General Council of Winnipeg Community Centres (GCWCC)

PLAN 2045: APPENDICES



Prepared by

HTFC PLANNING & DESIGN with MNP The Robcan Group PROBE RESEARCH INC.

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PLAN 2045

APPENDICES

A- WHAT WE HEARD- ENGAGEMENT SUMMARY

B- PROBE SURVEY SUMMARY

C- GOVERNANCE MODEL WORKSHOP SUMMARY

D- DISTRICT FACILITY DEVELOPMENT OPPORTUNITIES

E- FACILITY DEVELOPMENT PROCESS

F- SUPPORTED VOLUNTEERS 'BEST PRACTICES'

G- PLAN 2045 STRATEGIC DASHBOARD

H- COMMUNITY CENTRE FACILITY CATCHMENT MAPS

APPENDIX A
WHAT WE HEARD- ENGAGEMENT SUMMARY

General Council of Winnipeg Community Centres (GCWCC)

PLAN 2045 ENGAGEMENT SUMMARY



NOVEMBER 2024

INTRODUCTION

The General Council of Winnipeg Community Centres (GCWCC) is a collective voice for Winnipeg's community centre model and focuses on providing leadership, operational and governance support to the 63 volunteer run, City of Winnipeg-owned community centres. GCWCC is currently developing Plan 2045, a long-term strategy and action document to ensure Winnipeg's community centre model is inclusive, sustainable and responsive to the communities it serves. Based on the principle that people drive programs and programs drive facilities, Plan 2045 focuses on all three components, and include:

People – review of the overall governance structure, roles and organizational design of Winnipeg's community centre model and make recommendations that improve its' long-term financial and human resource sustainability.

Programs – review and make recommendations on future program delivery roles and focus for Winnipeg's community centres at the neighborhood, community and district scales that considers:

- The significantly changed role of community centres in Winnipeg's sport delivery model and the ongoing evolution of community centre programming and services over the past 50 years;
- The diverse needs of communities in different areas of the city, including areas experiencing higher levels of poverty;
- The need to make community centres more welcoming and inclusive for all members of the community.

Places – Ensure the community is served by well-maintained, and accessible, contemporary facilities that include a combination of neighbourhood, community and district scale community centres.

HTFC Planning and Design completed extensive public engagement activities with partners Probe Research, Robcan Group, and MNP to ensure Plan 2045 meets the needs of community centres and Winnipeg as a whole. Each engagement event focused on a strategic area of the Plan, except the Probe survey which provided helpful background on Winnipeggers' views on community centres.

Phase 1 of engagement was designed to gather input on broader public and stakeholder barriers to participation, as well as opportunities and priorities for community centre programs, services and partnerships.

Phase 2 of engagement focused on reconnecting with community centres to present the draft recommendations, which were developed through extensive consultation during Phase 1 of engagement.

This Engagement Summary Report reviews the activities highlighted in the timeline on page 3 in greater detail, with full engagement materials available in the appendices.

March 2024

Probe Omnibus Survey*

- 600 person sample size.
- Online and telephone methods, completed between March 5 and 18

April 2024

Volunteerism Workshop

- 59 attendees, representing 30 community centres attended a workshop on April 13
- Keynote speech on Volunteerism by Brenda Robinson
- Three big questions discussed in small table groups

April 2024

Model & Governance Workshop*

- 12 attendees, representing eight community centres on April 18
- Presentation on governance vs. operations by MNP
- Brainstormed preferred future state of community centre governance

April to May 2024

Spring 2024 Consultations

- All five district meetings visited on April 23, 24, May 8, 9, and 15
- Facility challenges and opportunities discussed

April to May 2024

Spring 2024 Community Centre Survey

- 50 of 63 centres responded to the survey from April 1 to May 20.
- Questions focused on facility challenges and opportunities

May 2024

Access and Inclusion Workshop

- 14 attendees, representing 12 community organizations/non profits attended a workshop on May 2
- Three big questions discussed in small table groups

May 2024

Access and Inclusion Interviews

- Four virtual interviews were held with 7 individuals representing 4 organizations on June 6, 10, 12, and 13

September 2024

Fall 2024 Consultations

- All five district meetings visited on September 11, 12, 18, 24, and 25
- The draft recommendations for Plan 2045 were presented

September to October 2024

Fall 2024 Community Centre Survey

- 39 of 63 community centres responded to the survey from September 19 to October 11
- Questions focused on gathering feedback on the draft recommendations for Plan 2045

PROBE OMNIBUS SURVEY

Probe Research surveyed a random and representative sampling of 600 adults residing in Winnipeg between March 5 and 18, 2024. The sample consists of 281 Winnipeggers randomly recruited via live-agent operator, 182 Winnipeggers randomly recruited via Interactive Voice Response (IVR) and 137 members of Probe Research's online panel. All respondents completed the survey on an online platform. Minor statistical weighting has been applied to this sample to ensure that age, gender and regional characteristics properly reflect known attributes of the city's population.

Key Findings

Usage

- About 60 per cent of Winnipeggers have used a community centre in recent years –mostly for community events like socials and meetings but also to take advantage of outdoor rinks, play structures and the like.
- Parents and well-off Winnipeggers are most likely to use community centres, but there is room to increase awareness and usage among lower-income Winnipeggers and those 55+.

Barriers

- The big barriers to usage are around awareness and programming. Practical barriers like location or the perception community centres are in poor repair are not really factors. Instead, a significant proportion of Winnipeggers just don't know what community centres offer. Only about 16 per cent of Winnipeggers feel they know what goes on at their local centre, and 44 per cent simply aren't sure how well-used their local centre is. Awareness is particularly low among Black, Indigenous or People of Colour (BIPOC), young adults and those with lower socio-economic status.
- There is also a low-grade feeling that community centres don't really offer the kinds of programs Winnipeggers want. When Winnipeggers were asked why they don't use their community centre more often, the third-most-cited reason was that community centres don't offer the right programs and activities. However, this view is largely drive by a lack of knowledge. While 30 per cent say their local centre doesn't really offer anything for them or their family, 47 per cent are neutral on this question, meaning they don't know or have no top-of-mind opinion.
- Community centres are generally viewed as welcoming and friendly by about two-thirds of Winnipeggers, but this view is somewhat tepid. Only one-quarter of Winnipeggers strongly agree that community centres are welcoming. And Winnipeggers who identify as Black, Indigenous or a Person of Colour (BIPOC) are slightly less likely to feel their local community centre is welcoming.

Interests & Awareness

- Winnipeggers are most interested in community centre programs focused on recreational sports as well as wellness activities like yoga. Interest in outdoor winter programming is also high.
- Community events and meetings as well as fitness programs like Zumba are less attractive to Winnipeggers, however about one-half are still interested in these kinds of programs at their local community centre.
- Parents are particularly interested in a host of programs at their local community centre, while seniors and those with lower levels of income and education might be the hardest to entice.

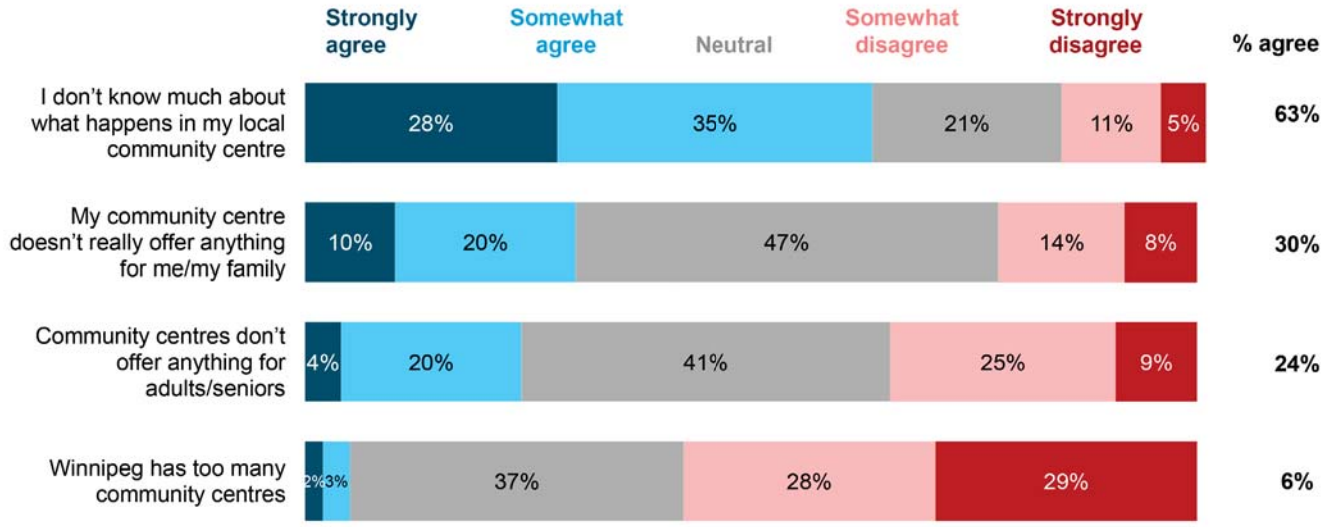

Figure 1. Gauging negative views of community cenrtres, Probe survey.

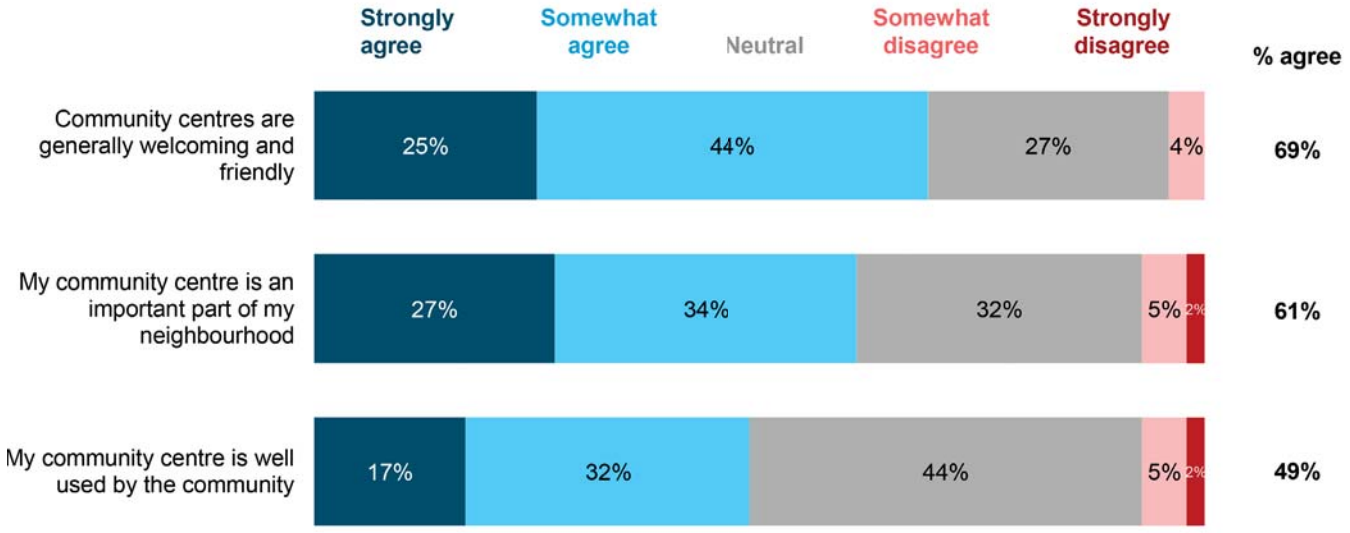

Figure 2. Gauging positive views of community cenrtres, Probe survey.

VOLUNTEERISM WORKSHOP

On April 13, 2024, GCWCC held their AGM at the Norwood Community Centre and invited the Plan 2045 team to host a volunteerism workshop. Brenda Robinson from the Robcan Group gave an inspiring presentation on ways to engage, retain, and motivate volunteers. Following this, facilitators from HTFC, GCWCC, and the City of Winnipeg worked with AGM participants to brainstorm ways to improve volunteerism in community centres. The key findings shed light on the evolving needs and challenges community centres face, particularly around engagement, adaptability, and creating sustainable volunteer environments.

Key Findings:

Volunteer Landscape Currently at Community Centres

- Many describe limited availability and commitment from volunteers, with challenges around sustaining volunteer involvement over time. Concerns about the transient nature of volunteer roles, with many unable to commit long-term.
- A call for more specific and "age-appropriate" programming to meet the interests and needs of diverse groups.
- There is a need for more committed leadership to inspire and support the volunteer base effectively.
- Community centres face resource limitations, making it hard to support volunteers effectively.

Adapted Volunteer Strategies to Address Participation

- Board members actively participating in community activities. This approach is intended to inspire a greater level of participation from both volunteers and community members, who see board members taking an active role.
- Many describe the need to adapt volunteer strategies as needs change, such as recruiting volunteers at events or via targeted social media outreach.
- Creating events that are both social and educational, aiming to make the community centre a hub for interaction and skill-building.
- Advertising programs directly within the community via flyers, announcements, or partnerships with local businesses has increased engagement.
- Different and new strategies focus heavily on engaging diverse groups, with many recognizing the need to be culturally inclusive.

Support and Resource Needs for Volunteer Programs

- Creating "meaningful" roles that make volunteering a rewarding experience by creating more robust recruitment strategies that go beyond filling positions, focusing instead on creating a good volunteer fit and fostering development.
- Explore non-monetary motivators, such as scholarships and school credits for younger

volunteers, as a way to make volunteering part of educational or career goals.
- Offer reference letters, which can help volunteers leverage their experience for future opportunities.
- Offer professional development or training opportunities as part of the volunteer experience, which could add value to time spent volunteering.
- Frequent and in-person meetings can be burdensome, especially for volunteers with busy schedules. Centres expressed interest in offering remote options or reducing in-person requirements where possible.
- Retention may be bolstered by providing more flexibility within roles, allowing volunteers some autonomy in shaping their contributions. This could also mean adapting roles based on volunteer feedback to make their experience more enjoyable and impactful.
- Some centres believe access to demographic data would help them better understand who their audience is and how to tailor recruitment messaging accordingly. This includes understanding local population trends and age breakdowns.



Image 2. Volunteers Christa and Hannah, provided by Dakota Community Centre.

MODEL & GOVERNANCE WORKSHOP

On April 18, 2024, MNP held a model workshop with the aim to clarify the governance and management roles and responsibilities for community centres, as well as identify future needs and existing gaps to tailor the governance and management recommendations in Plan 2045.

Key Findings:

Strengths

- Volunteer run Board creates sense of ownership and belonging.
- GCWCC and District Boards are important to the model.
- Community Centres have their own identity and have programming that reflects unique community needs.

Challenges

Systems & Processes

- Accountability and transparency with the City (i.e. grant application process).
- Charitable versus not-for-profit status.
- No shared sponsorship.
- Community centres have no control over policy, but have to implement it.
- Community centre expectations are higher compared to the City (i.e. grass cutting) with little to no support.
- Centralization of registrations, loss of revenue and volunteer recruitment.

Resources & Operations

- Community centres do not have a business plan.
- Volunteers should not be operators.
- Volunteer capacity and experience is not equal at each centre (i.e. writing applications).
- Universal Funding Formula equity

Connection & Collaboration

- Communication with the City.
- No one facilitates or enables partnerships.
- Not enough knowledge sharing opportunities.



Image 3. Attendees at the Model & Governance workshop at the Norwood Community Centre.

SPRING 2024 DISTRICT BOARD CONSULTATIONS

During April and May 2024, HTFC attended the five district board meetings to hear directly from community centres about their facility plans, opportunities, and concerns. Broad questions were posed in an effort to get good discussion flowing, with all the sessions lasting at least an hour. These questions were:

Significant facility maintenance/renewal needs?
Major project opportunities?
Needs for new or 'growth' neighbourhoods and communities?
Amalgamation of boards and/or facilities?

Key Findings:

Funding and Maintenance Challenges

- Many highlight the cumbersome nature of applying for multiple grants and the insufficiency of these funds. Grants often cover only basic needs, leading to delays or sub-par work due to outdated quotes and limited budgets (District Boards 1 and 2).
- There is significant frustration with the unclear division of maintenance responsibilities between community centres and the City. Many report issues in coordinating with the City, which often leads to reactive maintenance (District Boards 3 and 4).
- A recurring issue is the lack of City staffing support for roles such as permitting, legal, and inspections. This creates an administrative burden on volunteers, who often lack the expertise to navigate these complex needs (District Boards 1 and 4).

Organizational Structure

- There is broad support for amalgamating boards while keeping buildings open, as it allows for shared resources and more efficient programming. Some centres also suggest adjusting district boundaries to allow partnerships between nearby or similarly sized centres to foster better collaboration (District Boards 2 and 4).
- Many expressed a need for a shared general manager, event coordinators, or HR support across smaller centres to streamline operations and ensure continuity. Shared staffing models are a solution to high workload demands on individual centres, especially those struggling with low volunteer numbers (District Boards 4 and 5).

Programming and Volunteers

- There is a need for accessible and inclusive programming, particularly for children and individuals with disabilities. This is seen as an area where the City could provide more support, both financially and through training (District Boards 1 and 3).
- There is interest in attracting specialized volunteers, such as med students to assist with day camps for children with disabilities (District Boards 1 and 3).
- Sports programming is contentious, with some sports moving to private clubs, which has taken revenue and volunteers away from community centres, which raises the question about the role of sports in community centres (District Board 5).

SPRING 2024 COMMUNITY CENTRE SURVEY

HTFC developed a facility survey which was sent to the community centres by GCWCC in April 2024, with 50 of 63 centres responding. The questions were similar to those asked during the district board meetings but were to be completed by each community centre board to help develop consensus. Questions covered quality and condition of facilities, functionality, demand and usage, board amalgamation, and facility amalgamation.

Key Findings:

Facility Needs

- Many centres report pressing maintenance issues with roofing, HVAC systems, and structural repairs.
- Centres express frustration with the lack of preventative maintenance, often waiting until systems break down, which increases long-term costs.
- A recurring issue is the need for improved accessibility in community centres. Upgrades like wheelchair ramps, accessible washrooms, and elevators are frequently mentioned.

Space Limitations

- Several centres report issues with inadequate or unsuitable spaces for their programs. Examples include gyms too small for sports, limited storage, and outdated kitchens.
- Requests for additional indoor spaces, such as multipurpose rooms and large gymnasiums, reflect a demand to accommodate high-traffic programs and provide diverse programming options.
- Requests for additional amenities, such as fitness studios, larger gyms, community kitchens, and childcare spaces, are common.

Amalgamation

- Responses show both interest and hesitation regarding board and facility amalgamation. While some centres see benefits in resource-sharing and reduced operational costs, others are concerned about losing their independence.
- Many centres wish to partner with nearby facilities, even those outside their designated catchment areas, to provide more comprehensive programming. This reflects a push for flexibility in district boundaries to optimize service delivery and resource utilization.

Volunteer Capacity

- Many responses highlight the difficulty of maintaining an active volunteer base. Centres emphasize the need for more support in volunteer recruitment and retention.
- Centres propose shared roles, such as general managers or programming coordinators across smaller facilities.

ACCESS & INCLUSION WORKSHOP

On May 2, 2024, HTFC held a workshop with guests invited from various social equity and health community groups in Winnipeg. 14 participants representing 12 organizations joined a discussion on access and inclusion. Many of the social and equity organizations that attended are based in central and north areas of the city and therefore have largely interacted with small, neighbourhood-scale community centres that operate quite differently to others in the south and east of the city.

Key Findings:

Partnerships

- Community centres should be encouraged to collaborate with accountable, skilled staff from external organizations that can support volunteer-led programs.
- Participants recommend that centres join existing local resource networks and community meetings with other organizations to foster collaboration and knowledge sharing across districts.

Barriers

- Participants highlighted the need for community centres to extend hours, especially during high-demand times, and make information about open hours, contact details, and programming readily available through newsletters or community notices.
- The need for translated information and culturally inclusive spaces within community centres is essential to make programs accessible and inviting to newcomers and ethnically diverse groups.

Engagement

- Community centre boards are often described as “insular” and resistant to new ideas. There is a strong recommendation to diversify boards and staff, ensuring that they include a range of backgrounds and perspectives to better represent the community.
- Events can serve as effective tools for raising awareness about centres and engaging the community. Regular, inclusive events can foster connections and inform the public about available resources and programs

ACCESS & INCLUSION INTERVIEWS

For organizations that were unable to attend the Access & Inclusion workshop, HTFC conducted four follow-up interviews with seven individuals representing four organizations from May to June 2024. These organizations included, Sport Manitoba, Eagle Urban Transition Centre (EUTC), Immigrant and Refugee Community Organization of Manitoba (IRCOM), and Winnipeg Aboriginal Sport Achievement Centre (WASAC).

Key Findings:

Access and Inclusion

- Many individuals, especially in IRCOM and EUTC communities, desire unstructured, drop-in recreational activities (e.g., pick-up sports) that are affordable or free, as high costs and scheduling barriers often prevent access to organized sports.
- Programs specifically requested include culturally relevant and inclusive activities, such as Indigenous youth mentorship and women's-only classes.
- Both IRCOM and Sport Manitoba note that many community members face challenges booking facilities due to language and digital literacy barriers. Providing accessible registration processes and training could help facilitate community engagement.
- Many community centres are underused or monopolized by specific groups, limiting accessibility for other groups.
- There are calls for a clear, simplified booking system to make access easier, along with the expansion of available indoor spaces for year-round sports and recreation.

Community Engagement

- Many board members do not represent the ethnic and cultural makeup of the communities they serve, creating a disconnect between offerings and needs.
- Training in anti-racism and cultural competency is seen as crucial for existing boards, while mentoring is suggested to support new, diverse members.
- Several organizations suggest partnerships with schools, sports associations, and other community groups to maximize resource sharing and programming. WASAC, in particular, highlights the value of community centres as potential community hubs.



Image 4. Programming for youth.

FALL 2024 DISTRICT BOARD CONSULTATIONS

HTFC attended the five District Board meetings in September to present the draft recommendations for Plan 2045 and receive preliminary feedback. Overall, the recommendations for Plan 2045 were very well received. The major themes which emerged across the District Board meetings are identified below.

Key Findings:

Governance and Operations

- There is a strong call for standardized practices, with many centres expressing challenges in maintaining consistent bylaws and policies (District Boards 2 and 4).
- Districts discussed the ideal frequency for board meetings, with some advocating for monthly meetings to maintain engagement, while others prefer quarterly meetings based on seasonal demand (District Boards 1 and 5).
- Many believe GCWCC could play a larger role in providing administrative and operational support, such as small centres lacking volunteers (District Boards 3 and 5).

Funding

- There is frustration with the current grant system, which limits centres to a single application per facility despite growing needs. Some propose a funding model that allows multi-building centres to apply multiple times (District Board 1).

Volunteer Management

- There is a strong sentiment that significant contributions of volunteers are undervalued, especially with facility upkeep. It was proposed to quantifying volunteer hours to highlight their contributions to the City (District Board 1).
- There is a broad interest in offering more targeted volunteer training and potentially creating mentorship roles to enhance volunteer engagement and retention (District Boards 1-5).

Responsive Programming and Community Engagement

- Centres emphasize the importance of adapting programs to community needs, especially for groups who might otherwise be unable to participate (District Board 3).
- Centres express frustration with spaces being underutilized or reserved by specific groups, which limits broader community access (District Boards 4 and 5).

Facility Maintenance and Improvement Needs

- Ongoing facility maintenance remains a major pain point, with districts noting insufficient City support for basic upkeep (District Boards 1 and 5).

Long-Term Planning and Development

- Some centres suggest that the City should coordinate more closely with GCWCC to streamline processes and avoid duplication, ensuring that capital projects meet both current and future community needs (District Board 4).

FALL 2024 COMMUNITY CENTRE SURVEY

After attending the District Board meetings, HTFC followed up with the community centres by providing a survey where each centre could provide direct feedback on each of the draft recommendations for Plan 2045. The survey was open from September 19 to October 11, 2024 and received responses from 39 of 63 community centres.

Key Findings:

Governance and Operations

- There is strong support for community centres to operate with volunteer boards providing high-level oversight while paid staff manage day-to-day operations.
- Many respondents call for clearer delineation of roles between the City, GCWCC, District Boards, and community centres to improve accountability and efficiency.

Funding

- There is broad consensus that the UFF is outdated, with many respondents suggesting it should be revised to account for differences in centre size, programming scope, and community demographics.

Volunteer Management

- Many respondents support hiring paid volunteer coordinators, potentially shared among multiple centres.
- There is a desire to recognize and support volunteers more formally, such as honouraria or other benefits to acknowledge their contributions.

Responsive Programming and Community Engagement

- Partnerships with cultural and community organizations are recommended to diversify programming and increase the use of centres.
- Many comments highlight the need for neighbourhood programming to reduce travel and cost barriers, particularly for residents in high-poverty areas.

Facility Maintenance and Improvement Needs

- Respondents call for simplified grant application and approval processes, noting that current systems are bureaucratic and place unnecessary burdens on volunteers.
- The creation of a facility sub-committee composed of GCWCC, City, and community centre representatives is proposed to prioritize major projects and reduce overlap.

Long-Term Planning and Development

- As urban densification increases, there is strong support for a coordinated plan to meet future facility demands in both new and established communities.

CONCLUSION

The engagement program helped to identify a strong shared vision amongst community centres, GCWCC, and the City of Winnipeg for improved operational support, inclusive programming, and clear, efficient funding structures to meet the evolving needs of Winnipeg's communities. Key recommendations include:

Enhanced Governance Support: Transitioning to governance-focused boards with clearly defined roles and responsibilities for GCWCC, the City, and District Boards would streamline operations and reduce volunteer burnout.

Strategic Volunteer Engagement: Modernizing volunteer recruitment, offering flexible roles, and providing professional support are crucial to sustaining a vibrant volunteer base. Recognizing and incentivizing volunteers through honouraria or benefits can further support retention.

Inclusive Programming and Facility Use: Centres aim to reflect the evolving needs of their communities by offering accessible, equitable programming. However, partnerships with local organizations and consistent community engagement are essential for effective program development.

Proactive Facility Maintenance and Growth Planning: A centralized maintenance program led by the City would protect long-term investments and relieve pressure on volunteer-driven maintenance efforts. Planning for urban growth and upgrading aging facilities will help centres meet increasing demand.

Updated Funding Model: Revising the UFF to account for centre size, programming scope, and community demographics is necessary to address funding disparities and provide consistent financial support across all centres.



Image 5. People participating in a stretching class.

APPENDIX B
PROBE SURVEY SUMMARY

Views on Winnipeg Community Centres

HTFC

March 2024 Probe Omnibus Survey Report

HTFC
PLANNING & DESIGN

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Key Findings

Usage

- About 60 per cent of Winnipeggers have used a community centre in recent years – mostly for community events like socials and meetings but also to take advantage of outdoor rinks, play structures and the like.
- Parents and well-off Winnipeggers are most likely to use community centres, but there is room to increase awareness and usage among lower-income Winnipeggers and those 55+.

Barriers

- The big barriers to usage are around awareness and programming. Practical barriers like location or the perception CCs are in poor repair are not really factors. Instead, a significant proportion of Winnipeggers just don't know what CCs offer. Only about 16 per cent of Winnipeggers feel they know what goes on at their local centre, and 44 per cent simply aren't sure how well-used their local centre is. Awareness is particularly low among Black, Indigenous or People of Colour (BIPOC), young adults and those with lower socio-economic status.
- There is also a low-grade feeling that CCs don't really offer the kinds of programs Winnipeggers want. When Winnipeggers were asked why they don't use their CC more often, the third-most-cited reason was that CCs don't offer the right programs and activities. However, this view is largely drive by a lack of knowledge. While 30 per cent say their local centre doesn't really offer anything for them or their family, 47 per cent are neutral on this question, meaning they don't know or have no top-of-mind opinion.
- Community centres are generally viewed as welcoming and friendly by about two-thirds of Winnipeggers, but this view is somewhat tepid. Only one-quarter of Winnipeggers strongly agree that CCs are welcoming. And Winnipeggers who identify as Black, Indigenous or a Person of Colour (BIPOC) are slightly less likely to feel their local CC is welcoming.

Key Findings (cont'd)

Enticements

- Winnipeggers are most interested in CC programs focused on recreational sports as well as wellness activities like yoga. Interest in outdoor winter programming is also high.
- Community events and meetings as well as fitness programs like Zumba are less attractive to Winnipeggers, however about one-half are still interested in these kinds of programs at their local CC.
- Parents are particularly interested in the whole host of programs at their local CC, while seniors and those with lower levels of income and education might be the hardest to entice.



Methodology

Probe Research surveyed a random and representative sampling of 600 adults residing in Winnipeg between March 5 and 18, 2024.

With a sample of 600, one can say with 95 percent certainty that the results are within ± 4.9 percentage points of what they would have been if the entire adult population of Winnipeg had been surveyed. The margin of error is higher within each of the survey's population sub-groups.

The sample consists of 281 Winnipeggers randomly recruited via live-agent operator, 182 Winnipeggers randomly recruited via Interactive Voice Response (IVR) and 137 members of Probe Research's online panel. All respondents completed the survey on an online platform.

Modified random digit dialing, including both landline and wireless numbers, ensured all Winnipeg adults had an equal opportunity to participate in this Probe Research survey.

Minor statistical weighting has been applied to this sample to ensure that age, gender and regional characteristics properly reflect known attributes of the city's population. All data analysis was performed using SPSS statistical analysis software.

About the Probe Research Omnibus

For more than two decades, Probe Research Inc. has undertaken quarterly omnibus surveys of random and representative samples of Manitoba adults. These scientific telephone surveys have provided strategic and proprietary insights to hundreds of public, private and not-for-profit clients on a range of social, cultural and public policy topics. The Probe Research Omnibus Survey is the province's largest and most trusted general population survey.

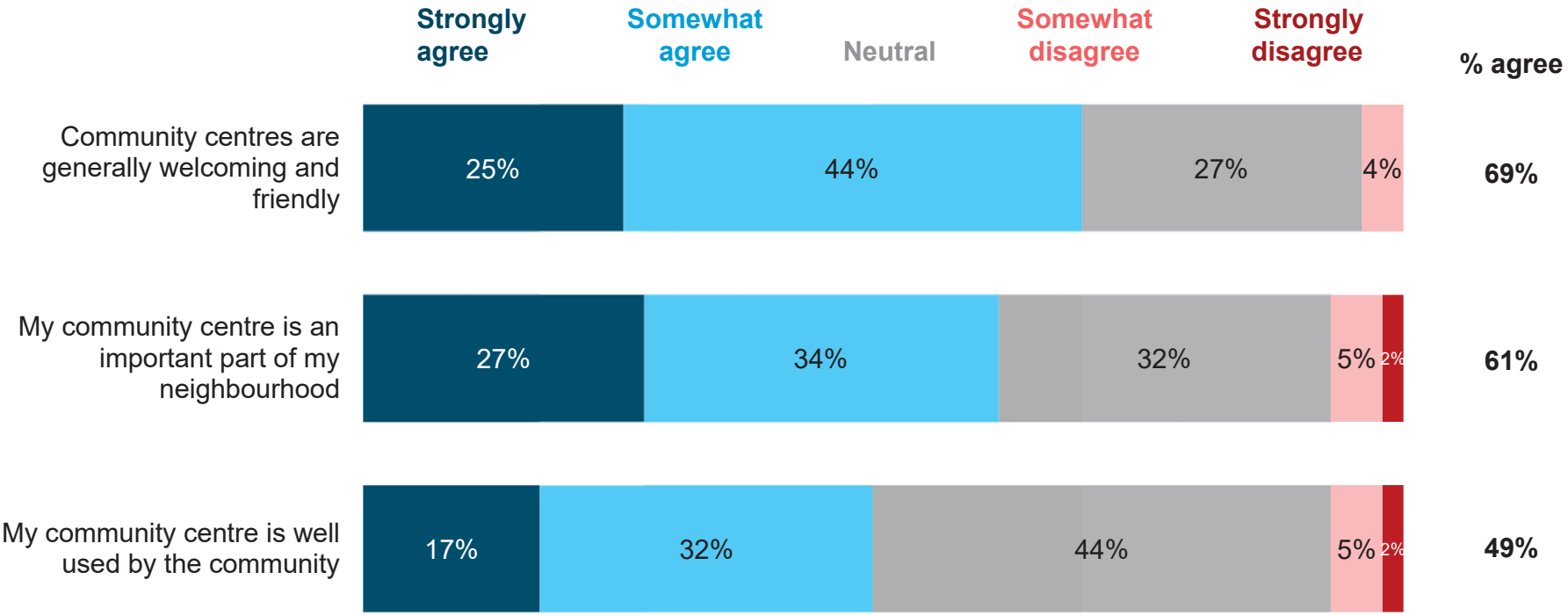
Survey Instrument

The survey instrument was designed by Probe Research in close consultation with HTFC.

Gauging Positive Attitudes About Community Centres

Broad agreement that community centres are welcoming, but less agreement that they are well-used

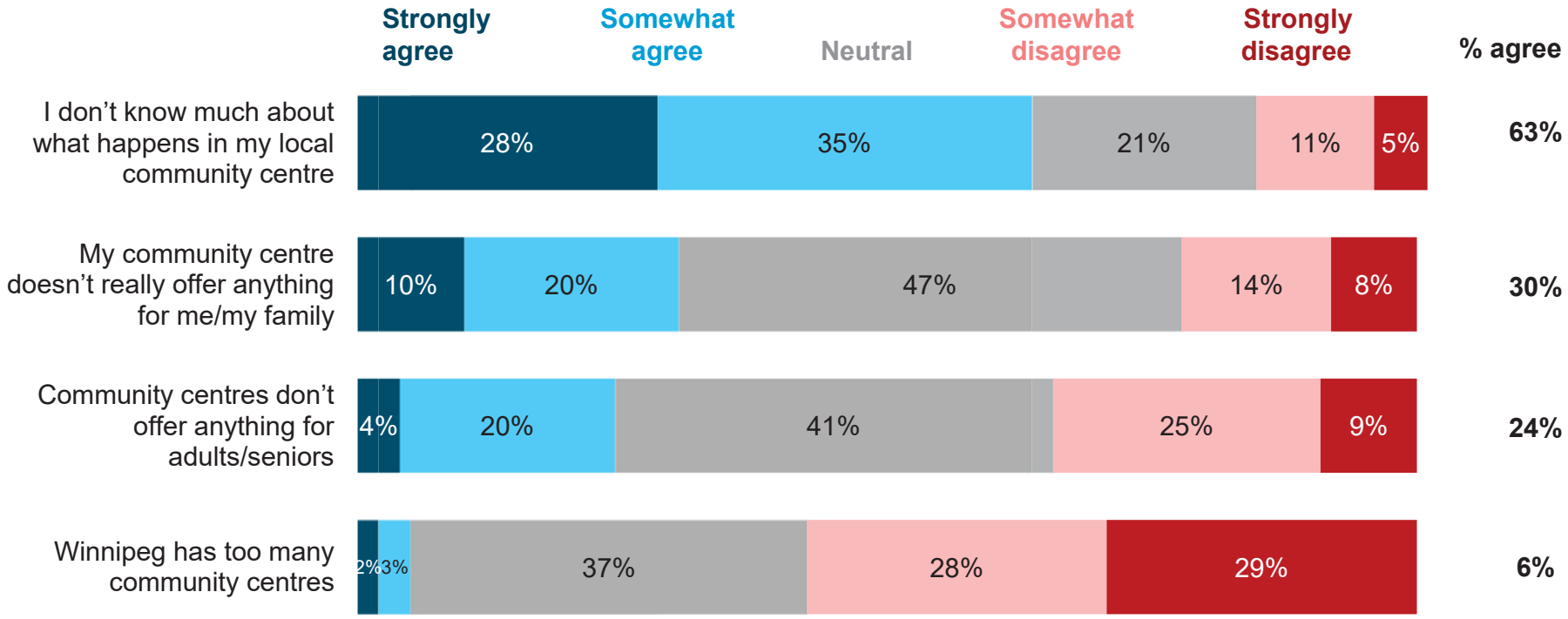
HTFC4. Do you agree or disagree with the following statements? (Base: All respondents, N=600)



Gauging Negative Attitudes About Community Centres

Very few think Winnipeg has too many centres, but nearly one-third just don't know what centres offer

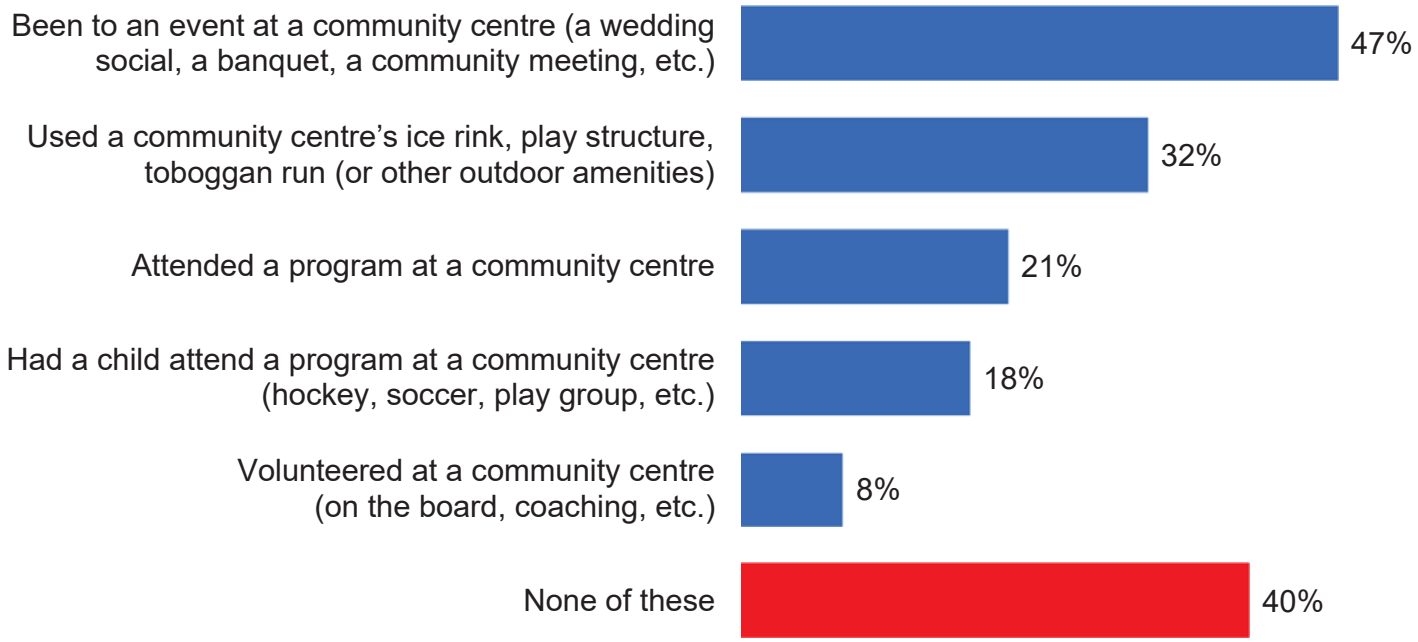
HTFC4. Do you agree or disagree with the following statements? (Base: All respondents, N=600)



Community Centre Use

Three in five Winnipeggers have used a community centre, mostly for socials, events and meetings

HTFC1. In the last few years, have you…? (Please check all that apply.) (Base: All respondents, N=600. Multiple answers accepted so total will sum to more than 100%.)



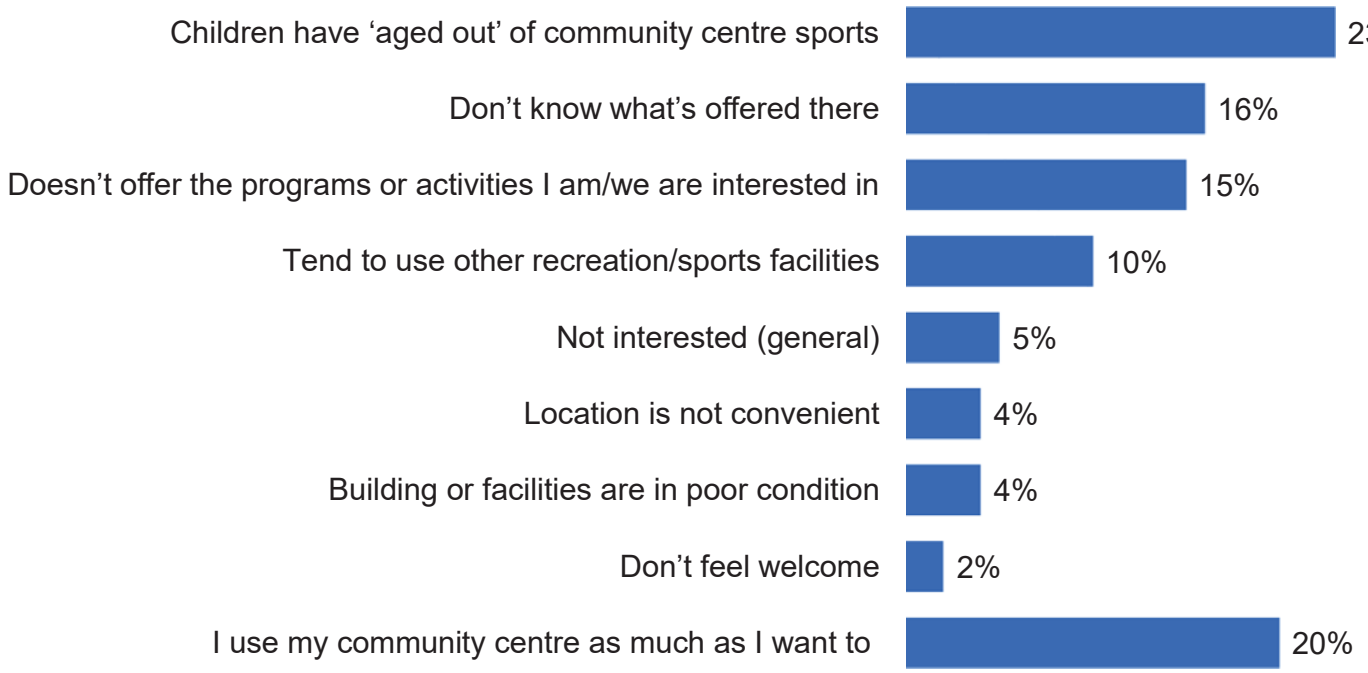
Overall, those with children under 16, university graduates and those from higher-income households (earning $100K+) are most likely to have participated in some kind of activity at a Winnipeg community centre. Those who identify as Black, Indigenous of a Person of Colour are also slightly more likely to say they've used a community centre, especially for community events and kid's programs.

Those with high school or less, those from lower-income households (earning less than $50K) and older Winnipeggers (55+) are more likely to have done none of these activities at a community centre.

Barriers to Community Centre Use

Location, condition and feelings of welcomingness are not barriers

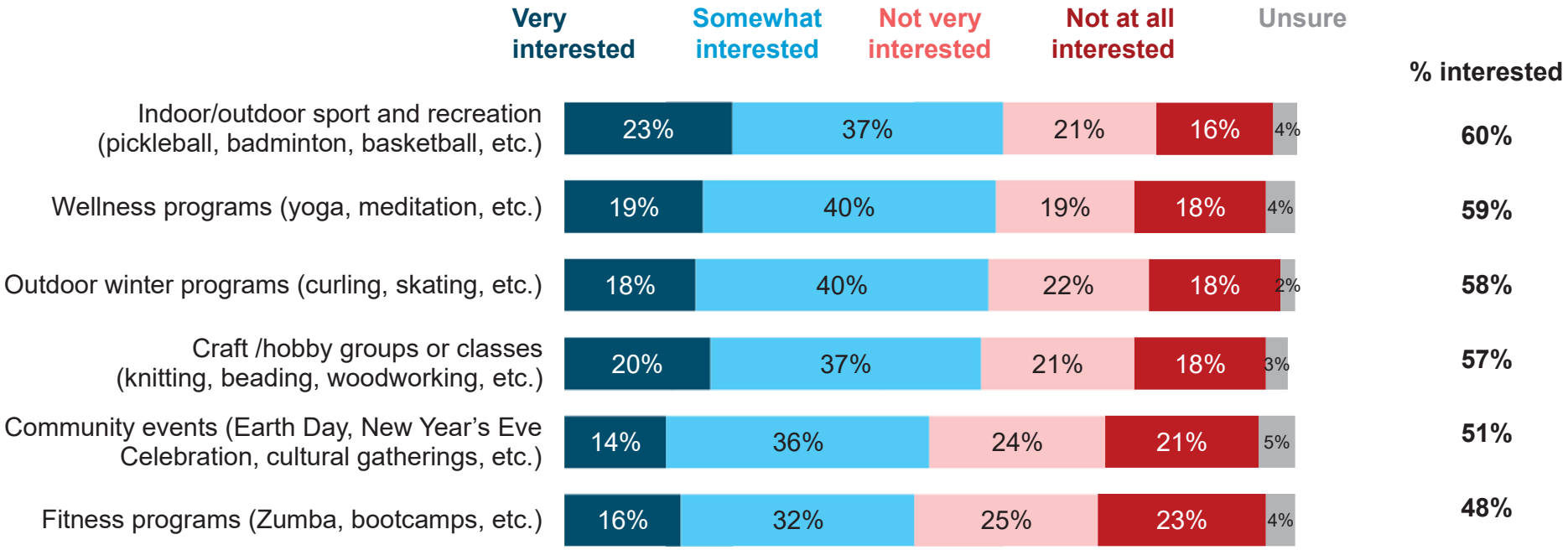
HTFC2. What's the main reason you and/or your family don't use your local community centre more often (or at all)? (Base: All respondents, N=600)



Interest in Select Programs

Sports, wellness and winter programs are the most desirable, while fitness programs are less so

HTFC3. How interested would you personally be, if at all, in the following programs if they were offered by your local community centre? (Base: All respondents, N=600)



Attitudes Towards Community Centres: By Sub-Group

Parents

- Much more likely to use community centres in all ways. For example, one-half of parents (47%) have had a child attend a kids' program at a CC
- More interested in any new programs at their local CC, particularly community events and celebrations, sports and rec program and outdoor winter activities

Lower-Income Winnipeggers

- Much less aware of what goes on in CCs (71% unaware), and one-half have not used a CC lately for any reason
- Slightly less interested in all kinds of new programs

Those with High School or Less

- Much less aware of what goes on in CCs (70% unaware) and one-half have not used a CC lately for any reason
- Slightly less interested in all kinds of new programs but especially winter activities and community events.

Older Adults (55+)

- Among the least likely to use CCs (53% haven't done anything at a community centre in the last few years)
- Less interested in any new programs at their local CC. For example, only 37% are interested in community events and celebrations
- Still feel CCs are an important part of their neighbourhood (59% agree)

Younger Adults (18-34)

- Much less aware of what goes on in CCs (78% unaware)
- Slightly more likely to say they use other fitness facilities instead of CCs
- Most interested in outdoor winter programs (74% interested) and sports and rec programs (70% interested) but less interested in fitness programs

BIPOC Winnipeggers

- Use community centres just as much as non-BIPOC Winnipeggers, especially for community events and kids' programs
- Sightly less likely to feel welcome at CCs (62% feel welcome)
- Not as likely to feel CCs offer relevant programming for them/their family, and one-quarter don't know what's offered at CCs

APPENDIX C
GOVERNANCE MODEL WORKSHOP SUMMARY



GCWCC Governance and Organization Management – Expectations, Strengths, Challenges

A Summary of the Plan 2045 Governance and Organization Management Workshop

April 26, 2024

Preface

- The session objectives for the GCWCC Governance Workshop included:
  - Clarifying the governance and management roles and responsibilities for community centres in Winnipeg
    - Focused on the roles and responsibilities of:
      - Community Centre governance and management
      - General Council of Winnipeg Community Centres
      - District Boards
      - City of Winnipeg
  - Identifying future needs and existing gaps for community centre governance and management to be addressed in recommendations included in Plan 2045

Governance and Management Roles and Responsibilities Overview

Roles and Responsibilities

Governance	Management

• Responsible to members for the corporation's:
  • Ethics
  • Sound financial and risk management and regulatory compliance
  • Performance results
• Direction and oversight that includes approving or creating:
  • Strategy and direction
  • Including understanding member needs and risks, identifying programs and services to be offered
  • Policies, guiding principles/values
  • Budget
  • Reporting – to members, funders, partners
• Authority rests with Board as a whole. No individual powers
	• Develop operational plans to implement the strategic direction of the board and comply with policies and regulatory obligations
	• Develop the budget for approval by the board
	• Make day to day operational decisions for efficient, effective operations within approved budget
	• Hire and manage the employees and volunteers
	• Coordinate programming resources, delivery, schedule
	• Report to the board on community centre activities, expenditures and results

Governance Roles and Responsibilities

True Governance Board

- Focused on high level direction, policy and oversight, including performance of General Manager, and reporting
- "One employee" concept – all direction is through the General Manager
- Clear accountability of General Manager to implement direction, achieve results
  - Board is not involved in day-to-day operations
  - Requires sufficient staff / volunteers to enable operations

"Working or Operating" Board

- *In addition to Board responsibilities*, Board members may perform operational roles as unpaid staff (volunteers).
  - Not ideal, but may be necessary
- Involves multiple 'hats'. Can be challenging to 'wear the right hat'
  - In operational role, authority is limited to operational role
  - In board role, need to hold staff accountable
    - Difficult when also act as staff



Current State

Management & Operations Summary

City of Winnipeg

- Provide operating funding through Universal Funding Formula (UFF)
- Review and approve grant applications
- Provide oversight and accountability for financial expenditures (through CC reporting), sign off on monthly and annual submissions, provide tax deductible receipts on behalf of CCs
- Purchase content, building and liability insurance for CCs
- Repairs and maintenance as outlined in UFF, long-term capital planning and capital reserve management
- Approve contractors for work initiated by CCs
- Installation and removal of seasonal rink boards

GCWCC

- Support grant process
- Support CCs as requested
- Promote CCs on website including services and programming offered through CCs, assist CCs with program development (as required)
- Repairs and maintenance as outlined in UFF, long-term capital planning and capital reserve management

Community Centres

- Pay bills, generate financial reports, facilitate finance review, create annual reporting, provide inventory list to city for insurance
- Manage finances, fulfill grant requirements, fundraise
- Ensure facilities are clean, operational, and accessible
- Manage facility rentals, determine programming needs and facilitate programming, collect fees, and promote services and programming
- Repairs and maintenance as outlined in UFF, long-term capital planning and capital reserve management, lifecycle management of major equipment

Detailed breakdown of responsibilities are provided through the Universal Funding Formula

Future State Governance: Recap

Objective

To develop a shared vision that will inform recommendations

What does the future governance model need to achieve?

- What would “success” look like for the different levels within the model?
  - Community Centres, GCWCC, City of Winnipeg

What the future governance model should look like:

- How should it be structured?
- How should the roles and responsibilities change?
- What processes need to be improved?
- What resources are required?

Developing a Shared Vision

Part 1 – Individual Activity

Individually, write down 5-6 things that are part of what you would like to see for the future

Considerations

What does the future governance model need to achieve?

- What would "success" look like for the different levels within the model?
  - Community Centres, GCWCC, City of Winnipeg

Developing a Shared Vision

Part 2 – Group Activity

Share your ideas, and ask questions to make sure the idea is clear:

- Write down each idea per sticky note ONE IDEA at a time
- Use 3 – 5 words to explain the idea
- Honour diversity, reduce duplication A COLLECTION, NOT A CONSENSUS

Considerations

What does the future governance model need to achieve?

- What would "success" look like for the different levels within the model?
    - Community Centres, GCWCC, City of Winnipeg

Developing a Shared Vision

Part 3 – Group Activity

Collectively, we will organize the collection of ideas into themes & identify what is needed to achieve success

- Which of these are similar?
- What is required to achieve each?

To be build out with the Working Group

Considerations

What would an effective governance model look like?

- Structure / Roles & Responsibilities
- Processes
- Resources

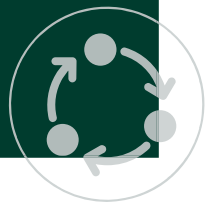
Model Workshop



Expectations

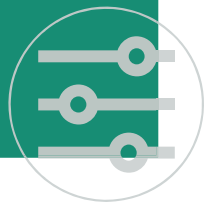
Systems & Processes

- Re-evaluate (the Plan) every five (5) years or less
- Re-alignment of responsibilities
- Find efficiencies
- Understand how system works
- Improve effectiveness
- Autonomy over governance of individual Community Centre
- A model that will meet changing community needs / continues to meet needs as they change
- Find the right level of autonomy for Community Centres



Resources

- Funding model needs to change
- More staff at City level / City support resources



Connection & Collaboration

- Diverse community needs are met and represented
- Opportunities for Centres to work together
- Community to be more connected (i.e., find opportunities)
- Find ways to invite / create awareness for under-served / unaware community members
- Improve communication & public education on how Community Centre's run (volunteer led, not City run)
- Better communication with City departments



Summary Current State Assessment

Strengths

What is working well?

- Centres are part of the communities they serve – community led.
- Most residents (94%) are within walking distance of at least one Community Centre

Challenges

What isn't working well? Needs improvement?

- Recruiting & retaining volunteers
- Funding formula does not align with needs
- Governance & management expectations high for volunteer run centres
- Smaller centres can't hire GM or many staff – over reliance on volunteers
- Role of Centres is evolving, the model (catchment areas, facility types/distribution) has not
- Costs of maintaining and improving facilities a barrier – capital funding source is needed
- Universal Funding Formula does not reflect current reality or account for differences between facilities

These are some preliminary points from previous engagements, included for context and to remind readers of what was already captured.

Strengths

What we heard!

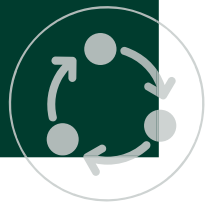
- Volunteer run Board creates sense of ownership and belonging
- GCWCC and District Boards are important to the model
  - Dependant on the support they get from the City
- Community Centre's have their own identity and have programming that reflects unique community needs

Challenges

What we heard!

Systems & Processes

- Accountability & Transparency with the City (i.e., Grant application process)
- Charitable vs. not-for-profit status
- No shared sponsorship (system wide)
- Community Centres have no influence over policy, but have to implement
- Community Centre expectations are higher than City's (i.e., grass cutting) with little to no support
- Centralization of registrations, loss of revenue & volunteer recruitment



Resources & Operations

- Community Centres (especially smaller ones) do not have business plans
- Volunteers shouldn't be operators
- Equity: Volunteer capacity / experience is not equal everywhere (re: grant access & writing applications)
- Universal Funding Formula equity



Connection & Collaboration

- Communication with the City
- No one facilitates/ enables partnerships
- Not enough knowledge sharing opportunities (partners / programs / funding)



Strategic Vision Inputs

Administration & Operations Supports	Communication & Information Sharing	Standardized Agreements, Policies, & Procedures	Independence with Support	Financial Sustainability	Re-Imagine Collaboration Groups	More Diverse & Equitable at All Levels

• Adaptive Help & Support
• Sustainability: Resources, Funding, & Volunteer Capacity
• Operations by paid staff
• Greater focus on Community Needs by volunteers
• Recruitment Support: Board Members & Volunteers
• Matchmaking: Funding & Programming
• Guidance for tendering process
• Business Planning Support
	• System Wide Communication: Timely, Effective, & Open / Transparent
	• Streamlined Information Sharing
	• Hub for information sharing between Community Centres
		• Management Agreements
		  • Simplified
		  • Two-way flow between City and Community Centres
		• Reasonable & Appropriate Board Roles & Responsibilities
		• Standardized Constitution with flexibility
		• Clarity on roles, processes, and responsibilities
		• Group Maintenance Agreements (i.e., garbage, parking lots, snow clearing)
		• Fair expectations from City
			• Autonomy (with support)
			• Boards run own governance
			  • Community Centre's are the best judges
			• Individuality within the model
			• Less oversight and more accountability from the City to Community Centre's
			• Less "red tape"
				• New Revenue streams
				• Community Centre Business Plans: Matching funds in future funding model
					• Realign based on Community Centre size, not geography	• Responsive & inclusive of changing demographics (i.e., newcomers)

Thank you!

APPENDIX D
DISTRICT FACILITY DEVELOPMENT OPPORTUNITIES

GCWCC Plan 2045: Facility Development Discussion Guide

INTRODUCTION

Plan 2045 will provide strategies and actions to help ensure Winnipeg's community centre model is inclusive, sustainable, and responsive to the communities it serves, with a focus on:

PEOPLE - Plan 2045 will include a review of the overall governance structure, roles and organizational design of Winnipeg's community centre model and make recommendations that: Improve the long-term financial and human resource sustainability.

- Update and clearly define roles and responsibilities, including the City, GCWCC and individual community centres.
- Recommend potential governance system improvements, including by-law and process revisions, that help community centre boards function and operate more effectively and efficiently.
- Review the roles and processes for supporting and operating community centres that are unable to sustain a volunteer board.
- Identify strategies and best practices to attract and retain volunteers.

PROGRAMS - Review and make recommendations on future program delivery roles and focus for Winnipeg's community centres at the neighbourhood, community and district scales that consider:

- The significantly changed role of community centres in Winnipeg's sport delivery model and the ongoing evolution of community centre programming and services over the past 50 years.
- The diverse needs of communities in different areas of the city, including areas experiencing higher levels of poverty.
- The need to make community centres more welcoming and inclusive for all members of the community.
- The range in sizes of community centres and community centre catchments.
- The need to balance revenue-generating programs and rentals with free and low-cost programs to meet community recreation needs.

PLACES - Ensure the community is served by well-maintained and accessible, contemporary facilities that include a combination of neighbourhood, community, and district-scale community centres. Plan 2045 will:

- Develop a clear and user-friendly facility redevelopment process map outlining key decision and approval gates and critical steps to guide how community centre projects should move from initial idea, to community need and feasibility assessment, to funding approval and implementation.
- Assess and identify facility development opportunities and service gaps within each District, utilizing the strategic priorities, space-to-population ratios, and target level of service metrics defined in the Winnipeg Recreation Strategy.

This last item above is the main focus of this Discussion Guide, as well as follow up meetings planned with each District Board in April and May. Please review and respond as a Board to the material and questions below and provide them to your District Board representative to help them contribute to facility development discussions at upcoming District Board meetings.

PLAN 2025

Finalized in 2009, with a predominant focus on community centre redevelopment and amalgamation opportunities, based on square footage restrictions defined in the 2005, Council approved Recreation, Leisure & Library Facilities Policy (RLLF). Projects achieved through Plan 2025 and the subsequent $10 million Community Centre Investment Fund include:

- Creation of Valour Community Centre through the amalgamation of Isaac Brock, Orioles, and Clifton Community Centres. Gymnasium addition at the Isaac Brock site and the decommissioning of the Minto satellite site.
- Amalgamation of Norberry-Glenlee Community Centre and the gymnasium addition at the Norberry site.
- Redevelopment of Sinclair Park Community Centre.
- Redevelopment of Bronx Park Community Centre, decommissioning of the Kelvin building and reinvestment in the site to create the Clara Hughes Recreation Park, which operates as a satellite site for Bronx Park Community Centre.
- Amalgamation and decommissioning of Silver Heights and Sturgeon Creek Community Centres to create the new Sturgeon Heights Community Centre.
- Gymnasium expansion at Linden Woods Community Centre.
- Gymnasium expansion at Winakwa Community Centre.

Once the Community Centre Investment Fund was expended, progress on Plan 2025 priorities became limited, leading to the perception by some that the Plan did not achieve its goals.

THE WINNIPEG RECREATION STRATEGY

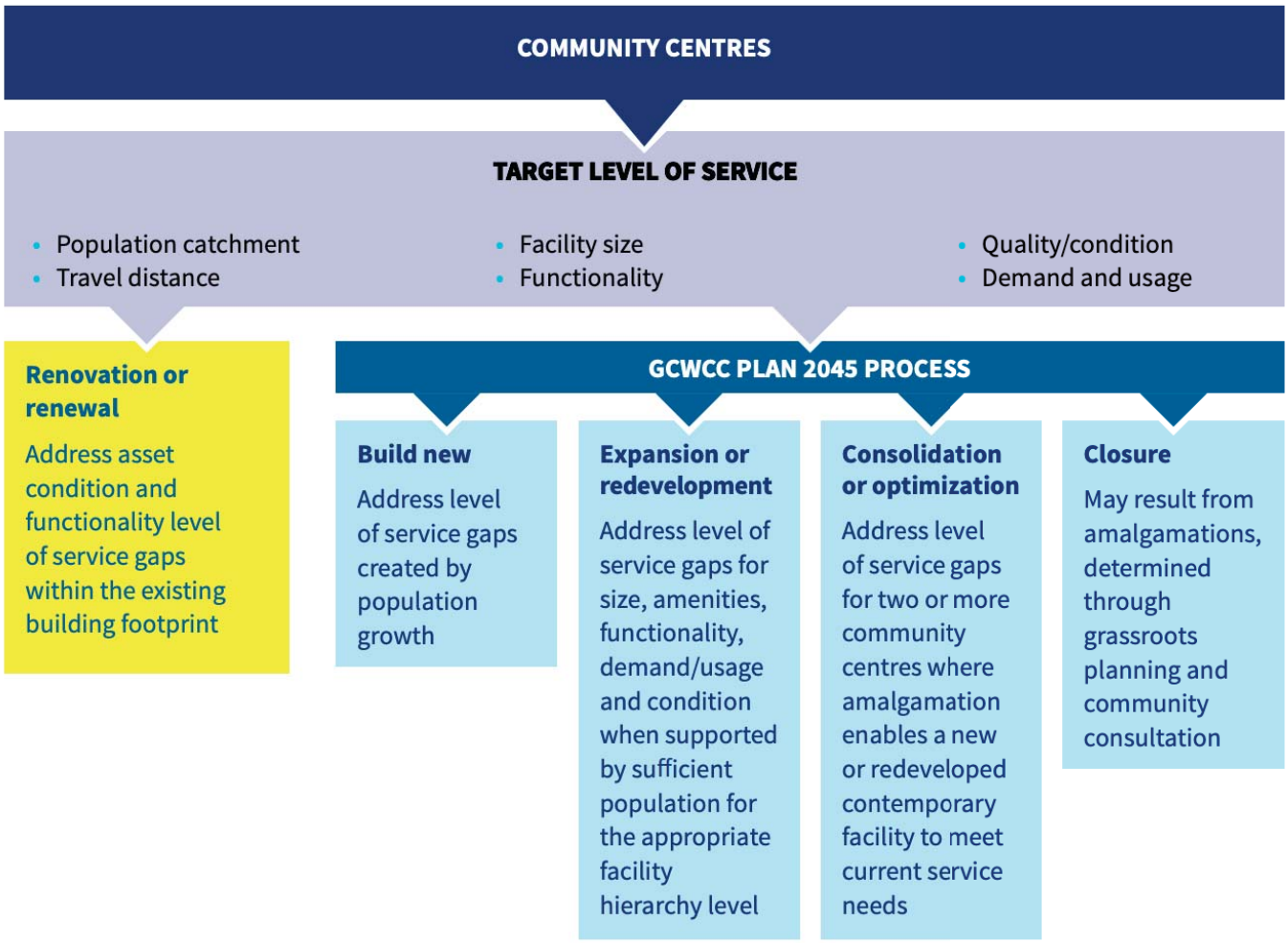
In 2022, Council approved the Winnipeg Recreation Strategy, which replaced the former RLLF Policy. This strategy document provides policies and service targets for all City-owned recreation facilities, including volunteer-run community centres.

The Recreation Strategy re-confirms the need for three scales of community centres (District, Community and Neighbourhood) in order to meet the diverse recreation and community needs throughout Winnipeg. It also highlights the facility space-to-population ratio of 1.66sf per person from the former RLLF Policy as a useful decision-making tool to assess areas that may be over and under-served, but recognizing that other factors should contribute to fiscally sustainable facility development decisions. This would include the use of target levels of service (LoS) that include other significant factors on the next page:

TARGET LEVEL OF SERVICE			
	District-scale community centre	**Community-scale community centres**	**Neighbourhood-scale community centres**
Provision & access	• 1:>30,000 people. • Facility catchment of 4-6 km (20 min drive). • On a major transportation route accessible by multiple transportation modes.	• 1:15,000 - 30,000 people. • Facility catchment of 2-4 km (20 min bike). • On a major or secondary transportation route accessible by multiple transportation modes.	• 1:<15,000 people. • Facility catchment of less than 2 km (20 min walk). • Smaller facilities provided in defined geographic areas of higher poverty to reduce travel distances.
Demand & capacity	• Large multi-use and multi-generational facilities to serve larger areas or districts with a wide range of services and programming. • Serving users who travel beyond their immediate communities to use specialized facilities or facilities with a wide range of services.	• Mid-size multi-use and multi-generational facilities to serve several neighbourhoods with a wide range of services and programming. • Facility size is larger than 20,000 square feet (not including indoor ice sheets).	• Smaller multi-use and multi-generational facilities serving clusters of neighbourhoods in defined areas of higher poverty. • Facility size is less than 20,000 square feet.
Functionality	• Contemporary, fully accessible facilities with a mix of indoor and outdoor recreation spaces. • Can be a single building or a campus. • Facilities include a mix of multi-purpose programming and gathering spaces typical of a community centre. • Facilities also include larger or more specialized amenities such as walking tracks, fitness areas, two to four courts/gymnasium or multiple indoor ice sheets.	• Contemporary, fully accessible facilities with a mix of indoor and outdoor recreation spaces. • Facilities include a mix of multi-purpose programming and gathering spaces, including a gymnasium, hall and multi-purpose rooms of various sizes. • Facilities may also include a single indoor ice sheet.	• Contemporary, fully accessible facilities with a mix of indoor and outdoor recreation spaces. • Facilities include a mix of multi-purpose programming and gathering spaces but are less likely to include a full-size gymnasium.

DECISION-MAKING FRAMEWORK

In order to achieve the **Target Levels of Service** for community centres identified in the Winnipeg Recreation Strategy, the following 'decision-making framework' identifies key prioritization factors to aid in clear and consistent decision-making. It should be noted that these decision-making factors were identified and ranked by community centre volunteers at a workshop held in conjunction with the 2019 GCWCC Annual General Meeting.



DISCUSSION QUESTIONS

Please take some time as a board to discuss and provide responses to the following questions below, which will be used to help identify facility development needs and opportunities for each District.

Please note: Plan 2045 will not force, impose or create board amalgamations, facility consolidations or closures. These will only occur through grassroots planning efforts, agreement with individual boards, robust community consultation, support of elected officials and identification of suitable funding sources.

1. Name of Community Centre

Please provide the name of your centre in the space below.

_____

_____

2. Quality / Condition

Are you aware of any significant facility maintenance or building condition issues that need to be rectified over the next 5 to 10 years (e.g. roof replacement, building envelope, HVAC, etc.)? Please list with a brief description. Any cost estimates you have would be helpful, but are not necessary.

_____

_____

_____

_____

_____

3. Functionality

Are there any significant functional deficiencies with your facility that you are aware of that could include needed accessibility upgrades (washrooms, ramps, etc.), unsuitable program space (size, height, etc.) lack spaces to support programs sufficiently (kitchen, storage,etc.) Please list and provide a brief description. Any cost estimates you have would be helpful, but are not necessary.

_____

_____

_____

_____

_____

4. Demand and Usage

Based on the population your centre serves, its size (see appendix A) and the community program needs you are aware of, are there any amenities or spaces that you feel could be added to better serve your community? (e.g. gym, multi-purpose room, community kitchen, etc.)

_____

_____

_____

_____

_____

5. Board Amalgamation

Has your board considered or discussed potential amalgamation of boards with nearby community centres to help with program delivery and volunteer capacity? Please provide a brief explanation, if applicable, and information on previous progress or current status. How far along are you in those discussions?

_____

_____

_____

_____

_____

6. Facility Amalgamation

Do you see any potential opportunities for amalgamation or consolidation of your own community centre facilities and assets and/or amalgamation of facilities with a nearby community centre? Please provide a brief explanation, if applicable, and information on previous progress or current status.

_____

_____

_____

_____

_____

7. Other Comments

Please provide any other comments, suggestions, or concerns on the topic of community centre facility development.

_____

_____

_____

_____

_____

Thank you for taking the time to share your feedback with us. Please e-mail a copy of this document to aboss@htfc.ca no later than April 3, 2024.

District 1: City Centre							
Community Centre	Facility data			Input from District Board Meetings and Community Centre Facility Survey (May/June 2024)			Winnipeg Recreation Strategy Alignment
	Heated Sq. ft.	Population (2021)	Population Ratio (sf/ person)	Quality/Condition: Major Maintenance Items	Functionality/Demand: Redevelopment Opportunities	Amalgamation Opportunities	
Central Corydon	48,235	31,260	1.5	HVAC replacement; Roof leaks at SJF, RH & Arena.	Gymnasium space and multi-purpose program space in demand.	Amalgamation of Crescentwood, River Heights and Sir John Franklin completed in 2011.	Re-configuration/replacement of ageing infrastructure and a modest addition would align with service targets. Should be considered in conjunction with planned recreation facility component of Naawi-Oodena on Taylor.
Earl Grey	15,328	7,860	2.0		Kitchen/common room/office renovation planned. Washrooms in skate shack.	Interested in operating Mayfair Recreation Centre.	Identified upgrades align with service targets for condition and accessibility.
Fort Garry	17,132	9,690	1.8	Roof replacement at Victoria site skate change. Hall Building at Victoria site to be demolished.	New/updated feasibility study for building redevelopment/gymnasium at Hobson site to reflect current and future needs. Possible small addition/renovation at Victoria site skate change building including kitchen/ canteen and expanded multi-purpose room.	Fort Garry and Victoria CC amalgamated in 2009.	Re-configuration/replacement of Hobson site buildings, including transfer of square footage from demolished Victoria site Hall building, could provide a consolidated multi-use facility to meet service targets.
Linden Woods	14,235	11,695	1.2	Storage shed repair/replacement.	Demand for additional gym space in the area.	Joint programming being considered.	Need for additional gym space should be evaluated upon completion and operation of SWRC.
Lord Roberts	13,259	5,530	2.4				n/a
River Osborne	10,664	11,100	1.0				City-run Mayfair Recreation Centre provides additional programming in the area.
Riverview	13,144	4,210	3.1	HVAC replacement, building envelope	Elevator for basement access; some demand for additional program space.		Re-configuration/replacement of existing space could be explored to meet service gaps for condition and functionality.
Robert A Steen	18,221	24,050	0.8	Sewer replacement	Elevator upgrades, outdoor storage building.		Significant service gap for size of (square footage/ person) target: limited by very restricted site. Potential programming partnership with Valour CC (Orioles, Isaac Brock sites).
Valour	39,086	24,700	1.6	HVAC replacement at Isaac Brock site.	Kitchen upgrades at Clifton site. A new community kitchen, elevator replacement and overall accessibility and functionality assessment at Orioles. Accessible ramp re-location at Isaac Brock site.	Amalgamation of Orioles, Clifton and Isaac Brock completed in 2009.	dentified upgrades and renewal align with service targets for condition and accessibility.
Westridge	5,613	4,215	1.3				n/a
Wildwood	4,210	995	4.2		Pave one rink for pickleball/basketball.		n/a

District 2: Assiniboia

Community Centre	Facility data			Input from District Board Meetings and Community Centre Facility Survey (May/June 2024)			Winnipeg Recreation Strategy Alignment
	Heated Sq. ft.	Population (2021)	Population Ratio (sf/ person)	Quality/Condition: Major Maintenance Items	Functionality/Demand: Redevelopment Opportunities	Amalgamation Opportunities	
Assiniboia West	16,170	14,070	1.1	Shed replacement at Morgan site.	Accessibility upgrades (ramp) at Morgan site. Demand for a gymnasium has been identified.	Amalgamation between Heritage-Victoria and Assiniboine West is pending further discussion.	If amalgamation occurs, a review of the existing facilities for possible re-configuration, consolidation, and renewal should be considered.
Bord-Aire	9,970	5,330	1.9	Garage roof and Skate change HVAC renewal.	Kitchen accessibility upgrade.		Identified upgrades and renewal align with service targets for condition and accessibility.
Bourkevale	7,268	2,785	2.6	HVAC replacement.	Accessibility improvements and new garage.		Identified upgrades and renewal align with service targets for condition and accessibility.
Deer Lodge	13,591	4,000	3.4	Outbuildings require renewal work.	Mezzanine accessibility and entry improvements.		Identified upgrades and renewal align with service targets for condition and accessibility.
Heritage-Victoria	13,469	8,755	1.5	Roof & HVAC replacement.	Demand for a gymnasium identified.	Amalgamation between Heritage-Victoria and Assiniboine West is pending further discussion.	If amalgamation occurs, a review of the existing facilities for possible re-configuration, consolidation, and renewal should be considered.
Kirkfield-Westwood	21,720	9,850	2.2				n/a
Roblin Park	11,229	6,680	1.7	Site drainage issues, mold remediation.	Paved rink for pickleball/basketball. City approved funding for covered rink in 2026-2027 Budget. The City approved funding in 2024 for a feasibility study for new recreation campus development at Marj Edey Park.	Westdale, Roblin Park, Varsity View amalgamation in progress.	Program need and facility planning should consider future use and optimization of all 5 facilities currently operated by amalgamated Roblin Park, Varsity View, & Westdale.
Sturgeon Heights	20,255	12,850	1.6		Change room addition in progress	Sturgeon Creek & Silver Heights amalgamation completed in 2012.	n/a
Tuxedo	9,405	8,475	1.1	Daycare building in poor condition	Master plan/need assessment for site and building improvements or redevelopment in progress.		Should be considered in conjunction with planned recreation facility component of Naawi-Oodena on Taylor and Marj Edey Park Campus Plan.
Varsity View	22,660	10,680	2.1		Need for additional multi-purpose space (gym, program rooms). The City approved funding in 2024 for a feasibility study for new recreation campus development at Marj Edey Park (Varsity View Sportsplex site).	Westdale, Roblin Park, Varsity View amalgamation in progress.	Program need and facility planning should consider future use and optimization of all 5 facilities currently operated by amalgamated Roblin Park, Varsity View, & Westdale.
Westdale	16,821	8,990	1.9		Accessible washrooms at Pembina Trails. The City approved funding in 2024 for a feasibility study for new recreation campus development at Marj Edey Park.	Westdale, Roblin Park, Varsity View amalgamation in progress.	Program need and facility planning should consider future use and optimization of all 5 facilities currently operated by amalgamated Roblin Park, Varsity View, & Westdale.
Whyte Ridge	4,834	9,115	0.5		Space for potential future MPR addition considered as part of 2022 spray pad plan.		Service gap for size/space to population ratio. Potential access to SWRC program spaces.
Woodhaven	4,392	3,315	1.3	Main plumbing drain line replacement	Additional storage required.		n/a

District 3: Lord Selkirk-West Kildonan							
Community Centre	Facility data			Input from District Board Meetings and Community Centre Facility Survey (May/June 2024)			Winnipeg Recreation Strategy Alignment
	Heated Sq. ft.	Population (2021)	Population Ratio (sf/ person)	Quality/Condition: Major Maintenance Items	Functionality/Demand: Redevelopment Opportunities	Amalgamation Opportunities	
Burton Cummings	10,459	9,545	1.1	Roof replacement over gym.	Accessibility upgrades (door openers), storage space and kitchen upgrades.		Identified upgrades and renewal align with service targets for condition and accessibility.
Central	20,294	12,815	1.6		Washroom renovations planned; gym upgrades.	Operations plan and need assessment for Freight House in progress.	n/a
Garden City	48,619	12,740	3.8	Mechanical systems renewal in community centre and Sportsplex.	Accessibility upgrades in CC and Sportsplex. Demand for additional gym/program space.		Discussions on additional gym/program space should be evaluated after completion of Maples CC facility expansion study and within the context of facility space to population ratios.
Luxton	8,162	9,755	0.8	Roof and ventilation problems.	Accessibility improvements to access second floor. Facility expansion limited due to site constraints.		Significant service gaps for functionality (accessibility) and condition should be addressed.
Maples	16,022	36,680	0.4		Accessibility upgrades in washrooms and elevator/lift for second floor access. The City has approved funding in 2024 for a feasibility study for expansion of Maples CC.		Significant service gap for size/ space to population ratio, functionality, amenities, demand/usage.
Norquay	10,619	4,190	2.5	HVAC issues.	Storage and additional parking.		n/a
Northwood	12,174	11,555	1.1			Amalgamation of Northwood and Weston CC being considered.	n/a
Ralph Brown	3,703	5,005	0.7		Washroom accessibility upgrades. Outdoor teaching/program/bike shop space.		Access to school space may address some service gaps.
Sinclair Park	19,704	18,395	1.1	HVAC/controls issues.	Kitchen expansion. Demand for additional gym space.		Discussions of adding a second gym should consider potential amalgamation with neighbouring centre(s) to align with facility space to population ratios.
Tyndall Park	6,470	21,485	0.3		Accessibility upgrades and new gym proposed in 2019 feasibility study. The City has approved funds in 2026 for City contribution to gymnasium expansion and a new spray pad with 2027 opening.		Significant service gap for size/space to population ratio, functionality, amenities, demand/usage.
Vince Leah	12,195	6,635	1.8	Roof replacement.	New spray pad funding approved for 2027 opening.		n/a
West Kildonan	10,346	7,195	1.4	Roof in arena; Arena condition assessment in progress.	Accessibility upgrades in arena.		Identified upgrades and renewal align with service targets for condition and accessibility.
Weston Memorial	12,725	9,295	1.4			Amalgamation of Northwood and Weston CC being considered.	n/a
Precinct B & D					Demand for recreation space will increase as these Precincts develop.		New facility required to serve 14,550 potential dwelling units over the next 10 years.

District 4: East Kildonan/ Transcona							
Community Centre	Facility data			Input from District Board Meetings and Community Centre Facility Survey (May/June 2024)			Winnipeg Recreation Strategy Alignment
	Heated Sq. ft.	Population (2021)	Population Ratio (sf/ person)	Quality/Condition: Major Maintenance Items	Functionality/Demand: Redevelopment Opportunities	Amalgamation Opportunities	
Bronx Park	27,794	10,075	2.8	HVAC controls issues.	Demand for a community kitchen.	Bronx Park & Good Neighbours facility amalgamation completed in 2009.	n/a
Chalmers	14,950	11,365	1.3	Electrical upgrades.	Some demand for expanded gym/program space. Funding is approved for a new spray pad for opening in 2028.	Possible board amalgamation with East Elmwood.	Level of service gaps for size (program space), functionality and amenities should consider other community centres in the service area.
East Elmwood	11,855	7,465	1.6			Possible board amalgamation with Chalmers.	n/a
Gateway	35,302	17,190	2.1	Indoor soccer roof replacement and a/c, building envelope renewal, parking lot re-surfacing.	Building entrance upgrades, outdoor pickleball/basketball courts.		Identified upgrades and renewal align with service targets for condition and accessibility.
Melrose Park	12,928	6,480	2.0				n/a
Morse Place	9,597	5,895	1.6	HVAC renewal.	Bathroom accessibility and condition upgrades.		Identified upgrades and renewal align with service targets for condition and accessibility.
North Kildonan	11,769	12,975	0.9	Roof replacement			n/a
Oxford Heights	16,601	7,510	2.2				n/a
Park City West	11,876	25,780	0.5	Furnace renewal.	Additional space for daycare to make gym and common areas more usable.		Level of service gaps for size (program space), functionality and amenities may be addressed through access to gymnasium and multi-purpose space at East of the Red RecPlex.
Red River	11,270	10,365	1.1				n/a
South Transcona	1,636	2,430	0.7		As new development and population growth occurs, demand for a new, expanded facility is anticipated.		Expansion or redevelopment will be required to meet service gaps as South Transcona develops and densifies.
East End (Transcona East End)	33,832	9,655	3.5	Roof beam refinishing, rink lighting & new hot water boiler.			n/a
Valley Gardens	10,173	17,275	0.6	Building exterior repairs and storage building repairs/replacement.	Entrance accessibility improvements. Feasibility study completed for new community centre with twin arena, closing Terry Sawchuk and River East Arenas.		Level of service gaps for size, functionality and amenities may be partially addressed through access to the school. Building expansion or redevelopment to meet service needs may be warranted.

District 5: Riel

Community Centre	Facility data			Input from District Board Meetings and Community Centre Facility Survey (May/June 2024)			Winnipeg Recreation Strategy Alignment
	Heated Sq. ft.	Population (2021)	Population Ratio (sf/ person)	Quality/Condition: Major Maintenance Items	Functionality/Demand: Redevelopment Opportunities	Amalgamation Opportunities	
Archwood	11,316	2,785	4.1			Archwood-Winakwa amalgamation has been discussed in the past.	n/a
Champlain	8,937	3,980	2.2				n/a
Dakota	63,504	26,630	2.4	Arena slab and piping replacement, Sportsplex roof leak, gym floor slab heaving, HVAC replacement, elevator replacement.	Additional parking, canteen upgrades required. Site Master Plan has phased approach for 3rd rink, childcare space, mpr, sport training gym/dryland area, re-located basketball court and parking lot expansion, re-configuration. Current plan also considers re-located City-run library and spray pad.	Open to amalgamation discussions.	3rd rink should be considered within City-wide and regional facility to population ratios and likely require the closing of an ageing City-run arena facility.
Glenwood	14,585	4,635	3.1	Gym air handling unit and parking lot renewal. Arena ice plant needs replacement.	Arena dressing rooms, washrooms, accessibility upgrades, bleachers, tractor room need upgrading.		Identified upgrades and renewal align with service targets for condition and accessibility.
Greendell Park	17,892	9,305	1.9	Skate shack, parking lot and sidewalks in poor condition.	Kitchen upgrades (HVAC, appliances) would enable more usage. Other functional improvements being considered.		Identified upgrades and renewal align with service targets for condition and accessibility.
Norberry-Glenlee	25,706	25,745	1.0	Potential HVAC renewal	Accessible washroom upgrades at Worthington site.	Willing to discuss	Identified upgrades and renewal align with service targets for condition and accessibility.
Norwood	12,394	2,760	4.5				n/a
Notre Dame	13,496	8,510	1.6		Unisex dressing rooms, elevator replacement, arena accessibility, storage space and lobby addition identified as needs. Also, larger gym and kitchen to improve usage and program opportunity.	Would consider operating Bertrand Arena if surplus to City need.	Any significant expansion of existing space would need to consider consolidation/ optimization with other community centres in the area.
South Winnipeg	30,614	59,320	0.5	Significant building renewal required at Waverley and Silverstone sites.	Significant program space deficiency with growth of Waverley West neighbourhoods. Council has approved funding in 2024 for planning and design of a facility renovation and gymnasium expansion at the Silverstone site. Phase 1 of SWRC in Bison Run is currently planned to open in 2026 with 66,000 SF of space including gymnasiums, multi-purpose space, indoor track and fitness area. Facility to be City-operated with community access to space for programs.	Amalgamation of Richmond Kings and Waverley Heights completed in 2014.	SWRC development addresses level of service gaps created by population growth.
Southdale	28,928	31,270	0.9	Significant building envelope renewal required; Building entrance slab and drainage issues.	Canteen and kitchen require upgrades; accessibility upgrades needed for east rink. Demand for more program and meeting space being partially met by current expansion. Demand for a sport focused gym space. Potential conversion of wading pool to spray pad. Additional ice sheets has been discussed.	Interested in operating new facility in Bonavista as a satellite.	Planned facility expansion and future new facility in Bonavista (including a gymnasium) may address service gaps for program space.
St Norbert	17,527	6,420	2.7	Building envelope, electrical panel, rink boards and washrooms renewal needed.	Accessibility improvements (door operators), kitchen & canteen upgrades, other functional improvements to expand programming.		Identified upgrades and renewal align with service targets for condition and accessibility.

Community Centre	Facility data			Input from District Board Meetings and Community Centre Facility Survey (May/June 2024)			Winnipeg Recreation Strategy Alignment
	Heated Sq. ft.	Population (2021)	Population Ratio (sf/ person)	Quality/Condition: Major Maintenance Items	Functionality/Demand: Redevelopment Opportunities	Amalgamation Opportunities	
Winakwa	25,752	14,365	1.8	Building envelope, electrical panel, rink boards and washrooms renewal needed.	Kitchen renovation, possible canteen renovation or re-purposing and washroom upgrades. Site master plan in progress.	Archwood-Winakwa amalgamation has been discussed in the past.	Identified upgrades and renewal align with service targets for condition and accessibility.
Windsor	10,544	3,975	2.7	HVAC renewal required	Interest in expanded centre with gym or multi-purpose space, main floor change rooms.		Facility expansion discussions would need to consider consolidation/ optimization with other community centres in the area.
Bonavista Recreation Centre	n/a	Under Southdale	n/a		Demand for recreation space in growing communities of Bonavista and Precinct K. City approved funding in 2024 for a feasibility study for a new Bonavista facility as well as a $5M City contribution to the future project in 2025/26.	Some discussions of new facility being operated as a satellite of Southdale.	Addresses level of service gaps created by population growth
Sage Creek	n/a	Under Southdale	n/a	n/a	Residents have expressed need for access to space for community meetings and programs.		Service gaps could be addressed through new Bonavista Recreation Centre, although Lagimodiere is a significant physical barrier.

APPENDIX E
FACILITY DEVELOPMENT PROCESS

Community Centre Facility Development Process

Building, renovating, and updating community centre buildings and assets can help strengthen neighbourhoods and ensure that spaces and programs meet current and future community needs. The following process maps are intended to guide community centre volunteers and staff, as well as City of Winnipeg and GCWCC staff, in navigating, planning, and implementing projects from idea to completion. Two processes have been developed to provide a framework for:

Maintenance/Minor Renovation Projects (e.g. building envelope renewal, lighting upgrades, canteen renovations, accessibility upgrades, all with minor structural, mechanical, electrical work)

Major Renovation/Addition/New Build (e.g. renovation with significant structural, mechanical, electrical work, facility expansions, new community centre building)

Note: These process maps do not capture every possible scenario within the wide variety and complexity of community centre project opportunities, but should serve to provide better clarity, awareness, and efficiencies in moving projects forward.

Community Centre Facility Development Project Roles

The following is a summary of the key players and their roles within the Community Centre Facility Development Process:

Community Centre Facility Coordinator (GCWCC):

- Guides the community centre through the Facility Development Process.
- Supports community centres in preparing the Project Proposal Form.
- Prepares consultant Request for Proposals as needed, with input from City staff and community centres.
- Provides information and support on grants/grant writing, supporting documentation and sign-off requirements.
- Acts as a resource on community centre facility best practices, other facility successes and challenges.
- Coordinates facility tours for boards or committee members where applicable.
- Assists with the development of maintenance project budgets, including consulting fees, adequate contingencies, and inflation factors and equipment (where applicable)
- Should be included in key meetings and/or minutes, e-mails to ensure awareness of project status and potential issues.

Community Centre Maintenance Supervisor (Municipal Accommodations):

- Conducts community centre facility inspections and provides an annual summary of deficiencies.
- Assists community centres with prioritizing maintenance improvements and projects.
- Oversees City of Winnipeg capital and operating funding for community centre maintenance.
- Assists with technical support on scoping of maintenance projects including coordination of other Municipal Accommodations technical staff support (e.g. structural, electrical, hazardous materials).
- Assists with high level estimates for work based on previous similar projects.
- Reviews and approves Prime Consultant contracts, drawings and specifications
- Reviews and recommends approval of Municipal Accommodations Project Approval document.
- Provides technical input and support on major renovation and addition projects.

Community Centre Liaisons (Community Services):

- Provides high level guidance on community centre development process and roles.
- Provides ongoing support to the community centre throughout the process related to grants, insurance, project sign-off, navigating City staff and processes.
- Should be included in key meetings and/or minutes, e-mails to ensure awareness of project status and potential issues.
- Provides relevant community profile data (demographics, socio-economic).

Project Officer (Municipal Accommodations):

- Assigned to more complex facility maintenance projects and all major projects where City capital funding is approved.
- May be assigned to lead feasibility studies when City capital funding is approved.
- City Funded Projects
  - Oversees development of consultant RFPs, Tenders, Contract Administration
- Community Centre Funded Projects
  - Technical Assistance: Conducts start up meeting, advises centres during construction and certifies that the work is complete based on the terms of funding agreements and contract.
- Coordinates input of relevant departments including Community Services, Public Works-Parks & Open Space, Office of Public Engagement and Planning, Property & Development.

Community Services Department- Asset Management Office:

- Supports larger capital projects to ensure alignment with Winnipeg Recreation Strategy- level of service targets and policies.
- Supports feasibility studies, need assessments and public & stakeholder engagement.
- Coordinates input of Community Services Department service delivery divisions where applicable (Recreation Services, Library Services)
- Develops capital business cases and City of Winnipeg budget submissions for completed feasibility studies referred to the budget process by Community Committee and Council.

Community Centre Facility Development Process: Maintenance/Minor Renovation Projects*

* no additional square footage, minor mechanical, electrical, structural implications

(examples: Building Envelope, Lighting, Canteen Renovation, Washroom Accessibility)

PLAN 2045 GCWCC

PLAN → FUND → DESIGN → BUILD → OPERATE

ABBREVIATION:

CC	- Community Centre
CCL	- Community Centre Liason (Community Services)
CCFC	- Community Centre Facility Coordinator (GCWCC)
CCMS	- Community Centre Maintenance Supervisor (Municipal Accommodations)
MA	- Municipal Accommodations

PLAN

CC Board approves motion to explore a Facility Maintenance Project → CC Contacts GCWCC →

Project Initiation Meeting
- CC, CCL, CCFC, CCMS may attend
- Confirm project intent/drivers
- Confirm UFF responsibility
- Align with known maintenance/ accessibility issues

Project Proposal Form

CC Completes Project Proposal Form (with CCFC assistance):
- General project scope statement
- Problem/Drivers
- Value/Benefits
- Risks of not completing work
- High-level cost estimate

→ CC submits Project Proposal Form to CCFC →

Checkpoint 1 Authorization to Proceed

Reviewed by CCFC and CCMS →

Project Scoping
- City Staff assessment (MA) and/or Contractor/Consultant assessment
- Preliminary Estimates/Quotes
- Preliminary Schedule
- May include review of asbestos/ hazardous materials (MA)

→ CC Board approval to proceed with project

FUND

CC Compiles:
- Scope Description
- Rationale/Needs/Risks
- **Estimates/Quotes**
- Other Supporting Documents

Ensure Estimate include:
- Project management fees
- Consulting fees
- Equipment/Furniture
- Inflation
- Contingency

* all where applicable →

Submit Funding Application(s)

May include:
- Community Centre Renovation Grant
- Community Incentive Grant Program
- Province of MB
- Community Centre Funds
- Other

→ Funding Approval → EXECUTE Funding Agreement (where applicable)

→ Funding Denied → REVISE as needed and submit in the future

DESIGN

MA Project Officer assigned (as needed) →

Consultant Engaged (as needed):

Prepares:
- Drawings
- Specifications
- Tender Documents
- Updated Estimates

→ **Checkpoint 2** MA Scope Approval → TENDER OR OBTAIN QUOTES → AWARD CONTRACT →

MA Project Approval Document

Includes:
- Drawings/Specifications
- Confirmation of Funding
- Insurance requirements
- Other requirements

Sign-off by:
- Municipal Accommodations
- Community Service Department

→ **Checkpoint 3** Project Sign-off

BUILD

Obtain All Required Permits →

Start-up Meeting
- Communications
- Insurance
- Worker's Compensation
- Permits
- Schedule
- Safe Work Plan

→ **Construction**
- Inspections
- Progress Payments
- Change Orders
- Substantial & Total Performance
- As-Built Drawings
- Permit Close Out
- Commissioning (as needed)

→ **Checkpoint 4** City Inspection & Acceptance of Work

OPERATE

- Handover to CC
- Manuals
- Training
- Warranty Period

+

- Annual Inspections
- Regular Maintenance
- Life Cycle Planning

Community Centre Facility Development Process: Major Renovation*/Addition/New Build

*significant, mechanical, electrical, structural implications

PLAN 2045 GCWCC

PLAN → FUND → DESIGN → BUILD → OPERATE

ABBREVIATION:

CC	- Community Centre
CCL	- Community Centre Liason (Community Services)
CCFC	- Community Centre Facility Coordinator (GCWCC)
CCMS	- Community Centre Maintenance Supervisor (Municipal Accommodations)
CmS AMO	- Community Services Asset Management Office

PLAN

CC Board approves motion to explore a Facility Project

↓

CC Contacts GCWCC

Project Exploratory Meeting

- CC, CCL, CCFC, CmS AMO may attend
- Discuss Project Drivers, Need, Intent
- Align with *Winnipeg Recreation Strategy* service targets
- Discuss process, funding for consultants, Project Proposal Document

Project Proposal Document

- CC prepares high-level summary including: Project Need, Preliminary Scope, Engagement Plan, Timeline, Potential Partnerships

Checkpoint 1 Proposal Sign-off

- City & GCWCC review for alignment with *Winnipeg Recreation Strategy, Plan 2045*, other approved projects & available staff support resources.
- If approved, project may proceed to funding.

Consultant Funding

CC requests funding for Need Assessment/ Feasibility Study from CCRG, LDRF, City Capital Budget or other

Funding Approval

GCWCC to develop Consultant RFP with CC, City input

City Project Support*

*City will lead when funds are approved in City Capital Budget, Support in other cases

AND/OR

Pre-design / Need Assessment

May include:

- Facility & Site Assessment
- Community Survey
- Board Workshop
- Demographics Review
- Gap/Demand Analysis
- Facility Tours
- Program of Requirements

Feasibility Study

May include:

- Program Refinement
- Building & Site Options
- Board/Committee Input
- Option Refinement
- Community Engagement
- Class 4/5 Cost Estimates

Checkpoint 2 Community Committee Direction

- CC submits Need Assessment/Feasibility Study to Community Committee for direction

FUND

Political Direction

- Community Committee directs project to Council for Budget referral

Business Case

- CmS AMO develops Capital Business Case using City Asset Management process & templates, including Basis of Estimate to include all anticipated project costs

City Capital Budget Consideration

May Include funding for:

- Preliminary Design (Class 3 est.)
- Design Development/ Construction (Class 1 est.)

Funding requests to other levels of government

May include request for City loan guarantee for significant revenue generating spaces

Funding Approval → EXECUTE Funding Agreements

Funding Denied → REVISE as necessary for future consideration

Checkpoint 3 Funding

Required Funding to be confirmed to proceed to Design

DESIGN

Consultants

Original assignment is extended or new Consultant RFP

Preliminary Design

- Site & Building Designs further refined
- Class 3 Estimates
- Public & Stakeholder engagement

Detailed Design/ Construction Documents

- Site & Building Construction Documents, Drawings, and Specifications
- Class 1 Estimates

MA Project Approval Document or City Plan Approval

Includes:

- Plans/Specifications
- Confirmation of Funding
- Insurance requirements
- Other requirements

Sign-off by:

- Municipal Accommodations
- Community Service Department

Checkpoint 4 Project Sign-off

PUBLIC TENDER THROUGH MERX OR INVITED BID

AWARD CONTRACT

BUILD

Obtain All Required Permits

Start-up Meeting

- Communications
- Insurance
- Worker's Compensation
- Permits
- Schedule
- Safe Work Plan

Construction

- Inspections
- Progress Payments
- Change Orders
- Substantial & Total Performance
- As-Built Drawings
- Permit Close Out
- Commissioning (as needed)

Checkpoint 4 City Inspection & Acceptance of Work

OPERATE

- Handover to CC
- Manuals
- Training
- Warranty Period

+

- Annual Inspections
- Regular Maintenance
- Life Cycle Planning

APPENDIX F
SUPPORTED VOLUNTEERS 'BEST PRACTICES'

Supported Volunteers- 'Best Practices'

(Brenda Robinson, RobCan Group)

The following are suggested best practices for recruiting, engaging and motivating today's volunteers:

Recruitment:

- Focus on the benefits of volunteering including personal skill development, building a resume, personal fulfillment.
- Review the language used to recruit volunteers:
  - Avoid words like "needed" and "required".
  - Avoid guilt words and phrases like "if you don't…" or "programs will end without volunteers".
  - Use words like "exciting opportunities" and "creativity called for".
  - Use words that focus on benefits when recruiting.
- Place emphasis on the rewards from a social, emotional and self-fulfillment perspective.
- Articulate the positive experiences volunteers have described including the use of testimonials from "real" volunteers.
- Continue to recruit individual volunteers and develop strategies for recruiting teams, work groups and family or social groups. People are often more comfortable volunteering as a group.
- Use a variety of platforms to attract volunteers from different age groups, including social media, community centers, and educational institutions.
- Use data and community outreach to identify and reach out to potential volunteers who align with your organization's mission and values. Personalized communication and a strong presence in the community and on social media can enhance recruitment efforts.
- Build relationships within the community by partnering with local organizations, schools, and businesses. Host community events and informational sessions to raise awareness and encourage community members to get involved.
- Develop a comprehensive on-boarding program that addresses the needs and preferences of different generations. Ensure everyone feels welcomed and valued.
- Accommodate the varied schedules of volunteers, from students to retirees. Flexible scheduling and remote volunteering options can cater to different lifestyles and increase recruitment and retention.

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Engaging and Involving Volunteers:

- Ideally, community centres are supported by paid positions for volunteer management:
  - These positions may be shared by 2 or more community centres and would work on recruiting, retaining, guiding, training and motivating volunteers.
  - One of the goals of volunteer management could be to build a bank of volunteer resources to enhance capacity.
- Place emphasis on building a team of volunteers. Teams provide greater diversity of strengths and capacity:
  - Teams address the social needs of volunteers.
  - Teams can create a positive, competitive element.
  - Teams can address issues of attendance, punctuality and commitment.
  - Teams can bridge gaps in resources and enhance capacity.
  - Teams can create a team-directed synergy to increase productivity.
- Maintain open and transparent communication channels to keep volunteers informed and engaged. Tailor communication methods to suit different age groups and backgrounds.
- Implement regular feedback sessions to understand volunteers' experiences and make necessary adjustments to improve the program.
- Assign tasks that align with volunteers' skills and passions, ensuring they find their work meaningful and impactful.
- Establish mentorship schemes where experienced volunteers can guide and support newer members, fostering a sense of community and knowledge sharing.
- Provide ongoing training opportunities that cater to the skills and interests of volunteers from all generations and backgrounds.

Motivating Today's Volunteers:

- Volunteers are seeking shorter term commitments or may be interested in "on-time" or "one time" opportunities. It is important to provide these opportunities.
- Volunteers may connect themselves to one event and will continue to be involved in that event only.
- Volunteers may want to work as pairs, small groups or family groups.
- Young parents will bring children. Organizations should provide opportunities for children to be engaged.
- Co-positions are becoming more popular to reduce commitment and responsibility and still allow people to contribute (Co-Chairs, Co-Coordinators, Co-Facilitators), enabling better successions planning and knowledge transfer.
- More remote / virtual opportunities are of interest.
- More self-directed opportunities have appeal.
- Less structure – more function is being requested.
- Creativity needs to encouraged and celebrated.
- Social events and networking opportunities help volunteers connect and build relationships across age groups.
- Continuous support and feedback, regular check-ins, two-way feedback sessions, being open to change and providing access to resources builds confidence and fosters a supportive environment. Actively seeking and incorporating volunteer feedback shows that the organization values their input and is committed to improvement.

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Supported Volunteers' Best Practice: Reminder Cards:

Why Volunteer?

- Contribute to your community
- Opportunities to learn
- Social connection
- Mental and emotional wellness
- Make positive change
- Digital engagement
- Skill development
- Recognition and appreciation
- Mentor and be mentored
- Get to know your neighbours

PLAN 2GCWCC45

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Supported Volunteers' Best Practice: Reminder Cards:

Recruiting Volunteers

- Offer meaningful roles
- Use diverse platforms
- Reach out personally
- Provide clear messaging
- Include on-boarding
- Be flexible and adaptable
- Include remote options
- Build a positive culture
- Provide learning opportunities
- Clarify expectations

PLAN 2GCWCC45

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Supported Volunteers' Best Practice: Reminder Cards:

Motivating Volunteers

- Provide on-boarding
- Ensure meaningful engagement
- Focus on support and feedback
- Include social connection
- Address professional development
- Provide recognition and appreciation
- Articulate opportunity to give back
- Support Networking
- Ensure opportunities to mentor
- Have fun

PLAN 2GCWCC45

The Robcan Group
Training Designed with You in Mind

APPENDIX G
PLAN 2045 STRATEGIC DASHBOARD

General Council of Winnipeg Community Centres (GCWCC)

PLAN 2045: STRATEGIC DASHBOARD

Plan 2045 Guiding Principles

Healthy & Active Living: Promotes healthy and active living for all.

Community-Led: Ensuring responsiveness to the diverse communities it serves.

Volunteer-Driven: Promote and support a strong base of volunteers.

Affordable, Accessible, and Inclusive: Reduce barriers that impede access.

Collaborative: Maximize the use of resources and build community capacity.

Supportive Environments: Provide safe, supportive, and respectful environments.

Equitable: Balance the needs of individual centres with the need to optimize the system.

Flexible and Multi-Faceted Approach: Provide solutions to respond to diverse needs.

Vision

Plan 2045 provides strategies and actions to help ensure Winnipeg's community centre model is inclusive, sustainable, and responsive to the communities it serves and provides for:

PEOPLE: The community centre model builds upon its proud legacy of volunteerism and community leadership. The model will be collaborative in nature and provide flexibility with a variety of governance and management options aimed to ensure its long-term sustainability while maximizing the use of resources.

PROGRAMS: The model will continue to offer a variety of programs that meet the unique needs of its community including unstructured and informal activities, drop-in and low-cost programs, registered sport and wellness programs and community events.

PLACES: The community should be served with relevant and desirable programs delivered through well-maintained, and accessible, contemporary facilities. This can include a combination of neighbourhood, community, and district scale community centres.

PLAN 2GCWCC45

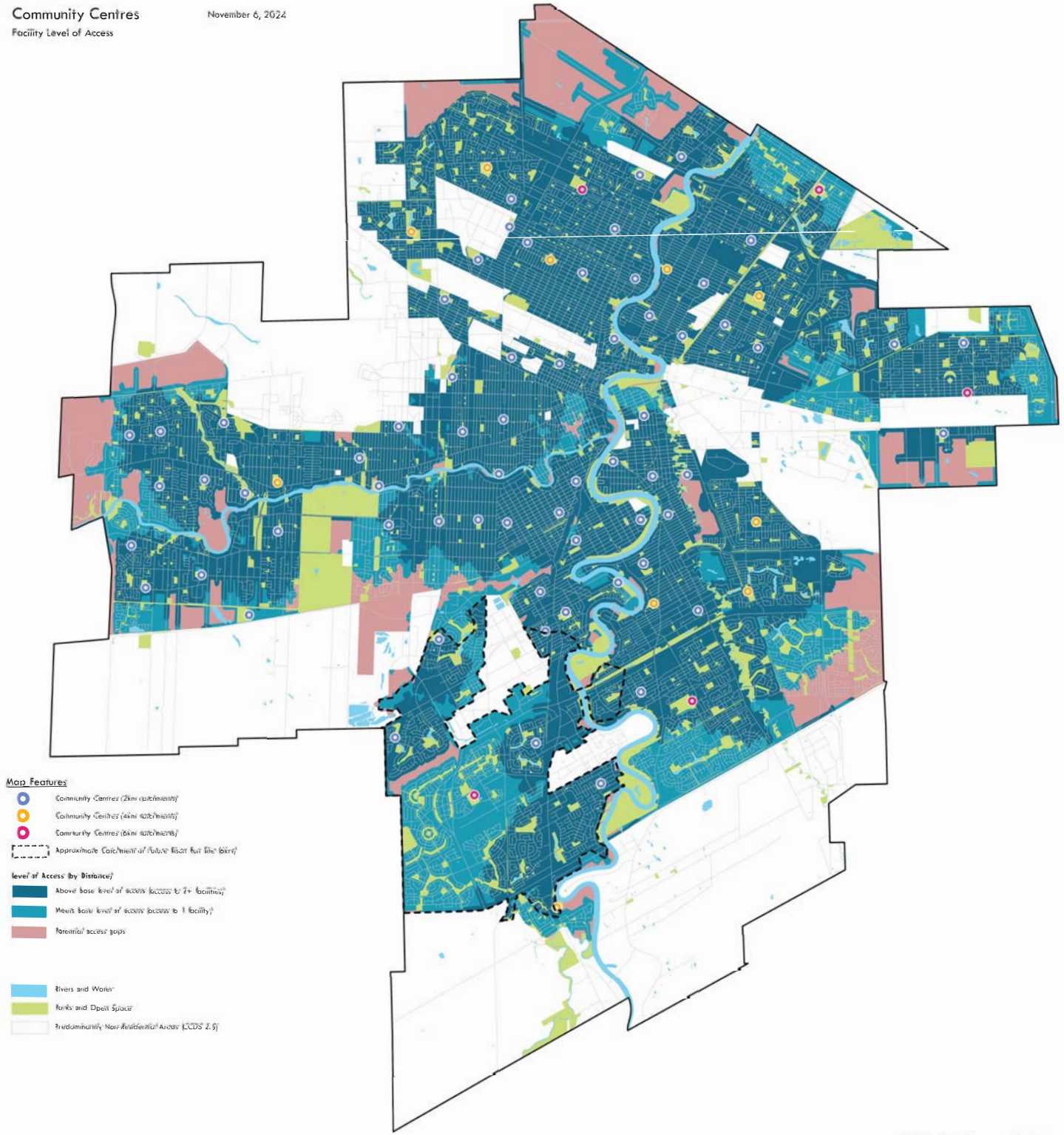
GOALS	IMPROVED GOVERNANCE	SUPPORTING VOLUNTEERS	RESPONSIVE PROGRAMMING	CONTEMPORARY & MAINTAINED FACILITIES
OBJECTIVES	Governing Boards Efficient Governance Clarity and Formalize Roles and Responsibilities Optimize Accountability & Transparency Optimize Operating Models Board Diversity	Develop and Share New Approaches in Volunteer Recruitment Utilize Paid Staff to Recruit and Coordinate Volunteers Motivate New Volunteers Ensure Proper Staffing Levels at City and GCWCC Reduce Burden on Volunteers	Engage the Community Broader Definition of Recreation Program Supports Establish Programming Metrics	Provide City of Winnipeg Capital Maintenance Funding Efficient Grant Process District Plan Opportunities Prioritization of Projects Clear & Supported Facility Development Process Plan for Growth

APPENDIX H
COMMUNITY CENTRE FACILITY CATCHMENT MAP

Community Centres

Facility Level of Access

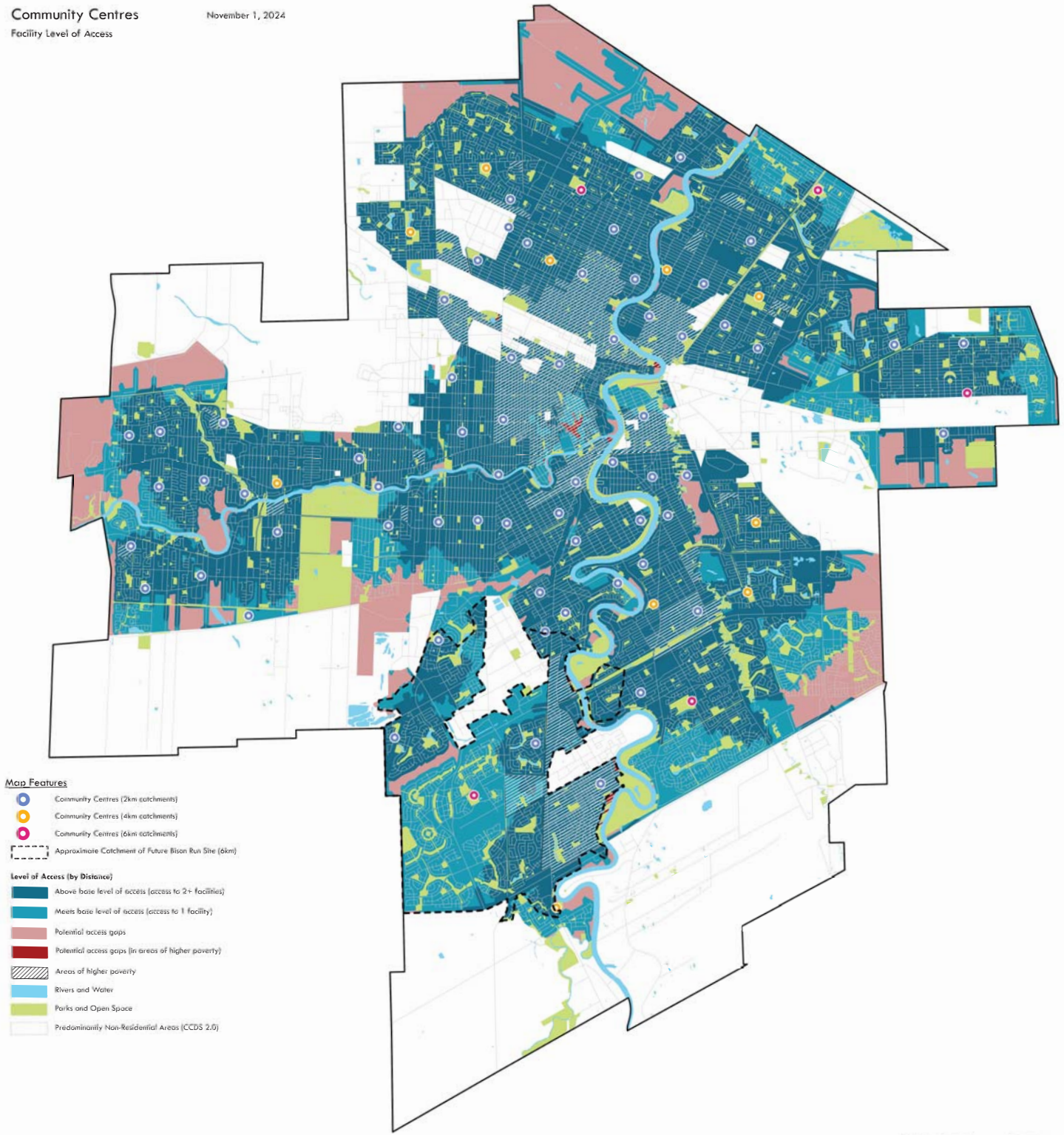
November 6, 2024



Community Centres

Facility Level of Access

November 1, 2024



Map Features

- Community Centres (2km catchments)
- Community Centres (4km catchments)
- Community Centres (6km catchments)
- Approximate Catchment of Future Bison Run Site (6km)

Level of Access (by Distance)

- Above base level of access (access to 2+ facilities)
- Meets base level of access (access to 1 facility)
- Potential access gaps
- Potential access gaps (in areas of higher poverty)
- Areas of higher poverty
- Rivers and Water
- Parks and Open Space
- Predominantly Non-Residential Areas (CCDS 2.0)