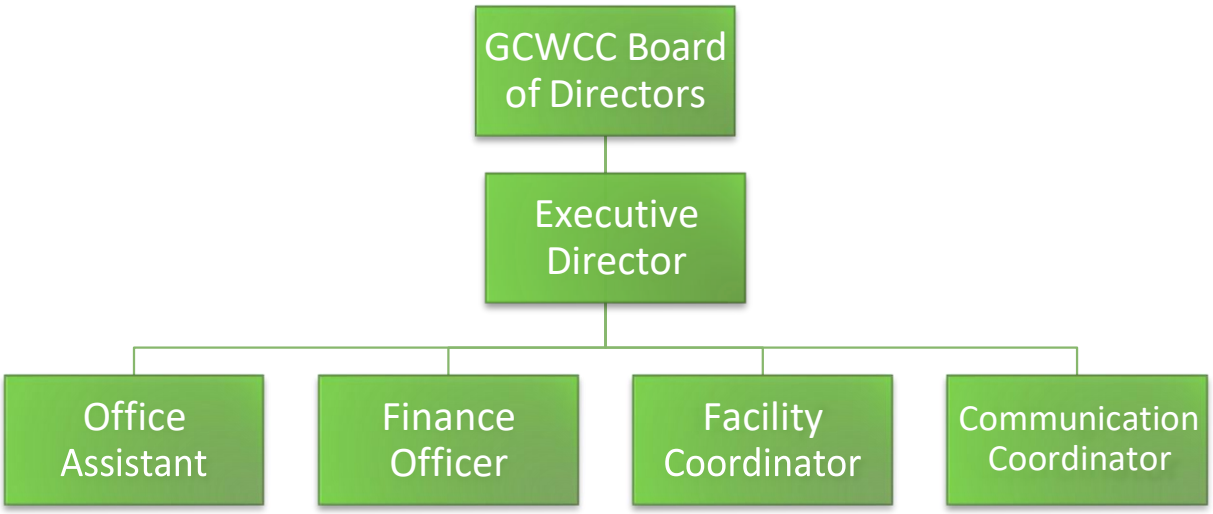
In keeping with its roles and responsibilities as identified in the Management Agreement with the City of Winnipeg, GCWCC is committed to consultation with its membership, the City of Winnipeg Administration, and the City Council. GCWCC reports to City Council through the Executive Policy Committee.

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 six managed Community Centres.

In the 2024 Business Plan, the intention was to hire an additional staff member, hiring for this position is currently underway during the writing of this 2025 Business Plan. The addition will help to redistribute 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

The Board of GCWCC is currently supported by two full-time staff, one position at 30 hours, and one part- time staff. GCWCC is in the process of adding, in 2024, a full-time position (between 30 hours and 37.5 hours) to support programming:

- Executive Director; full-time
- Facility Coordinator; full-time
- Finance Officer; 30 hours per week
- Administrative Assistant; 20 hours per week
- Communications Coordinator; 30 hours per week.

2.6 CURRENT/FUTURE CHALLENGES

Demographics, Economic, Social and Cultural Factors

Volunteers: In 2018, the number of volunteers offering time at Community Centres was over 17,000, then during the pandemic that number drastically decreased to 5,576. The numbers increased by the end of 2023, with Community Centres reporting 8,210.

Inflation: inflation continues to impact GCWCC and the Community Centres' operations; challenges include increased fuel costs, utilities, overall increases in supplies and equipment, and wages, which affect overall operating expenses.

"The Bank projects that inflation will stay around 3% into the second quarter of 2024, ease below 2.5% in the second half of the year and return to target in 2025." Bank of Canada Monetary Policy Report

Hiring Challenges: 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 continued increase to minimum wage, in October to $15.80 / hour will impact the Janitorial Grant funding, which once supported twenty-eight community centres, it now can only subsidize nineteen. As minimum wage increases, so to does the demand for support for programming wages, and Janitorial wages. Increases to wages mean increases to rental fees, program fees, or membership fees. Without these fees Community Centres will find it difficult to operate.

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

IT Security: Cybersecurity, the practice of protecting technology systems, is an important practice that many Community Centres either do not have or have not considered for their data and computer systems. New IT Infrastructure was implemented in August 2022, providing unlimited day-to-day technical support, pro-active systems management and optimization, and fast, effective support. This has helped to reduce the risk for GCWCC for potential threats.

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 plan is to introduce a Facebook account to connect with more centres, many of which use Facebook primarily to communicate with their audience.

On-Demand Training Videos: GCWCC begin offering Lunch & Learn short training Zoom webinars 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 continue to create updated training and support using online videos.

Trends & Challenges

Aging Infrastructure & Renovation Projects: The Community Centre Board of Directors is required to maintain their Community Centres. Major renovation projects can take up to two years from the idea to completion. There are many steps that community centres must take before applying for the Community Centre Renovation Grant through GCWCC to the City of Winnipeg. Despite many successful projects, once funding is announced, completing the projects is cumbersome, a much larger job for community centre volunteers and staff to navigate. The delays with project sign-off approvals, permitting, materials, and funding have caused challenges for volunteers to improve the City-owned community centres.

When major infrastructure failures profoundly impact the centre's ability to operate, such as a major sewer pipe failing under a community centre, limited funds are available to address the increasing major repairs, noted as a City of Winnipeg responsibility in the Universal Funding Formula. Centres find it challenging to navigate delays, slow approvals, and who is responsible for funding the repairs.

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. Increasingly, 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, 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 program's 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 2024.

Strengths and Challenges

In 2022, the Board approved extending the previous Strategic Plan until the work is completed on "Plan 2045", as that plan will be used to inform the next Strategic Plan for the General Council of Winnipeg Community Centres.

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 • Communications	• 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 • Additional funding options • Define roles of sport – who does what between Community Centres and Sports Associations • Evolution of centres - Amalgamations • Improve communication & advocacy. • Succession Planning	• Government changes • Sport Association changes. • Community Centre board changes • Communication gaps • Education/training constraints • Shrinking volunteer base • Inflation, supply chain issues • Funding • Minimum Wage increases • Insurance needs and costs

2.7 GCWCC 2025-2027 Priority Action Plan

Key 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.

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.

GCWCC will continue to address its core responsibilities as outlined in the Management Agreement. The key focus through 2024-2025, includes the following key objectives below:

- *"Plan 2045" Project* – the project is underway with phase 2, HTFC Planning & Design was hired as the consultant, and they are working closely with MNP and the Robcan Group. The majority of the research work has been completed in June 2024. The first draft is expected to be shared with Community Centres and the Steering Committee in September, with the final document to be submitted in October 2024. **Note:** "Plan 2045" will include short, mid, and long-term goals, including from an equity, diversity, and inclusion lens, for the Community Centre model and will influence the future strategic direction for the General Council of Winnipeg Community Centres.

- *Communication Coordinator Position.* – Work is underway to recruit for this position, the role has evolved from the plan in 2024. The Communications Coordinator will support communications for GCWCC, tracking and reporting on programming.

- *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.

- *Community Centre/GCWCC Legal Representation* -While GCWCC support Community Centres by recommending legal representation, there needs to be funding available for centres if they need to engage legal council. In the past five years, GCWCC has requested additional funding; however, it could be an option to explore Legal Expense Insurance & Legal Advice Services Insurance to be included with Directors & Offers Liability insurance coverage as a reasonable solution for Centres.

- *GCWCC Governance, Board Policies, Terms of Reference, and Procedures*- GCWCC review and update Board policies each September. In 2024/25 the standardized constitution/bylaws are scheduled to be reviewed and updated for GCWCC. As well, as part of "Plan 2045" a template tool for Community Centres will be introduced. GCWCC is committed to create a Diversity, Equity and Inclusion policy for its board and then share, implement, and provide training for Centres. As well, the intent is to distribute the new template for the Anti-Racism in Sport Policy, developed with the assistance of the Anti-Racism in Sport committee.

- *Review Funding for Community Centres* – GCWCC Board is committed to reviewing how funding flows to Community Centres, and the requirements during the application process. The intent of the review is to make it easier to apply and reduce the workload for volunteers. As well, a review will look at the following two funds:

    - *Janitorial Program Grant* – included in the next four-year budget projections is an increase by $50,000-year 2024, then by 2% in 2025 and 2026. Community Centres face continued challenges with increases to minimum wages and providing competitive wages to retain staff. A more flexible option for centres to apply for a wage subsidy is scheduled to be launched for the 2025 intake.

- *Athletic Field Maintenance Grant* – the increase was approved in the multi-year budget projections. The full field grant for Community Centres increased from $1,100 to $1,300 and the mini-full field funding from $550 to $600.

- *City of Winnipeg Renovation grant funding support* –this fund was approved in the multi-year budget and will remain at $2Million. The GCWCC's Facility Coordinator helps community centres applying for this grant by reviewing project plans, scope of work documents and grant applications. This grant has been hugely successful in assisting centres renovate and modernize aging facilities. In fact, the fund has been oversubscribed since 2021 with more funding requests than there are funds. As an example, in 2023 Spring intake the grant received thirty-one applications with funding requests for over $3Million.

- *Recreation Program Partnership* - Continue to work closely with the City of Winnipeg recreation service department to provide free Youth drop-in and Free Play programming for Community Centres. GCWCC also continues to form other programming partnerships while providing resources to ensure the Centres have the tools to program their facilities.

- *Winnipeg Poverty Reduction Strategy* – continue to work collaboratively with the City to build equitable, inclusive, and accessible services for low-income families. The Program Coordinator will review programming at Community Centres and help to identify gaps and opportunities where low or no cost programming could be implemented with the support of Community Centre Boards.

- *Newcomer Strategy* – in July 2023, GCWCC signed a memorandum of agreement with Canoo, a free app that provides newcomers to Canada with free VIP access to over 1,400 of our country's most exciting cultural and outdoor experiences. Canoo is expanding to Manitoba and GCWCC will promote free programming through the app with the intent of connecting newcomers with Community Centres. Further, the expectation of the reinstated Program Coordinator is to help find ways to introduce program opportunities for Community Centres to welcome newcomers to their centres.

- *Management Agreements* - In consultation with the City of Winnipeg Public Service (WPS), GCWCC will help develop Management Agreements between the City and the Community Centres.

- *Volunteer Recognition*: Continue to promote and recognize volunteer commitment at community centres year-round, as a regular practice.

Specific Recommendations and timetable for completion

The key focus for 2025 will be the launch of the full review of "Plan 2045" and revising the GCWCC strategic plan.

Prior Year Accomplishments

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

- First ever, **Winnipeg Sport for Life Summit:** hosted by GCWCC in partnership with Sport for Life, held in February 2023 at Northwood Community Centre.
- "Plan 2045": launch of the project began in April at the GCWCC AGM, with a workshop to engage Community Centre Volunteers on the future of the model. A series of meetings and discussions were held, and HTFC Planning & Design developed a Scoping document and engagement plan. GCWCC posted to MERX the Request for Proposals and received proposals. The project was awarded in December 2023.
- **Financial Review:** throughout the year, with input from the new Audit & Finance Committee the Board and management reviewed and updated old entries in the financial reports, created a comparison table, sent out a request for proposals for Audit Firms.
- **Governance:** the board of directors reviewed and accepted three new policies, including the Code of Conduct, Confidentiality and Conflict of Interest.
- **Newsletter**: Further developed the GCWCC "New This Week" Community Centre newsletter, which is released twice each month. Created an updated list of funding opportunities that Community Centres can access.
- **Managed Centres**: In March 2023, GCWCC assumed operational and governance responsibilities of Maples Recreation Association. The intent was to review, reset and return to a community board in May 2023, but after the review process it was determined that more work needed to be done before turning the centre back to a full governance board.
- **Program Registration Fee Subsidy Grant**: with the support of an appointed committee, the application process for families has been streamlined and made easier for Community Centres to offer the subsidy program to families in their areas.
- **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.
- **New Employee Handbook –** was developed and released for staff, the template was shared with community centres.

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 updated the Code of Conduct, Confidentiality, and Conflict of Interest policies in September 2022, and the board reviews these annually or as new members join.

A new Audit & Finance Committee was formed in the Fall 2022, and now meets twice each year, in the Spring and Fall, and provides recommendations to the board and adds additional oversight to the

financials.

New Employee Handbook, which includes internal controls and policies was launched in December 2022.

New IT infrastructure was implemented in August 2022, providing unlimited day-to-day technical support, proactive systems management and optimization, and fast, practical support. We are continually reviewing services to ensure that we are providing a secure network, layering additional security elements to our infrastructure.

2.9 CONCLUSION

With the support of the GCWCC Board of Directors and Community Services, the administration team at GCWCC has gained momentum and has provided enhanced communications and support to Community Centres.

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 providing sport, recreation, and leisure services for their communities while managing the administration and maintenance of the Community Centre facilities and grounds. There is an increasing reliance on hiring qualified staff to manage the community centres who in turn, report to a volunteer Board of Directors.

GCWCC will continue to be a central resource to Community Centre volunteers and their staff, offering services to help the centres meet the needs of their communities and accountability to the City of Winnipeg. Further, GCWCC is in the process of hiring the Coordinator position. This position's role is to help community centres promote programming and events.

Social and economic trends continue to impact Community Centres, in particular, the change in the number of volunteers willing or available to step in and succeed previous long-term volunteers. Aging infrastructure and the costs for repairs is an increasing issue, along with delays for project approvals and navigating the necessary rules, permits and regulations. Community Centres must continue to evolve and remain relevant to the needs of their community. The service model of the future must be collaborative and flexible to ensure long-term viability.

A priority through 2023 and 2024 is to complete "Plan 2045". This project is an essential next step in the evolution of assisting Community Centres in meeting the needs of their communities. The "Plan 2045" will inform the next GCWCC Strategic Plan, and provide short, mid, and long-term goals for the Community Centre Model.

Refocusing on updates on the Accountability Manual, improving training opportunities by creating on demand videos for volunteers to access. Amalgamation will continue to be important for community centres to tackle, and with the support of GCWCC, as well, GCWCC is focusing on managed centres and slowly working to return these centres back to a functioning governance board in their communities.

As community centres evolve, so must the General Council of Winnipeg Community Centres. The Board of Directors understands the need for the community centre model to evolve and are instrumental in

recommending change. The board also recognizes the importance of partnership with the City of Winnipeg.

The GCWCC administration team is well-positioned to meet the mandate set out in the Management Agreement and meet the expectations of Community Centres. We believe future service model will need to be collaborative, inclusive, accessible, and welcoming to ensure long-term viability.

3.0 APPENDICES

- APPENDIX 1: GCWCC Independent Auditors' Report 2023 Financial Statements
- APPENDIX 2: GCWCC Three Year Budget (2025-2027)
- APPENDIX 3: 2023 Grant Programs Review
- APPENDIX 4: 2023 Grant Recipients

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.

INDEPENDENT AUDITOR'S REPORT

FINANCIAL STATEMENTS

DECEMBER 31, 2023

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.

DECEMBER 31, 2023

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of General Council of Winnipeg Community Centres Inc.:

Opinion

We have audited the accompanying financial statements of General Council of Winnipeg Community Centres Inc. (the "Centre"), which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets, and cash flow for the year then ended, and the notes to financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of General Council of Winnipeg Community Centres Inc. as at December 31, 2023, and the results of its operations and its cash flow for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Centre in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Centre's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Centre or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Centre's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Centre's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Centre's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Centre to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Fort Group

Winnipeg, Manitoba
April 1, 2024

CHARTERED PROFESSIONAL ACCOUNTANTS INC.

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2023

	OPERATING FUND	PROGRAM REGISTRATION FEE SUBSIDY FUND	CITY OF WINNIPEG PROGRAMMING FUND	CAPITAL FUND	CITY OF WINNIPEG JANITORIAL FUND	TOTAL 2023	TOTAL 2022
ASSETS							
CURRENT ASSETS							
Cash	$ 296,887	296,103	6,539		60,772	660,301	816,299
Accounts receivable	9,191	-	38,118	-	-	47,309	14,550
Short-term investments (Note 3)	-	-	155,497	-	103,683	259,180	311,800
GST receivable	2,683	-	-	-	-	2,683	7,287
Interfund balances (Note 4)	-	11,263	36,815	-	-	-	-
	308,761	307,366	236,969	-	164,455	969,473	1,149,936
LONG-TERM INVESTMENTS (Note 3)	6,547	-	-	-	-	6,547	-
TANGIBLE CAPITAL ASSETS (Note 5)	3,417	-	-	-	-	3,417	3,567
	$ 318,725	307,366	236,969	-	164,455	979,437	1,153,503
LIABILITIES AND NET ASSETS							
CURRENT LIABILITIES							
Accounts payable and accrued liabilities (Note 6)	$ 16,667	1,590	66,599	-	5,622	90,478	47,496
Interfund balances (Note 4)	11,058	-	-	-	37,020	-	-
Deferred contributions - Operating (Note 7)	110,982	-	-	-	-	110,982	99,864
Deferred contributions - Funds (Note 10)	-	305,776	170,370	-	121,813	597,959	872,149
	138,707	307,366	236,969	-	164,455	799,419	1,019,509
NET ASSETS							
Unrestricted - Operating Fund	180,018	-	-	-	-	180,018	152,947
Externally restricted - Funds	-	-	-	-	-	-	(18,953)
	180,018	-	-	-	-	180,018	133,994
	$ 318,725	307,366	236,969	-	164,455	979,437	1,153,503

APPROVED BY THE BOARD: _____ **Director** _____ **Director**

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
STATEMENT OF OPERATIONS
YEAR ENDED DECEMBER 31, 2023

	OPERATING FUND	PROGRAM REGISTRATION FEE SUBSIDY FUND	CITY OF WINNIPEG PROGRAMMING FUND	CAPITAL FUND	CITY OF WINNIPEG JANITORIAL FUND	TOTAL 2023	TOTAL 2022
REVENUE							
Grants							
City of Winnipeg							
Programming	$ -	-	565,227	-	-	565,227	521,396
Athletic field maintenance	354,484	-	-	-	-	354,484	354,484
Janitorial	-	-	-	-	327,135	327,135	511,634
Operating	252,647	-	-	-	-	252,647	252,647
Program registration fee subsidy	-	86,047	-	-	-	86,047	76,124
Criminal record check	42,809	-	-	-	-	42,809	3,884
Plan 2045	40,608	-	-	-	-	40,608	-
Trailering grant	40,450	-	-	-	-	40,450	26,802
Administration	37,000	-	-	-	-	37,000	10,000
Province of Manitoba							
Green Team Project	39,253	-	-	-	-	39,253	22,965
Memberships	31,500	-	-	-	-	31,500	25,200
Bookkeeping fees	16,800	-	-	-	-	16,800	20,400
Above and Beyond	11,490	-	-	-	-	11,490	10,440
Interest	914	-	3,127	406	2,103	6,550	3,428
Special project grants	3,999	-	-	-	-	3,999	-
	871,954	86,047	568,354	406	329,238	1,855,999	1,839,404
EXPENSES (Schedule)	831,566	86,047	565,227	-	327,135	1,809,975	1,878,989
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	$ 40,388	-	3,127	406	2,103	46,024	(39,585)

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
STATEMENT OF CHANGES IN NET ASSETS
YEAR ENDED DECEMBER 31, 2023

	OPERATING FUND	PROGRAM REGISTRATION FEE SUBSIDY FUND	CITY OF WINNIPEG PROGRAMMING FUND	CAPITAL FUND	CITY OF WINNIPEG JANITORIAL FUND	TOTAL 2023	TOTAL 2022
NET ASSETS (DEFICIT), BEGINNING OF YEAR	$ 152,947	(8,863)	(56,573)	-	46,483	133,994	173,579
Excess (deficiency) of revenue over expenses	40,388	-	3,127	406	2,103	46,024	(39,585)
Investment income transfer (Note 2 (a))	5,636	-	(3,127)	(406)	(2,103)	-	-
Transfer to cover prior year's deficit (surplus) (Note 2 (a))	(18,953)	8,863	56,573	-	(46,483)	-	-
NET ASSETS, END OF YEAR	$ 180,018	-	-	-	-	180,018	133,994

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
STATEMENT OF CASH FLOW
YEAR ENDED DECEMBER 31, 2023

	2023	2022
CASH PROVIDED BY (USED IN):		
OPERATING ACTIVITIES		
Excess (deficiency) of revenue over expenses	$ 46,024	(39,585)
Add back non-cash item(s):		
Amortization of tangible capital assets	2,519	3,879
Gain on sale of tangible capital asset	-	(672)
	48,543	(36,378)
Change in non-cash working capital items:		
Accounts receivable	(32,759)	10,731
Prepaid expenses	-	473
GST receivable	4,604	(153)
Accrued interest receivable	(4,737)	(2,754)
Accounts payable and accrued liabilities	42,982	7,507
Deferred contributions - Operating	11,118	48,297
Deferred contributions - Funds	(274,190)	(189,561)
	(204,439)	(161,838)
INVESTING ACTIVITIES		
Proceeds on sale of tangible capital asset	-	1,008
Proceeds on maturity of investments	255,934	6,998
Purchase of investments	(205,124)	(6,998)
Purchase of tangible capital assets	(2,369)	-
	48,441	1,008
CHANGE IN CASH	(155,998)	(160,831)
CASH, BEGINNING OF YEAR	816,299	977,130
CASH, END OF YEAR	$ 660,301	816,299

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2023

1. ACCOUNTING ENTITY

General Council of Winnipeg Community Centres Inc. (the "Centre") is a not-for-profit organization and is exempt from income taxes under the Income Tax Act of Canada. The Centre receives funding from the City of Winnipeg and its purpose is to provide support services for Winnipeg Community Centre executive and volunteer boards and to administer grants received from the City of Winnipeg (the "City) and the Province of Manitoba.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

An underlying assumption of the preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations is that the entity will continue for the foreseeable future and will be able to realize its assets and discharge liabilities in the normal course of operations.

The financial statements include the following significant accounting policies:

(a) Fund Accounting

The **Operating Fund** accounts for the day-to-day operations of the Centre.

The **Program Registration Fee Subsidy Fund** accounts for the administration of funds received from the City to be paid to Winnipeg Community Centres as program registration fee subsidy grants.

The **City of Winnipeg Programming Fund** accounts for the administration of funds received from the City to be paid to Winnipeg Community Centres as programming grants.

The **Capital Fund** accounts for the administration of funds from the City of Winnipeg to be paid to Winnipeg Community Centres as capital grants.

The **City of Winnipeg Janitorial Fund** accounts for the administration of funds received from the City to pay wages to janitorial staff.

On an annual basis, the Centre transfers interest income and the prior year surplus (deficit) to the Operating Fund.

(b) Tangible Capital Assets

Tangible capital assets are recorded at cost. Amortization is provided on the declining balance basis at the following rates:

Computer hardware	55%
Office equipment	20%

Additions are amortized at one-half of the above rates in the year of purchase.

(c) Revenue Recognition

The Centre follows the deferral method in accounting for contributions. Restricted contributions, including the City of Winnipeg, Province of Manitoba and special project grants, are recognized as revenue in the year the related expenses are incurred. Unrestricted contributions such as Above and Beyond, bookkeeping fees, donations and other income are recognized as revenue when received or receivable and when collectibility is reasonably assured.

Membership revenue is recognized as revenue in the membership period when received or receivable.

Interest is recognized in the period earned.

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Contributed Services and Donated Materials

Contributed services and donated materials are not recorded in the financial statements due to the difficulty in determining their fair value.

(e) Use of Estimates

The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Estimates include amounts payable for services not billed yet when these financial statements were approved and the useful life of tangible capital assets. Actual results may differ from estimates.

(f) Financial Instruments

Financial instruments held by the Centre include cash, accounts receivable, short and long-term investments and accounts payable and accrued liabilities. The Centre initially measures its financial instruments at fair value when the asset or liability is first recognized. The Centre subsequently measures its financial instruments at amortized cost. Amortized cost is the amount at which the financial instrument is measured at initial recognition, less principal repayments, plus or minus the cumulative amount of any difference between that initial amount and the maturity amount, and minus any reduction for impairment.

3. INVESTMENTS

Short-Term Investments

	2023	2022
Operating Fund		
GIC held with BMO which is non-cashable. Average interest to maturity of 0.675% matured on August 14, 2023.	$ -	7,060
City of Winnipeg Programming Fund		
GIC held with BMO which is cashable. Average interest to maturity of 0.675% matured on May 23, 2023.	-	152,370
GIC held with BMO which is cashable. Interest rate of 2.75% cashed on January 17, 2024.	155,497	-
Capital Fund		
GIC held with BMO which is cashable. Average interest to maturity of 0.675% matured on May 23, 2023.	-	50,790
City of Winnipeg Janitorial Fund		
GIC held with BMO which is cashable. Average interest to maturity of 0.675% matured on May 23, 2023.	-	101,580
GIC held with BMO which is cashable. Interest rate of 2.75% cashed on January 22, 2024.	103,683	-
	$ 259,180	311,800

3. INVESTMENTS (continued)

Long-Term Investments

	2023	2022
Operating Fund		
GIC held with BMO which is non-cashable. Interest rate of 5.05% maturing on February 18, 2025.	$ 6,547	-

4. INTERFUND BALANCES

The interfund balances are unsecured, non-interest bearing and due on demand.

5. TANGIBLE CAPITAL ASSETS

	2023		2022	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer hardware	$ 22,388	19,187	20,019	16,722
Office equipment	28,265	28,049	28,265	27,995
	50,653	47,236	48,284	44,717
Net book value	$ 3,417		3,567	

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2023	2022
Operating Fund		
Accounts payable and accrued liabilities	$ 16,667	34,150
Program Registration Fee Subsidy Fund		
Accounts payable and accrued liabilities	1,590	-
City of Winnipeg Programming Fund		
Programming grants payable	66,599	3,466
City of Winnipeg Janitorial Fund		
Accounts payable and accrued liabilities	4,727	7,989
Government source deductions payable	895	1,891
	5,622	9,880
	$ 90,478	47,496

7. DEFERRED CONTRIBUTIONS - OPERATING

Deferred Contributions - Operating represents unspent funding restricted for specific use in future periods. Changes in the balance of the deferred contributions are as follows:

	2022	Funding Received 2023	Revenue Recognized 2023	2023
Criminal Record Check grant	$ 94,399	-	42,809	51,590
Green Team grant	5,465	33,786	39,251	-
City of Winnipeg - Plan 2045	-	100,000	40,608	59,392
	$ 99,864	133,786	122,668	110,982

8. RISK MANAGEMENT

(a) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. It is management's opinion that the Centre is exposed to interest rate risk due to its short-term and long-term investments in guaranteed investment certificates (GICs). GICs total $265,727 (2022 - $311,800). Management does not use derivative instruments to mitigate this risk; however, the risk is deemed to be low.

(b) Liquidity Risk

Liquidity risk is the risk that the Centre will not be able to meet its financial obligations as they come due. Financial liabilities consist of accounts payable and accrued liabilities. Accounts payable and accrued liabilities are paid in the normal course of business.

The Centre's approach to managing liquidity risk is to ensure that it will always have sufficient liquidity to meet liabilities when due.

At December 31, 2023, the organization has a cash and cashable investment balance of $919,481 (2022 - $1,128,099) which is sufficient to meet its current liabilities of $799,419 (2022 - $1,019,509).

(c) Credit Risk

Credit risk is the risk that a counterpart will default on its financial liabilities.

Financial instruments potentially subject the Centre to credit risk and concentrations of credit risk consist principally of accounts receivable. Management manages credit risk associated with accounts receivable by pursuing collections when they are due. Management deems this risk not to be significant.

9. COMMITMENTS

The Centre leases office space and office equipment under operating leases. The total of all future annual commitments are as follows:

	Equipment	Office Space	Total
December 31, 2024	$ 239	23,341	23,580
2025	239	23,341	23,580
2026	239	15,561	15,800
Total	$ 717	62,243	62,960

10. DEFERRED CONTRIBUTIONS - FUNDS

Deferred Contributions - Funds represent the unspent balance of contributions to be used for the future allocation to Winnipeg community centres. Changes in unspent deferred contributions - funds balances are as follows:

	2023	2022
Program Registration Fee Subsidy Fund		
Balance, beginning of year	$ 241,823	167,947
Receipts		
Program registration fee subsidy contributions	150,000	150,000
Disbursements		
Program registration fee subsidy grants	86,047	76,124
Net change	63,953	73,876
Balance, end of year	305,776	241,823
City of Winnipeg Programming Fund		
Balance, beginning of year	520,222	610,868
Receipts		
Programming contributions	215,375	430,750
Disbursements		
Programming grants	534,761	501,621
Licensing fees	30,466	19,775
	565,227	521,396
Net change	(349,852)	(90,646)
Balance, end of year	170,370	520,222
City of Winnipeg Janitorial Fund		
Balance, beginning of year	110,104	282,894
Receipts		
Janitorial contributions	338,844	338,844
Disbursements		
Wages	327,135	511,634
Net change	11,709	(172,790)
Balance, end of year	121,813	110,104
	$ 597,959	872,149

11. COMPARATIVE FIGURES

Certain of the comparative figures have been reclassified to reflect the financial statement presentation adopted for the current year.

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
SCHEDULE OF EXPENSES
YEAR ENDED DECEMBER 31, 2023

	OPERATING FUND	PROGRAM REGISTRATION FEE SUBSIDY FUND	CITY OF WINNIPEG PROGRAMMING FUND	CAPITAL FUND	CITY OF WINNIPEG JANITORIAL FUND	TOTAL 2023	TOTAL 2022
Grants							
Program registration fee subsidy	$ -	86,047	-	-	-	86,047	76,124
Athletic field maintenance	324,247	-	-	-	-	324,247	342,500
City of Winnipeg - programming	-	-	534,761	-	-	534,761	501,621
Capital	-	-	-	-	-	-	25,000
Trailering	40,450	-	-	-	-	40,450	26,802
Above and Beyond	8,702	-	-	-	-	8,702	9,183
Amortization of capital assets	2,519	-	-	-	-	2,519	3,879
Bank charges	1,512	-	-	-	-	1,512	804
Green team wages	33,747	-	-	-	-	33,747	22,965
Licensing fees	-	-	30,466	-	-	30,466	19,775
Office and miscellaneous	38,690	-	-	-	-	38,690	42,125
Plan 2045	40,608	-	-	-	-	40,608	-
Professional fees	14,126	-	-	-	-	14,126	14,326
Record check fees	42,809	-	-	-	-	42,809	3,884
Rent	23,340	-	-	-	-	23,340	23,924
Repairs and maintenance	987	-	-	-	-	987	4,659
Service contracts	12,781	-	-	-	-	12,781	10,650
Special projects	5,682	-	-	-	-	5,682	-
Telephone	3,261	-	-	-	-	3,261	662
Wages and benefits	235,428	-	-	-	327,135	562,563	743,815
Workers compensation	887	-	-	-	-	887	496
Workshops, seminars and meetings	1,790	-	-	-	-	1,790	5,795
	$ 831,566	86,047	565,227	-	327,135	1,809,975	1,878,989