Section I
Introduction

1.0 Introduction

The Good Neighbours Senior Centre and Bronx Park Community Centre are located in close proximity to one another on Henderson Highway in the River East area of Winnipeg. Each organization has identified issues that limit its ability to fully achieve specific and distinct goals with existing recreation facilities and resources. The two organizations have expressed an interest in exploring the feasibility and benefits of a joint facility development plan that might lead to a mutually beneficial solution to the challenges they currently face.

While each organization has a specific mandate, they also share many of the same service objectives and have complimentary needs with respect to indoor and outdoor facility requirements and use. An integrated joint facility development plan offers the potential for each organization to strengthen its services and realize benefits from shared use of space not possible in "stand alone" facilities while at the same time, maintaining organizational autonomy and viability.

Following is a report that outlines the desirability, feasibility, benefits and impact of the joint development of recreation facilities to better serve the Good Neighbours Senior Centre and Bronx Park Community Centre. Specifically, the report examines the issues involved in integrating facilities, outlines a proposed building program and site plan and sets out a governance model to effectively manage joint facilities while allowing each party to the agreement the ability to maintain organizational autonomy.

1.1 Objectives of the Feasibility Study

The terms of reference and objectives for this study were:

- To examine the administration and governance of each organization with respect to policies and service objectives, staff, volunteer and membership support and budget and financial obligations.

- To inventory current facilities and programs and examine their capacity and use in relation to existing and predicted growth and demand.

- To evaluate emerging social, economic, demographic, leisure behaviour and lifestyle trends likely to have an impact on service provision in the short and long-term future.

- To consult with staff, committees and volunteers of the Good Neighbours Senior Centre and Bronx Park Community Centre to identify administration, program and facility use issues and ideas.

- To identify various facility and program solutions as well as a workable governance model and to recommend a "preferred" course of action based on the resource implications and benefit associated with each alternative.

- To develop a report outlining the issues, alternatives and feasibility of various facility development alternatives and recommend the preferred option for consideration by the respective board of directors of the Good Neighbours Senior Centre and Bronx Park Community Centre.

1.2 Study Approach and Methodology

The study was to examine current and potential demand for programs and facilities, adequacy of the current facilities to accommodate increased use and the feasibility of various development options. The options to be considered include the impact of maintaining the status quo, facility management strategies to improve capacity and use of existing facilities and the development of a new facility to serve the changing needs of both groups. Primarily, the study was to recommend strategies to better serve the existing members and participants of each organization in a more comprehensive and appropriate manner.

The process was managed by a steering committee made up of equal representation from the Good Neighbours Senior Centre and Bronx Park Community Centre. The steering committee was involved at all stages of the planning process including approval of the terms of reference for the study, data collection and analysis and report preparation. The committee was responsible for receiving the final report, presenting it to their respective membership and submitting it to the City of Winnipeg for consideration.

1.3 Data Collection and Research

The data collection and analysis deemed necessary for this study involved factors that directly affected facility requirements, program provision, financial capacity, governance models and policy implications.

In this regard, a review of the mandate, mission, goals and governance models of the Good Neighbours Senior Centre and Bronx Park Community Centre was undertaken to identify the unique role each plays in the community and areas of common purpose. An inventory of current facilities and programs was undertaken to develop a profile of the

overall facility use and program capacity available within each organization from both a qualitative and quantitative perspective.

A trends analysis was undertaken to provide insight into changing demographic and social patterns in the community as well as shifts in recreation program and facility use that might affect leisure participation patterns in the future.

The primary sources of this information were gained from key informant interviews, comparative research existing program, facility and financial data available from each organization and Statistics Canada census data. Baseline and comparative data was made available from the City of Winnipeg Community Services Department and the Planning, Property and Development Department.

1.4 Data Analysis

The data was analyzed to identify program and facility capacity and use, profile of typical program uses and users, unmet demand for programs and services, financial implications regarding program and facility provision and the implications of changes to the status quo.

Issues and challenges the two organizations would need to overcome were identified and alternative solutions proposed.

1.5 Reporting

A comprehensive report has been prepared with recommendations relating the desirability and feasibility of developing an integrated recreation facility, the resource implications of such a development and the governance model appropriate to efficient operation of the facility and the maintenance of organizational autonomy.

A site development plan and facility floor plan identifying the relative size of each component as well as spatial relationships and circulation is provided herein. Architectural drawings, renderings and detailed building plans were not included within the scope of this project and would follow formal approval of the concept plan.

Section II
Profile of Bronx Park Community Centre

2.0 Profile of Bronx Park Community Centre

2.1 Community Centres in Winnipeg – A Definition

Winnipeg is acknowledged to have been at the forefront of the community centre movement in Canada. Several community centres in Winnipeg trace their origins back to the first world war (Macdonald, C. (1995).A city at leisure, An illustrated history of parks and recreation services in Winnipeg, City of Winnipeg, Manitoba) but with the arrival of Charles Barbour, the first permanent Director of Recreation for the City of Winnipeg, community centres thrived due to improved city policies and increased financial support.

There is a substantial difference in the quality and quantity of facilities and services provided by community centres across Winnipeg. Service provision is almost exclusively driven by volunteers with varying levels of financial resources to accomplish the task. There are unique challenges faced in each community centre area based on social, cultural, demographic and economic realities. This diversity makes it difficult to accurately or consistently define the purpose and mission of the centres or articulate universal goals and objectives. A report prepared by the General Council of Winnipeg Community Centres (2004) described community centres as follows.

> "The Community Centre should provide an appropriate and diverse variety of programming in a safe and healthy environment. Programming should offer diverse recreational services with a mix of sports, leisure, cultural and social programming which responds to the needs of the community. The community and its programs should be both adaptable and accessible, whether physically, financially or demographically." (In PUFS, 2004).

2.2 Current Supply and Standards

According to the City of Winnipeg, Community Services Department (Community Centre Funding, 2003) there are 229 defined neighbourhoods in Winnipeg and 71 community centers that are eligible for financial support.

These community centers receive a total of $4,259,000 annually in operating grants from the City based on a formulae that involves population served, indoor building space and the number of outdoor rinks on each site. Community Centres are responsible for managing 941,484 ft2 of building space and operate a total of 171 outdoor rinks serving a defined population of 619,544. The average population served by community centers is approximately 8,725 people and the supply of outdoor rinks provides one rink for every 3,600 people (Rinks=1/3,600 population).

For some time, the City has been concerned about the status of Community Centres. A 1979 study recommended major changes to the development and operation of the Community Centres but the report was never formally adopted.

A comprehensive study of recreation facilities in Winnipeg (Harper, J, Johnston, B. (1981), Major Recreation Facility Master Plan, Professional Environmental Recreation Consultants (PERC) Ltd. City of Winnipeg, Dec. 12.) recommended a rationalization of the number of community centres in the City. At the time, there were 119 community centres and recreation associations operating at 96 sites. This represented a supply of one community centre facility for every 6,000 people (1/6,000) in Winnipeg. The PERC report recommended that the standard for community centre development be approximately one centre to serve every 14,000 people. Applying that standard to the supply of community centres would have resulted in a reduction of 55 centres over time, leaving a total of 41 in the City serving a larger population base of 14,000. No formal action was taken on the recommendations. Today, as a result of attrition or amalgamation there are 71 funded community centre sites in Winnipeg (1/8,725 pop).

The (PUFS) Public Use Facility Study (2004) recommended a rationalization of the number of community centres in Winnipeg using a standard of 1:15,000 population that is consistent with the 1981 PERC study. This service level assumes a critical mass large enough to increase the supply of volunteers, improve the quality and diversity of program offerings and improve the resource base necessary to function efficiently and effectively.

It should be acknowledged that these community based volunteer operated centres have been the backbone of recreation development in Winnipeg. They have served an extremely important role as the primary recreation service provider at the community level. However, as the economic, social, demographic and recreation participation patterns of the public continue to change it is appropriate to review what role community centres should play in the future and at what service level they should be developed.

2.3 Bronx Park Community Centre - A History

There is little in the way of recorded history or formal documents outlining the original development of the centre. However, a publication on the history of parks and recreation in Winnipeg (1995) indicated that the Bronx Park Community Centre began as the East Kildonan Community Club in the 1940's and was deemed to be "one of the most active community efforts in the Winnipeg area." In 1945 it had an adult membership of 400 and a junior membership of 200.

The present club is located at 131 Chelsea Place on the corner of Chelsea and Henderson Highway. In 1976 it served a population of 3,442 residents and today the population is approximately 6,098. Initially it had a modest shed that served primarily as a skate change facility but in 1966/67 the present club house was constructed with the assistance of grants from the City of Winnipeg in the amounts of $20,032 (1966) and $20,411

(1967) for a total of $40,443. At that time the club appears to have developed one permanent hockey rink, a combination hockey rink / ball diamond, a second ball diamond on the south west corner of the property, tennis courts, a wading pool and playground.

The Centre property is owned by the City of Winnipeg and the Centre is operated by a non-profit board of directors and maintained by volunteers and part-time staff.

2.4 Membership and Participation

It is difficult to accurately calculate the population served by the community centre or to do an analysis of demographic change affecting the community centre area because in past years census information was not analysed on a community centre basis.

The boundaries of the community centre (see map 1, page 8) are described as:

- From the Red River along the north boundary of Elmwood to Henderson Highway,
- North along the west side of Henderson Highway to the lane between Winterton and Monroe
- East along the lane to Brazier
- North along Brazier on the west side of McLeod
- West along Mcleod on the south side of Henderson Highway
- North along the west side of Henderson to Springfield
- West along the south side of the Bergen cut-off to the river

According to the data used by the City of Winnipeg, Community Services Department to calculate grant distribution, the area described above as Bronx Park Community Centre currently serves a total of 6,098 residents (2001). It is estimated that there are approximately 200 families from the Bronx Park community, who are active users of the programs of the Centre.

Table #1. Bronx Park Community Centre – Demographic Analysis

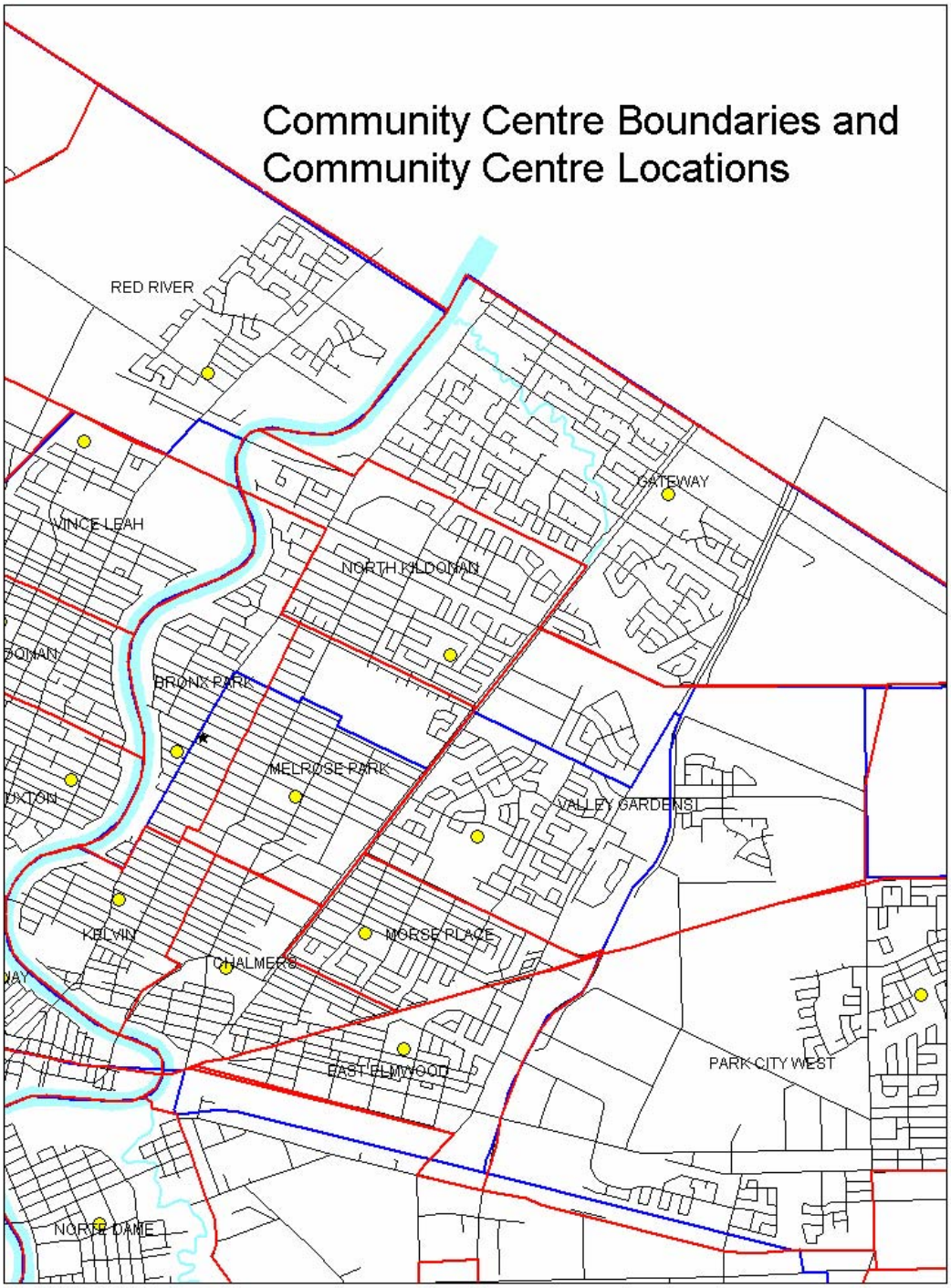
Year	1976	1996	2001	
Pop.	3,442	5,712	6,098	
Source: Census Data-Statistics Canada				

The City of Winnipeg has requested Statistics Canada-Census Data analysis from the 2001 data set on a community centre basis. It is anticipated that this information will be available on an ongoing basis allowing more accurate tracking of demographic shifts within community centre areas and more appropriate analysis of the impact of change on the community.

Table #.2: Winnipeg Electoral Wards - 2001 Census	EW Elmwood -	EW North

	East Kildonan	Kildonan
Total Target Group Population by Sex and Age Groups (20% Sample Data)	42,030	36,840
Male, total	20,730	17,250
0-4	1,370	960
5-9	1,595	1,090
10-14	1,460	1,300
15-19	1,475	1,390
20-24	1,505	1,140
25-29	1,755	930
30-34	1,565	955
35-39	1,730	1,190
40-44	1,650	1,415
45-49	1,415	1,455
50-54	1,230	1,355
55-59	855	905
60-64	755	725
65-74	1,320	1,345
75+	1,050	1,090
Female, total	21,300	19,590
0-4	1,310	885
5-9	1,520	1,100
10-14	1,365	1,175
15-19	1,235	1,245
20-24	1,670	1,165
25-29	1,655	915
30-34	1,545	1,045
35-39	1,715	1,455
40-44	1,710	1,595
45-49	1,460	1,690
50-54	1,340	1,440
55-59	980	1,000
60-64	760	865
65-74	1,555	1,930
75+	1,475	2,085

Map # 1. Community Centre Boundaries



2.5 Inventory of Facilities and Activity Spaces

The Bronx Park Community Centre is located at 131 Chelsea Place on City owned land at the corner of Chelsea and Henderson Highway (Plan 1-204, Blk.3). The site is 4.3 acres in size and is adjacent to and immediately east of the Lions Seniors Park that is across Kildonan Drive and runs down to the Red River. Approximately one kilometre north of the site is Frasers Grove Park that is accessible along the dike or by Kildonan Drive.

Table # 3. Property Values – Bronx Park Community Centre	
Assessed Value	
Bronx Park Community Centre	$ 916,000
Lions Senior Park	$ 199,000
Total	$1,115,000

The site is a valuable asset of the City. The space occupied by the community centre could accommodate approximately 28 building lots that it is estimated could generate in excess of $100,000 in property taxes annually. The community centre has free access to the property and pays no property taxes (Source: 2003 Property Value: 131 Chelsea, City of Winnipeg, Assessment Department).

Table #4 Bronx Park Community Centre -Facilities Inventory		
Site Development:		
Outdoor Hockey Rinks	3	
Pleasure Skating Rink	1	
Baseball Diamond	1	
Wading Pool	1	
Children's Playground		
Hard Court Area (Basketball)		
Indoor Clubhouse	7,491 ft2	Age=38 years old
Main Floor		
Hall	2,050 ft2	Capacity 130 seated / 250 social
Locker rooms	4	
Storage Areas	2	
Canteen		
Furnace Room		
Open Change Area		
Upstairs		
Storage Rooms	4	
Office	1	

2.6 Community Centre Facilities in a Regional Context

In the communities neighbouring Bronx Park Community Centre there are five community centres within a 1.5 K radius serving a total population of 32,210 (1/6,440 pop.). The situation has changed little since the 1996 census (**see Map #1, page 8).**

Table # 5- Comparative Community Centre Population 1996-2001

Community Centre	Population 1996	Population 2001
Bronx Park	5,712	6,099
Chalmers	7,455	7,342
Kelvin	6,596	6,486
Melrose Park	6,436	6,212
Morse Place	6,039	6,062
Total	**32,238**	**32,201**

These five community centres receive grants totalling $251,496 from the City and operate 13 outdoor rinks (1/2,500 pop.). Opportunities for these community centres to share resources and achieve economies should be explored.

The PUFS (2004, page 102) recommends the rationalization of specific community centres in the area. It proposes that Bronx Park, Chalmers, Kelvin and Morse Place be declared surplus and that a community campus at the Bronx Park Site replace them. The facility recommended herein for the Bronx Park / Good Neighbours Senior Centre would have the capacity to effectively accommodate the programs of these centres assuming that outdoor activity sites in the area would be retained to serve the hockey, soccer and baseball needs of the existing clubs. The Bronx Community Campus could serve as a planning and staging area for these and other activities of an outdoor recreation nature.

Table # 6- Comparative Community Centre Facilities and Grants

Community Centre	Pop 2001	Building Space Ft2	Grant	Rinks
Bronx park	6,099	7,491	$42,361	3
Chalmers	7,342	15,332	$60,835	2
Kelvin	6,486	9,069	$44,356	2
Melrose park	6,212	14,010	$57,958	3
Morse place	6,062	9,060	$45,986	3
TOTAL	**32,201**	**54,962**	**$250,496**	**13**

2.7 Programs and Services

The Bronx Park Community Centre, like many other community centres in Winnipeg focus their financial and volunteer resources (table 7) primarily on youth sport programs. According to the annual reports of the club there are currently five hockey teams (1 girls/4 boys), seven soccer teams and one ball team playing out of the club. These numbers do not always accurately reflect the number of players and teams from the area because from time to time, players from Bronx Park participate at other neighbouring clubs due to low numbers in their age category.

According to the financial statements for the club, hockey registrations generate approximately $18,000 and soccer another $17,000 and represent the majority of program activities at the club. Teen and pre-teen dances attract up to 125 participants and a seniors group meets once a week in the club. The other regular program in bingo that attracts between 60-80 participants each week and represents a $70,000 operation. In recent years, however, this program has either broken even or lost money on its operation.

Although the wading pool is operated by the City of Winnipeg, it is a valuable program resource for the club. The wading pool is quite active accommodating an average of 49 uses per day and this number is just slightly above the City average for all wading pools.

While these programs offered at the club respond to local demand for youth sport activities, they do not reflect the changing recreation needs of the citizens of the area and the club recognizes these limitations. The challenge to provide a wider range of program offerings is effected by the availability of volunteers and financial resources necessary to do more.

Table #7. Bronx Park Program Analysis					
Program Type	Age	1998/99	1999/2000	2000/01	2001/02
Baseball:	4+6	12	0	0	
	7+8	0	0	12	
	8+9	12	15	0	
	10+11	12	15	0	
	12+13	12	0	0	
	14	0	15	0	
	Other-Practice	25	0	0	
Bingo	All	98	80	60	
Dance	8+15	125	0	0	100
Fitness/Martial Arts:					
Program #1	All	20	12	16	
Program #2	All	16	0	14	
Program #3	All	12	0	12	
Hockey:					
Girls:	5+6	14	0	0	
	under 12	0	17	17	17
	13+14	0	17	0	
Boys	7+8	0	15	17	17
	9	14	0	0	
	10	15	0	17	17
	13	0	17	17	17
	Juv-15	0	17	19	19
	Seniors Group			48	
Soccer- indoor mini	all	0	0	80	
Soccer-Outdoor (Co-ed)	5+6	70	80	0	
	7	41	17	17	17
	8	21	16	17	17
	9	34	15	18	18+18
	10	33	14	18	
	11	33	13	18	18
	12	33	13	18	18
	13	0	14	12	12
Soft ball Co-ed					12
567 Club					36
Senior's Group					53
Garden Club					90
Parents and tots					10

2.8 Trends

Over the past twenty-five years there has been a dramatic shift in many of the trends and user characteristics affecting recreation facility and program needs at the community level. Changes in the demographic and socio-economic make-up of the community affect leisure participation dramatically. The growth and popularity of new emerging sports create competition with traditional forms of sport participation and provide potential participants with options not previously available. Today there are approximately 80 recognized provincial sport organizations housed in the sport administration centre managed by Sport Manitoba.

Growth in womens' sport activities created competition for facilities. Today's senior citizen is far healthier, lives longer and is "leisure educated," creating new demands for recreation programs and services. Over the past decade, the growth of wellness programs and personal fitness activities prompted David Foote (1996) to observe that we were becoming a nation of bird watchers and that municipalities that continue to build indoor arenas at the same pace as in the past will find themselves with a surplus of under utilized facilities.

Change will continue and is often unpredictable. This fact makes it necessary to ensure that facilities of the future are designed with a maximum of flexibility. Facility components should be mutli-use in nature so that as leisure behaviour continues to change, components of facilities can be adapted to meet changing requirements.

2.9 Current Governance Model

A volunteer, non-profit board of directors operates the Bronx Park Community Centre. The board has a number of active committees but assigns the responsibility for various programs to convenors that manage the programs.

The centre hires a full-time (seasonal) icemaker to maintain the three rinks and pays students to operate the canteen. During the summer months the Green Team is hired to maintain the site and the City of Winnipeg is responsible for the wading pool and second level maintenance or replacement of major operating systems in the building.

The centre acknowledges that recruiting volunteers to serve on the board of directors or as convenors is an ongoing challenge and that the lack of professional program staff limits the program possibilities.

2.10 Financial Analysis- Community Centres

Community centers in Winnipeg are located on public land, receive grants from the City and are therefore subject to public accountability. The City of Winnipeg provides support to community centres in the form of annual operating grants. Grant amounts received are based on a formula that takes into consideration the size of the facility, population served

and the number of outdoor rinks. In all, the distributes a total of $4,259,000 to seventy-four community centres each year, an average contribution of $60,000 per centre.

City of Winnipeg: Community Centre Funding Formula

1. Population served		$2.00 per person
2. Heated Indoor Space		$2.36 per sq. ft.
3. Outdoor Rinks	1-2 rinks	$5,000 per rink
	3rd rink	$2,500

Bronx Park Community Centre has received annual grants ranging from approximately $42,000-$50,000. It is expected that this practice will be reviewed as a component of the Community Centre Review now underway. A recent City auditor's report was critical of the financial practices at some community centres in the City. This report may have an effect on the funding and mechanisms for accountability at community centres.

Based on an analysis of the current programs, services and operation of facilities at the Bronx Park Community Centre the centre appears to be a financially viable operation. In previous years, Bronx Park generated a modest surplus but in the last two years has reported a deficit on operations (-$37,731 in 2003). This most recent deficit can be attributed to a one-time investment in the building and grounds area that is not anticipated as a regular expenditure. As a result, the Centre's operating reserve has been reduced from $152,000 in 2000 to $108,000 in 2003.

2.11 Issues and Challenges

Discussions with the board of directors and activity convenors as well as an analysis of available data on the Centre suggest that the centre is facing a number of issues that limit its effectiveness. A resolution to these issues could result from the proposed joint development with the Good Neighbours Senior Centre or from recommendations arising from the Public Use Facility Study (PUFS) and the General Council of Community Centres Review (2004) recently completed.

The key issues faced by the Bronx Park Community Centre include:

- Decline in volunteerism
- Limited number and variety of recreation programs and events
- Deterioration of the building
- Changing trends in user participation patterns toward less active youth
- Attracting youth-declining participation
- Growing cost of major sport programs - hockey / soccer
- Dedicated parking to service the Centre
- Need for professional leadership and assistance

Section III
Profile of Good Neighbours Senior Centre

3.0 Introduction

Section III defines multi-purpose senior centre, reviews the programs and services of the Good Neighbours Senior Centre (GNSC), provides a summary overview of trends affecting seniors programming and outlines some of the challenges currently faced by the GNSC.

3.1 Multi-Purpose Senior Centres – A Definition

Senior Centres are defined by the Canadian Institute of Senior Centres as "health promoting capacity building community focal points on aging where older persons come together for services and activities that enhance their dignity, support their independence and encourage their involvement in and with the community." Senior Centres are also frequently seen as a resource to provide core health services, with the distinction of being governed by a community-based board of directors that responds to the diverse needs of older persons.

The Good Neighbours Senior Centre is distinguished from the community based senior drop in programs by definition and scope of services. The PUFS study does not deal with multi-purpose senior centres but it does include a section on the five senior centres directly supported by the City of Winnipeg and utilizing City facilities. Of direct significance is a recommendation in the PUFS report (2004) to phase out the East Kildonan Senior Centre located at Lord Selkirk School.

It is estimated that this decision would save approximately $758,000 in "preservation costs" and the report goes on to recommend that "no new stand alone senior centre be developed" and that existing sites be "rationalized" and incorporated into the Community Campus model where feasible (page 69). The theory is that integrated, inter-generational facilities and services are more in keeping with current trends in leisure program service delivery. They provide more comprehensive and balanced programming that encourages interaction and socialization between people of all ages that is not possible in stand alone, segregated facilities.

3.2 Good Neighbours Seniors Centre – Mission Statement

"The Good Neighbours Seniors Centre is a focal point in the community, providing programs and services which support and enhance the independence, dignity and well-being of the older person. This includes physical, intellectual, social and spiritual well-being" (GNSC, 2003 Annual Report).

3.3 Good Neighbours Seniors Centre – History

The Good Neighbours Seniors Centre is one of nine multi-purpose senior centres in Winnipeg. The GNSC, like other designated senior centres differs from clubs or seniors groups by meeting three specific criteria that define a multi-purpose senior centre. These criteria include:

1. Employment of paid staff
2. A community-based board of directors
3. Programming that meets the need of the total person

GNSC strives to maintain the standards established and recognized by the Canadian Institute of Senior Centres by:

- Providing an atmosphere of warmth and encouragement to seniors
- Reaching out to isolated seniors
- Developing partnerships and collaborating with agencies in developing integrative systems of service
- Advocating change on behalf of seniors
- Providing a forum for identification of issues concerning seniors

During the early 1990's the issue of the development of a centre for seniors in North Kildonan and East Kildonan emerged. In April 1990, the first meeting to explore what needs existed for seniors in North and East Kildonan was held. This meeting resulted in a group of seniors deciding to continue to meet and discuss future services. Ironically, the initial meetings and programs of the Good Neighbours Senior Centre were held at the Bronx Park Community Centre.

In May 1992, the group selected the Multi-purpose Senior Centre Model as the developmental framework for service delivery, and in September of the same year the first steering committee was organized. The year 1992 ended with a Christmas Tea, the first social event organized by the new group.

In 1993 organized activities began at the Kildonan Tennis and Canoe Club, and the first community-based Board of Directors was elected in June. Activities flourished, and the organization incorporated.

In response to a growing membership, programs and activities were moved to John Black United Church at 898 Henderson Highway in 1994. The organization secured charitable organization status that year and hired its first full-time executive director. Program demand dictated the centre operate five days per week. Near the end of 1994 the Centre offered 18 different programs and sold in excess of 300 memberships.

In February of 1995, the Centre officially opened as a multi-purpose seniors centre. An eight-month outreach program commenced to assess community and individual needs in the area. Again, to accommodate a growing membership, GNRC moved its location to St. Stephen's Anglican Church at 220 Helmsdale Ave. Additional new programs were

initiated, including the Kildonan Home Maintenance Program for North Kildonan, East Kildonan, Transcona and Elmwood.

In 1996, a program coordinator was hired through financial support from The Winnipeg Foundation. The new program coordinator was responsible to assist with volunteer supervision and program planning. The Centre hosted the first major fundraising dinner in 1996, and the first volunteer recognition event was also held.

In 1997 the Centre hosted the best-attended community Seniors Day in Winnipeg to date. In addition, it developed an inter-agency committee to deal with senior's issues and saw its membership swell to 690.

In 1998 the organization enter into a leasing arrangement with the City of Winnipeg for the property at 755 Henderson Highway. The Centre also acquired funding for a Community Resource Coordinator and gave authority to the River East Council for Seniors to hire and provide direction to the coordinator. Program expansion resulted in the addition of the Centre's first ESL program.

In 2000 the Millennium Gardens were developed and a committee was established to oversee this project. The Millennium Gardens have since become an important focal point of Centre activities. Renovations were undertaken in the building in 2001 to better serve the membership needs and by 2002, the Centre had 921 members and offered over 40 different programs and services, making it the second largest senior centre in Manitoba. (Source: GNSC, Annual Reports)

3.4 Membership and Participation

As indicated earlier, the Good Neighbours Senior Centre began in approximately 1992 with the formalization of the centre. Membership has grown steadily over the years, as has the development of programs and services. In 1994 there were 300 members and by 2002 membership reached a high of 921 participants.

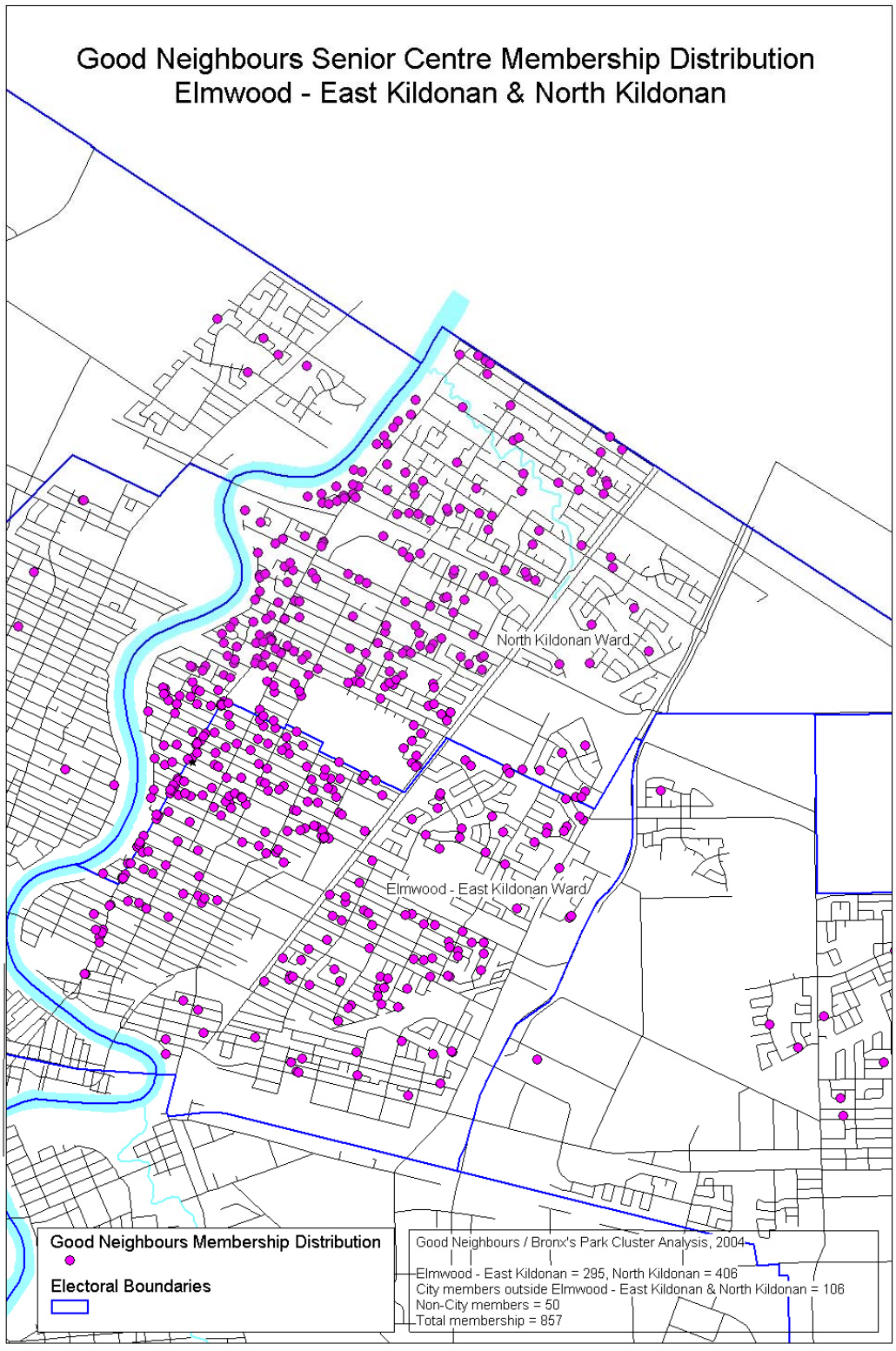
Table 8 - Good Neighbours Membership Growth

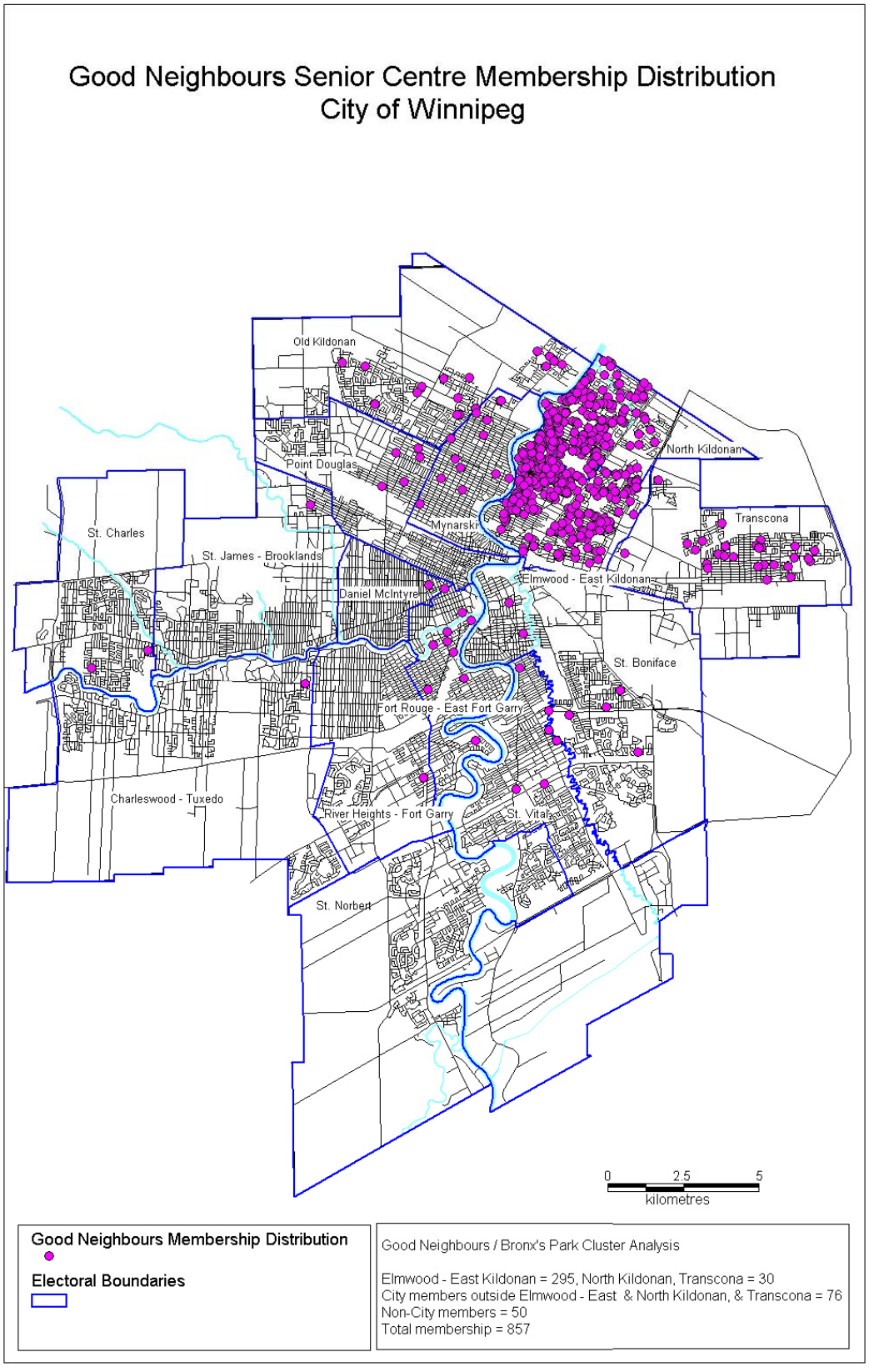
	1994	1997	2002	2003
Membership	300	690	921	857
Programs	18			40

Good Neighbours Senior Centre (2003) currently has 857 members who live primarily (81%) in the North Kildonan and East Kildonan areas of the City of Winnipeg (see table # 9). According to Statistics Canada 2001 Census the East Kildonan and North Kildonan electoral wards contained approximately 78,800 people, of which just over 18,700 are seniors (24%) 55 years of age or older. This represents the highest percentage of seniors within an electoral ward in Winnipeg (See table # 9). Membership in the GNSC represents approximately 4.5 % of people in the area eligible for membership in the GNSC.

These numbers indicate that while the Good Neighbours Centre is operating at capacity, there are a large number of seniors in the community who could be served if adequate facilities were made available.

Table # 9 Good Neighbours Membership Analysis-2003		
Area of Residence	**Number**	**Per Cent**
North Kildonan	406	47.40%
East Kildonan	295	34.40%
Transcona	30	3.50%
Other-City	76	8.90%
Other-Non City	50	5.80%
Total	**857**	**100.00%**


Good Neighbours Senior Centre Membership Distribution
Elmwood - East Kildonan & North Kildonan
North Kildonan Ward
Elmwood - East Kildonan Ward
Good Neighbours Membership Distribution
Electoral Boundaries
Good Neighbours / Bronx's Park Cluster Analysis, 2004
Elmwood - East Kildonan = 295, North Kildonan = 406
City members outside Elmwood - East Kildonan & North Kildonan = 106
Non-City members = 50
Total membership = 857


Good Neighbours Senior Centre Membership Distribution
City of Winnipeg
Old Kildonan
North Kildonan
Point Douglas
Transcona
Mynarski
St. Charles
St. James - Brooklands
Elmwood - East Kildonan
Daniel McIntyre
St. Boniface
Fort Rouge - East Fort Garry
Charleswood - Tuxedo
River Heights - Fort Garry
St. Vital
St. Norbert
0
2.5
5
kilometres
Good Neighbours Membership Distribution
Electoral Boundaries
Good Neighbours / Bronx's Park Cluster Analysis
Elmwood - East Kildonan = 295, North Kildonan, Transcona = 30
City members outside Elmwood - East & North Kildonan, & Transcona = 76
Non-City members = 50
Total membership = 857

The GNSC provides a diverse offering of programs and services to its members. Membership fees are $20.00/year and are valid for one full year from date of purchase. Life memberships are available to 60+ for $140.00 (single) or $200.00 (couple). GNSC membership includes:

- discounts on all courses and programs offered by the Centre
- a bi-monthly newsletter
- voting privileges at annual general meeting

As a multi-purpose senior centre, GNSC is a one-stop facility for seniors living in the community. Programs and services cover a wide range of interests, and the Centre also serves as a community resource for information for seniors and their family members.

3.5 Inventory of Facilities and Activity Spaces

The GNSC is operated out of a former City of Winnipeg municipal building located at 755 Henderson Highway. The agreement with the City involves a five-year lease for $1.00 per year. The Centre pays all basic maintenance and operating costs estimated to be approximately $35,000 per year. The availability of this facility is critical to the sustainability of the Centre. The GNSC board acknowledges the substantial contribution the City makes by providing the building. The Planning and Property Department of the City of Winnipeg estimates that the value of the building is in the range of $250,000-$500,000 and the assessed property value is $469,000. It is estimated that the going rate to rent a similar property would be approximately $93,000 per year (including rent and utilities). The GNSC has not paid taxes on the building since beginning its lease and this amounts to a total contribution of $43,512 since 2000 (2000-$12,838, 2001-$12,576, 2002-$9,049, 2003-$9,049). This contribution is essentially the same support the City provides to community centres through its grant program. Most community centres are on City property, pay no taxes and receive an annual grant. The GNSC, however, is not eligible for an operating grant from the City of Winnipeg under its current grants program.

The current five-year lease agreement with the City of Winnipeg is up for renewal in the summer of 2004. The GNSC board members are concerned about the long-term commitment of the space and while the current space is inadequate to serve the growing needs of the Centre it is all they have available. This uncertainty has prompted the board to examine their alternatives to better accommodate the programs and services of the Centre. However the board would not want to loose the availability of their current facility in the meantime.

The building has approximately 6,200 sq ft of usable space and provides administrative, meeting and program space on two floors plus a basement level.

Table 10 - GNSC Program Space - 755 Henderson Highway			
Floor Level	**Gross FT2**	**Rentable FT2**	**Usable FT2**
Main Floor	4232.76	3787.87	3215.71
Second Floor	2468.89	2143.39	1790.71
Basement	1862.76	1640.37	1188.97
Total	**8564.41**	**7571.63**	**6185.97**

A $200,000 renovation of the 755 Henderson property occurred in 2001. Financial support was provided by the Province of Manitoba Community Places Program, the City of Winnipeg Community Incentive Grant, The Winnipeg Foundation, the Thomas Sill Foundation, the Buller Foundation and the DeFehr Foundation. The renovations included the addition of a 9-station community connections computer lab, a canteen and a general upgrading to better serve the program and administration needs of the Centre.

In order to accommodate increased program space requirements, the GNSC rents space in the neighbouring Anglican Church. This rental arrangement costs the GNSC approximately $8,600 annually and the church is used on a regular basis five days a week. A major factor related to the use of church space is the ongoing uncertainly of space availability. The church has priority booking rights over the space usually occupied by GNSC, and on occasion Centre programs are bumped to accommodate church priorities. The current site is used to capacity and parking for participants is also a problem at this location.

3.6 Programs and Services

The senior centres philosophy is based on the premise of providing programming that meets the needs of the total person. In this regard, programming tends to focus on enhancing a person's sense of well-being, primarily through the provision of opportunities for companionship and friendship. In its volunteer information handbook the GNSC states it provides the following services and opportunities to its members:

- general information, counselling and referral services
- meaningful relationships
- opportunities to learn new skills
- personal enrichment
- opportunities to participate and be helpful to others through volunteer experiences
- assistance in maintaining a person's independence
- development of an individual's group leadership skills through leading courses and participating on committees or the board of directors.

Program Service Classifications

Services are categorized into six classifications, including:

Direct services –each time counselling, home maintenance, information or referral services are provided to a member

Interpersonal and Recreational programs – social and/or recreational programs organized and offered through the Centre. These programs might include activities like teas, card games, trips and dances.

Health programs – fitness classes, health clinics, and health and/or wellness presentations.

Educational and Cultural programs – these services include programs designed to enhance or expose participants to educational and cultural opportunities, including folk dancing, watercolour painting, and creative writing.

Outreach –Centre initiated contacts with members that may include publications, presentations, meetings, and visits.

Senior Leadership – opportunities for members to participate in/on board of director activities, on committees and lead classes, presentations and seminars.

The following chart outlines a description of services and the participation of members from 1998/99 to 2002/03.

Table #11. GNSC-Service Provision and Programs

Service	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003
Direct Services	13,089	11,292	12,360	12,335	12,223
Interpersonal /Recreational Program	8,992	10,564	10,950	13,463	13,987
Health Programs	4,357	5,150	5,308	6,214	5,276
Educational and Cultural Programs	4,396	5,477	4,610	4,909	8,085
Outreach	1,000	13,385	14,696	17,981	15,902
Senior Leadership	1,409	1,494	1,719	2,164	2,223
Total	**33,243**	**47,362**	**49,643**	**57,066**	**57,696**
Volunteer "opportunities"	1,226	1,253	2,111	1,590	1,740
Volunteer hours	3,954	3,811	7,094	5,852	9,737

GNSC programs generally run from September to May, except drop-in cards, lunch bunch and breakfast groups, which meet all year long. As for the location of programs, the Council Chamber, President's Hall, small classroom, computer lab, basement classroom and canteen are all located at 755 Henderson. GNSC employs a full-time program coordinator and operates under the guidance of a volunteer program committee. The Centre offers a wide-range of programs in a variety of categories including social, inter-personal and recreation based.

In all, the GNSC operates over 40 different programs for 857 members, involving 57,696 uses or contacts annually.

3.7 Trends

The East Kildonan and North Kildonan areas are experiencing some of the fasted growing population of senior citizens in the province. While the percentage of seniors has remained stable, the actual numbers (see table 12/13) have increased from 20,210 in 1996 to 24,060 in 2001. The increase is largely in the age categories (50-59) where new members and sustaining participation is most likely.

Table #12 - Seniors Population Increase 1996- 2001 East Kildonan/North Kildonan Wards		
	1996	**2001**
Total Population	69,571	78,870
Senior Population	20,210	24,060
%of Population 50+	29.0%	20.5%

Table #13. Good Neighbours Membership Service Area		
East Kildonan / North Kildonan Electoral Wards		
Age	**1996**	**2001**
50-55	3305	5365
55-59	2970	3740
60-64	3150	3105
65-74	6325	6150
75+	4460	5700
Total	**20210**	**24060**

The senior of today is far different from former senior populations. Older adults are living longer, generally are healthier and have been "leisure educated" in their earlier lives. As a result, they are seeking new and different opportunities to participate later in life. Often, seniors living in condo' and apartments have had to give up their gardens, workshops and recreation equipment but are still looking for opportunities to continue these activities. Many seniors are also looking for expanded social contacts and appreciate opportunities to participate in inter-generational settings in wellness, social and cultural activities of interest to the general population. This presents an opportunity

for recreation planners to develop true one-stop leisure centres that can better accommodate the changing needs of the community as opposed to, single purpose, stand alone facilities.

3.8 Current Governance Model

Good Neighbours Senior Centre is an incorporated, non profit registered charity managed by an elected Board of Directors. By operating under the direction of a volunteer-based, elected board of directors and employing professional paid staff the GNSC is able to provide education, develop innovative approaches to programming, act as a community resource for information on aging and comply with the definition of a senior centre in Manitoba.

The community-based board of directors allows a participatory style of governance. This governance model reflects local needs and issues and provides opportunities for seniors to use the skills, experiences and resources they bring from life experiences to help themselves, associates and the whole community. Members and volunteers form the backbone of senior centres.

The GNSC operates under the direction of a variety of separate management and program committees. These committees comprised GNSC members and are supported by paid staff. The following committees currently operate:

- Executive Committee (responsible for direct staff supervision of Executive Director, Volunteer Coordinator and Program Coordinator)
- Membership committee
- Personnel Committee
- Building and Property Committee
- Social Committee
- Program Committee
- Finance and Fundraising Committee (includes Fundraising Dinner Sub-Committee)
- Public Relations Committee
- Phone Committee
- Policy Committee
- "Steering A Dream" Committee

The board has direct responsibility for the complete operation of GNSC and indirect responsibility for the operation of Millennium Gardens and the River East Council for Seniors (RECS). Millennium Gardens is a unique project managed by GNSC. It was

initially developed as a special initiative in 2000. Likewise, the River East Council for Seniors (RECS) comprise a separate board of 16 voting members who represent most seniors' services within the River East-Transcona area. Membership in the RECS is open to institutions and organizations that are concerned with the welfare of individuals 55+ over who concur with the conditions of the Council's terms of reference.

Organized through the GNSC, RCES naintain a close working relationship with tCNSC as well as with the Winnipeg Regional Health Authority Seniors Health Resource Team. GNSC provides administrative support and the use of office space to the RECS. The RECS supervises a Community Resource Coordinator and primarily provides congregate meal programs operated in several apartment blocks, escorted transportation services and a "daily hello contact" for those who have requested these types of calls. The Council maintains a referral system through its coordinator, who responds to questions from seniors on issues related to housing, safety, nutrition and other senior's issues.

3.9 Financial Analysis

The Good Neighbours Senior Centre is a well-managed, fiscally responsible and financially viable organization that has grown into a $230,000 per year operation.

The GNSC budget (See table 14 & 15) has increased 85% from $120,795 in 1998/99 to $223,450 in 2002/03. This substantial increase in budget can be attributed to a number of increases, namely:

- a 70% increase in Activity Programs revenue ($28,500 to $48,500)
- a 112% increase in Fund Raising ($20,285 to $43,000)
- a 78% increase in revenues from Memberships ($10,125 to $18,000)
- a 36% increase in grant funds from the WHRA ($23,500 to $32,000)

This increase in revenue has been offset by an increase in expenditures in the following areas:

- a 92% increase in Activity Programs expenditures ($18,500 to $35,500)
- a 25% increase in staff salaries and benefits ($62,500 to $78,000)
- a 26% increase in utility and insurance costs ($10,950 to $13,800)

Table # 14. Good Neighbours Seniors Centre Budgets (1998/99 – 2002/03)					
Revenue	**98/99**	**99/00**	**00/01**	**01/02**	**02/03**
Activity Programs	$ 28,500.00	$ 30,000.00	$ 37,200.00	$ 43,500.00	$ 48,500.00
Building Honorarium	$ -	$ 2,600.00	$ 5,000.00	$ 4,500.00	$ 3,000.00
Bus Tickets	$ -	$ 700.00	$ 500.00	$ 250.00	$ 50.00
Canteen					$ 4,000.00
Career Start	$ -	$ -	$ 1,750.00	$ -	$ 2,200.00
Corporate Donations	$ 6,200.00	$ 6,000.00	$ 6,000.00	$ 4,000.00	$ 7,000.00
Edison Rental	$ -	$ -	$ -	$ 23,000.00	$ 30,400.00
Foundations	$ 5,000.00	$ 5,000.00	$ 2,000.00	$ 2,000.00	$ 3,000.00
Fund Raising	$ 20,285.00	$ 22,000.00	$ 26,000.00	$ 42,000.00	$ 43,000.00
GST Refund	$ 600.00	$ 900.00	$ 1,000.00	$ 1,700.00	$ 2,000.00
Individual Donations	$ 9,000.00	$ 10,000.00	$ 10,000.00	$ 14,000.00	$ 14,000.00
Interest Income	$ 1,200.00	$ 1,100.00	$ 1,100.00	$ 500.00	$ 400.00
Memberships	$ 10,125.00	$ 11,000.00	$ 12,400.00	$ 12,500.00	$ 18,000.00
Misc	$ 1,000.00	$ 1,000.00	$ 1,200.00	$ 1,000.00	$ 1,500.00
Newsletter Revenue	$ 500.00	$ 800.00	$ 1,000.00	$ 1,000.00	$ 1,000.00
Service Clubs	$ -	$ 1,000.00	$ -	$ -	$ -
Social Events	$ 10,885.00	$ 10,500.00	$ 11,500.00	$ 11,500.00	$ 9,100.00
Travel Programs	$ 2,000.00	$ 2,500.00	$ 1,200.00	$ 500.00	$ 300.00
WRHA Grant	$ 23,500.00	$ 25,000.00	$ 28,000.00	$ 32,000.00	$ 32,000.00
City of Winnipeg Grant	$ 2,000.00	$ 4,000.00	$ 5,500.00	$ 3,000.00	$ 4,000.00
Total Revenue Budget	**$120,795.00**	**$134,100.00**	**$151,350.00**	**$196,950.00**	**$223,450.00**

Table # 15. Good Neighbours Senior Centre Budgets (1998/99 - 2002/03)					
Expenses	**98/99**	**99/00**	**00/01**	**01/02**	**02/03**
ADSL	$ -	$ -	$ 1,200.00	$ 1,200.00	$ 500.00
Activity Programs	$ 18,500.00	$ 17,000.00	$ 26,000.00	$ 32,650.00	$ 35,500.00
Administrative	$ 635.00	$ 500.00	$ 500.00	$ 750.00	$ 1,000.00
Advertising	$ -	$ -	$ 200.00	$ -	$ 1,000.00
Audit	$ 1,200.00	$ 1,200.00	$ 1,200.00	$ 1,200.00	$ 1,300.00
Bank Charges	$ 200.00	$ 200.00	$ 200.00	$ 250.00	$ 300.00
Building Maintenance/Supplies	$ 400.00	$ 2,500.00	$ 4,000.00	$ 4,000.00	$ 4,000.00
Bus Tickets	$ -	$ 700.00	$ 500.00	$ 250.00	$ 100.00
Canteen					$ 1,500.00
Career Start	$ -	$ -	$ 2,000.00	$ -	$ 2,400.00
Edison Rental	$ -	$ -	$ -	$ 21,000.00	$ 28,500.00
Equipment/Furnishings	$ 1,400.00	$ 1,000.00	$ 1,200.00	$ 2,000.00	$ 3,000.00
Friendship Outreach	$ 200.00	$ 200.00	$ 200.00	$ 200.00	$ 250.00
Fund Raising	$ 7,205.00	$ 8,000.00	$ 9,000.00	$ 18,000.00	$ 16,500.00
GST Expense	$ 1,200.00	$ 1,800.00	$ 2,000.00	$ 5,500.00	$ 6,000.00
Heat	$ -	$ 6,000.00	$ 5,000.00	$ 8,500.00	$ 8,000.00
Hydro	$ -	$ 4,500.00	$ 3,000.00	$ 3,200.00	$ 3,000.00
Insurance	$ 450.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,300.00
Liability Insurance					$ 1,500.00
Mileage	$ -	$ -	$ 250.00	$ 250.00	$ 200.00
Office Supplies	$ 1,600.00	$ 1,600.00	$ 2,500.00	$ 2,500.00	$ 3,000.00
Printing	$ 2,500.00	$ 3,000.00	$ 3,200.00	$ 3,200.00	$ 3,500.00
Postage	$ 1,500.00	$ 1,500.00	$ 2,000.00	$ 2,000.00	$ 1,600.00
Professional Fees	$ 1,100.00	$ 700.00	$ 1,900.00	$ 2,200.00	$ 2,000.00
Rent	$ 11,525.00	$ 6,500.00	$ 6,600.00	$ 6,600.00	$ 7,300.00
Salaries and Benefits	$ 62,500.00	$ 65,000.00	$ 67,000.00	$ 69,000.00	$ 78,000.00
Social Events	$ 5,155.00	$ 5,000.00	$ 5,000.00	$ 6,500.00	$ 6,500.00
Staff Development	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 1,000.00
Telephone	$ 1,775.00	$ 2,200.00	$ 2,500.00	$ 2,500.00	$ 2,500.00
Travel Programs	$ 250.00	$ -	$ -	$ -	$ -
Volunteer Training/Mileage	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00
Water	$ -	$ 2,500.00	$ 1,700.00	$ 1,000.00	$ 1,200.00
Total Expense Budget	**$120,795.00**	**$134,100.00**	**$151,350.00**	**$196,950.00**	**$223,450.00**

3.10 Issues and Challenges

While the Good Neighbours Senior Centre has experienced growth and great success, it continues to face challenges that limit its ability to fully achieve its mandate, mission and vision. Some of these challenges can be attributed to its own success, with membership tripling over the past ten years at the same time access to appropriate facilities remains an issue. The population of seniors in the primary service area of the Centre also continues to grow as do the needs and expectations of older adults.

From interviews with staff, volunteers and members it is clear that as growth continues, demand outstrips supply of services. A summary of the issues follows:

- A lack of appropriate activity space- design issue.
- Senior centre is running at capacity and utilizes space in other facilities to stage programs- capacity issue. The space at other facilities is not as convenient (i.e. church has priority for use of hall space – can cancel GNSC time on short notice for events such as funerals.
- Schedule conflicts result due to lack of space i.e. Yoga and Palates classes are held on same day.
- Registration process is time consuming - people are forced to wait from time to time before they know whether they can attend a program and/or to find out whether or not the program will be offered.
- Ticket sales for special events are often delayed while space is being confirmed. This practice makes planning some special events "tricky" as there is uncertainty about participant numbers until last minute.
- There is a shortage of multi-cultural program opportunities. Potentially missing certain demographic/ethnic groups in community.

SECTION IV
PROPOSED DEVELOPMENT PLAN

4.0 Bronx Good Neighbour Development Plan

4.1 Introduction

The building program and site development plan proposed herein was specifically developed to meet the current and projected social, cultural and physical recreation (fitness/wellness) needs of the residents of the Bronx Park Community Centre area and the Good Neighbours Senior Centre membership. The proposed facilities would allow both groups to improve the variety of recreation opportunities available to their constituents, consolidate facilities and achieve efficiencies in operation.

The building program and site plan for this project were developed independently from the Public Use Facility Study (2004). However, it is now clear that there is a direct relationship between the proposed Bronx Park / Good Neighbours development plan and the PUFS report. Recommendations in the PUFS report are taken into consideration and reflected in the Bronx Park / Good Neighbours development plan where appropriate.

4.2 Concept and Definition of a Community Centre

The conceptual development of the proposed Bronx Park / Good Neighbours facility is based on the broadest interpretation of the definition of a community recreation centre. Community recreation centres are broadly defined as integrated, inter-generational, multi-purpose facilities and places developed to serve the broad range of recreation and wellness interests of a defined community. In this regard, they should provide equitable opportunities for physical, social, cultural and educational experiences leading to improved health and wellness for all residents (see section 2.1. page 4).

This concept was the basis of the early community centre movement in Winnipeg. Over time, however, shifts in recreation demand and participation patterns, changing demographic characteristics and resource limitations led many community centres to concentrate their resources in the areas of perceived highest demand - male / youth sports. The result has been an inequity in both the variety of recreation opportunities available, the range of age and gender groups served, and great variation of program types and quality from one community centre to the next.

The development of an integrated, inter-generational community recreation centre proposed herein will more effectively achieve the vision and goals of a community recreation centre.

4.3 Scope and Scale of Development

The overall space requirements recommended herein exceed the current supply of space and components the two organizations currently use. However, the Good Neighbours Senior Centre currently serves 4.5% of the eligible seniors population in its catchment area and the Bronx Park Community Centre primarily serves youth in minor hockey and soccer programs. It is assumed that the current participation rates at both centres are dramatically affected by the capacity of existing facilities, narrow range of program offerings and the limited variety of facility components presently available. New facility components, expanded capacity and integrated and ancillary spaces will increase the interest and participation of both seniors and Bronx Park Community residents, thereby justifying the overall increased scope of this facility.

It is estimated that day time use by the Good Neighbours Senior Centre will approach 80% of capacity and the evening and weekend use by Bronx Park Community Centre will be approximately 40%of capacity based on current programs.

The scope and scale of the facilities proposed would allow the Good Neighbours Senior Centre (900 members approximately) the weekday / daytime capacity to expand their existing programs and accommodate new members and additional users. It would also provide substantial evening and weekend capacity for the Bronx Park Community Centre programs to expand and accommodate a much larger catchment area if deemed appropriate.

The scope and scale of the building program and site plan for this facility would meet the criteria and capacity of the Community Campus Model recommended in the PUFS report.

4.4 Principles and Priorities Governing Facility Development

There are a number of guiding principles that have influenced the type and nature of the building and site components, the scope and scale of development and the priorities for their inclusion.

The components recommended herein are based on the following priorities and principles:

1. Building and site components that more effectively accommodate existing programs offered by the Bronx Park Community Centre and the Good Neighbours Senior Centre in more adequate and appropriate space would receive priority.
2. Components that provide opportunities for multi-use rather than single purpose space would receive higher priority.

3. Components that facilitate intergenerational, integrated program development would receive a higher priority than components that served a narrow age or gender range.
4. Components that allow for the expansion of existing programs that are presently oversubscribed would receive a higher priority than components for new programs.
5. Components that provide space to accommodate new programs (wellness) would receive a higher priority than components that exist but are under utilized.
6. Components that provide opportunities for public/private partnerships will be encouraged.

4.5 Location

The location of the Bronx Park Community Centre (see Map# 1, page 8) has been chosen because the site is:

1. On **available** land currently occupied by one of the (Bronx Park Community Centre) proponents of this plan,
2. In close proximity to the current facilities of the Good Neighbours Senior Centre (300M) and in the centre of their catchment or primary service area,
3. Zoned for recreation development and has a long history of supporting this type of activity,
4. Continuous with the Lions Seniors Park and provides opportunities for unique development,
5. Situated strategically to develop links with other park amenities in the area (Red River, Kildonan Drive / Fraser Grove Park),
6. Located to offer convenient access to public transportation,
7. Developed with existing components that can be utilized or improved as part of the redevelopment of the site,
8. Aesthetically beautiful with opportunities to enhance the neighbourhood environment,
9. Sufficiently large to accommodate the proposed development, and
10. Located to serve a broader range of community needs and integrate the resources of other community organizations in the area should interest exist.
11. The site is recommended in the PUFS report as a location for a new Community Campus.

4.6 Facility Components-Indoor

The provision of space and the components recommended herein were developed to best accommodate the unique program and space needs of both partners while at the same time achieve efficiency in the overall development of the facility. The components of the facility were developed in consultation with Brian Johnston (Professional Environmental Recreation Consultants, Ltd.) and reflect both new trends in integrated / intergenerational facilities as well as components to better house existing programs of the two facility partners.

There will be a requirement for dedicated single purpose space (ex. Computer lab / offices) in some instances. However, the majority of space has been developed as multi-use / shared space to accommodate as wide a variety of activities as possible, maximize use of each space and accommodated new program opportunities as leisure participation patterns change.

This approach is possible because the two partners to the project have complimentary time use requirements. The senior centre program requirements are daytime / weekday and the community centre use is primarily evening / weekend. In order to ensure that each organization can effectively carry out its unique programs and secure its personal equipment and belongings, ample storage space serving each component will be provided.

The indoor facility components recommended in this plan are categorized in five key zones that describe the nature of the programs accommodated within the area as well as support and circulation space.

Summary of Indoor Components

1. Meeting Zone
2. Wellness Zone
3. Social Zone
4. Culture and Education Zone
5. Administration Zone
6. Unprogrammed / Support Space
7. Circulation Space

The indoor and outdoor facilities should be developed as barrier free facilities and care should be taken to ensure that there is access to the site as well as the facilities themselves.

4.6.1 The Meeting Zone

Main Hall- Description

The Main Hall would be the largest single space in the facility and would serve as a focal point for all major events, gathering and large functions. The existing Bronx Park Community Centre hall is approximately 2050 ft2 (41ftx50ft) and can accommodate 130 people seated at tables and 250 for a stand up social. The Good Neighbours Senior Centre is now using the church hall adjacent to its site for large gatherings the hall is approximately 3150 ft2 (75 ft X42ft) and can accommodate over 300 people. It has been described as inadequate in size to serve many of the special functions the senior centre offers and therefore, both additional and better-designed space is required.

Purpose and Function

The primary purpose of this space would be to serve large gatherings and assemblies but it could be used to accommodate physical activity programs as well. The space could be designed to accommodate several activities at one time, dependant on the type of program being offered and the ability to separate functions and to minimize interference.

- Large banquets
- Socials
- Festivals
- Bingo
- Teas
- Exhibition and Displays
- Community Meetings
- Town Hall Meetings
- Art Displays
- Physical activities (eg. Indoor lawn bowling, floor hockey, children's games)

Design Considerations

The space should be designed to accommodate several concurrent uses through the provision of room dividers and separate entrances. Sound attenuation in the walls, ceilings and room dividers is an important consideration. The hall should be located adjacent to the concession / kitchen and ample storage
provided for tables, chairs and activity equipment.

Space Allocation and Capacity

Total Activity Space 4,000 ft2

Standards governing the capacity and use of the main hall will vary based on the type of activity. One standard associated with assembly space specifies 11ft2 per person for theatre style seating and 15Ft2 per person for sit down diner. The Manitoba Liquor Control Commission requires a minimum of 12 ft2 per person for any function where liquor is served. This standard would allow a capacity of 333 people in the hall if alcohol were served on an occasional permit. The largest gatherings would be stand-up socials or receptions where this space could accommodate between 325-350 people.

4.6.2 Wellness Zone

Introduction

The wellness zone is space that would be designed to promote health and wellness for all age groups. It would comprise various types of education and activity spaces to promote the benefits of physical activity and wellness as well as provide indoor and outdoor spaces for a wide range of activities both planned and self-directed. This space is designed to meet the specific needs of the members and residents of the specified area and not intended to compete with other health and wellness facilities in the area.

The spaces could be programmed directly by the Bronx Park Community Centre and the Good Neighbours Senior Centre and would be an attractive component for other public / private partnerships with organizations such as the Winnipeg Regional Health Authority or as leased space for private fitness enterprise.

A. General Activity Room

Description

The general activity room is a multi-purpose, general fitness and activity space used to accommodate a wide variety of activities from meetings and fitness seminars to low organized games. Its primary purpose is to provide maximum flexibility in programming and be designed to accommodate diversity in activity.

A portion of this space could be sub-divided to accommodate childminding services while parents are exercising or participating in other centre activities.

Purpose and Function

This space is intended to be multi-purpose and could include circuit training, low impact aerobics, stretch classes, dance, and games as well as:

- Child minding / day care area @ 15-20 ft2 per child
- Fitness education
    - -CPR classes
    - -Smoking cessation
    - -Nutrition
    - -Stress management
    - -Blood pressure / health screening
    - -Fitness testing
- Fitness related activities
- Low organized games
- Meetings and seminars

Design Considerations

To ensure that the space has maximum flexibility, it would be useful to have a room divider and separate entrances. Exercise classrooms should have a minimum ceiling height of 10ft. electrical outlets, durable flooring, insulated and sound attenuation on walls, good illumination and air exchange. Storage for mats, audio equipment and program equipment is important.

Space Allocation and Capacity

Multi-purpose activity spaces require a minimum of 50ft2 of space per person in order to comfortably accommodate physical activity in groups. This room would provide for a capacity of up to 35 participants. For child minding activities, a minimal standard is 15-20 ft2 per child and if a portion of the space were partitioned off for this activity a 500 ft2 area could accommodate up to 25 children

Activity space	1,800 ft2
Storage	200 ft2
Total	**2,000 ft2**

B. Dance/Fitness Studio

Description

The dance, aerobic fitness studio would be dedicated space only available for specified fitness and activity programs suitable for this space. It would be a secure room and only used under supervision by a qualified instructor.

Purpose and Function

- Aerobics classes
- Yoga
- Combative sport area
- Dance
- Movement to music

Design Considerations

The space would be designed with a minimum ceiling height of 10ft, electrical outlets, insulation and sound attenuation on walls, good illumination and with an air exchange capacity of 8 to 12 exchanges per hour. The flooring should be high quality wood

flooring with a sprung sub-floor system to maximize absorption of impact. Storage for mats, audio equipment and program equipment would be provided. There should be mirrors along the walls that can be draped for specific groups or activities.

Equipment including 25 exercise mats, (2ftx4ft) aerobic bench steps, stability /exercise balls, ropes and resistance bands would be provided.

Space Allocation and Capacity

The standard space requirement for aerobic classes is a minimum of 50ft2 per person. Therefore the capacity of this activity room would be 25 persons. An area for equipment storage is essential because of the nature of the use of this space.

Activity space	1,300
Storage	200
Total	**1,500 ft2**

C. Cardio-Resistance Training

Description

The cardio-resistance training area is an extremely popular component of fitness facilities and allows for individualized workouts and either personal trainer or instructor led programs. This area would be a secured space and only available for drop-in or programmed use with professional supervision.

Purpose and Function

The space would provide for cardio development, weight training, bodybuilding and weight lifting. Each of these activities has specific program considerations and equipment requirements.

- Personal training
- Group exercise- instructor led
- Circuit training
- Free weight lifting
- Body shaping

Design Considerations

The space should be developed to provide adequate space for stretching, instruction and have an appropriate number of machines and weights. The space would be designed with a minimum ceiling height of 10ft, electrical outlets, insulation and sound attenuation on

walls, good illumination and with an air exchange capacity of 8 to 12 exchanges per hour. The flooring should be a rubber based resistant surface. There should be mirrors along one wall, recessed water fountains and a good centrally controlled sound system. The space should be located near the shower / locker room with both day use and permanent lockers available.

Equipment requirements include:

Weight training area with multi-station variable resistance (cable) machines c/w :

- High cable pull station (1)
- Low cable pull station (1)
- Bench press station (1)
- Leg press station (1)
- Leg extension station (1)
- Leg curl station (1)
- Flat bench
- Incline bench
- Dumbbell rack (1lb to 15lb increments)

Cardiovascular Equipment

- Treadmills (2-4)
- Recumbent bicycles (2)
- Regular Bicycles (2)
- Elliptical trainers (2)

Space Allocation and Capacity

The general standard for this type of space requires approximately 25ft2 per person. The space also requires storage for specialized equipment and program materials. With 2,000 ft2 of activity space the area would be able to accommodate up to 75 people but this would be dependant on the type of activity planned for the area and the volume and arrangement of the exercise equipment.

Activity space	2,000
Storage	500
Total	**2,500 ft2**

D. Wellness Case Rooms (3)

Description

The case rooms are recommended as supplementary spaces to support the delivery of the wellness programs. They are intended to serve the information, educational, marketing and testing components of a well designed and comprehensive wellness program.

Purpose and Function

The purpose of the case rooms is to provide a place for individual counselling, testing and assessment for individuals involved in the wellness programs. The rooms are used for one-on-one consultations, fitness and wellness testing, foot clinics as well as massage and athletic therapy.

Design Considerations

Each of the rooms would be designed, furnished and outfitted to serve the specific purpose of the room but should have good sound attenuation, variable lighting, passive colours and comfortable seating. Each room should also have lockable storage cupboards for specialized testing equipment and records.

Space Allocation and Capacity

Case Rooms:	3 rooms at 80ft2 each =	240 ft2
Total		**240 Ft2**

E. Dressing Rooms – Minor Sport (2)

There are two sets of dressing / change rooms proposed. One set will primarily be used by minor hockey and mini soccer programs and outside users. The other set would be designed for patrons utilizing the wellness facilities.

Description

It is proposed that four dressing rooms to accommodate minor sport and outdoor programs be provided adjacent to the outdoor fields and rinks.

Purpose and Function

The purpose of the dressing rooms is to accommodate youth involved in minor sport programs or people using the outdoor areas for fitness and sport programs. When not in

use during "off-season" or during down time, they could also serve as a temporary storage areas or as a supplemental change area for the wellness facility users.

Design Considerations

Each dressing room would be equipped with perimeter bench seating, appropriate flooring to accommodate skates, washroom facilities with a shard shower area and a small but secure storage unit. Where possible, they should be located so that change room users could share a central shower facility when needed or be opened to provide a double change room area for special events and functions.

Space Allocation and Capacity

Each room would have the capacity to accommodate approximately 25 youth involved in minor sports.

Dressing Rooms (4 at 300 ft2 each)

Total **1,200 Ft2**

F. Lockers / Showers - Wellness Zone (2)

Description

It is proposed that two locker / shower rooms be provided primarily for users of the fitness and wellness areas. There would be adequate space to accommodate the anticipated user loads in these facilities.

Purpose and Function

The function of this space is to allow day use of the lockers and change area as a means to accommodate the maximum number of users. There should be adequate facilities to allow patrons to change and shower in relative comfort and privacy with easy access to the wellness facilities and activity areas.

Design Considerations

Lockers would be a mix of full, half and quarter lockers to maximize use of the space and an appropriate number of shower heads, drying area and washroom facilities would be provided. The shower / locker area should have separate wet and dry areas. Temperature, humidity and air circulation must all be managed to appropriate design standards. The

floor should have non-slip surface and an appropriate level of lighting of approximately 50 foot-candles at the floor surface based on ACSM (1997) standards.

Space Allocation and Capacity

According to ACSM's (1997) health/ fitness facility standards and guidelines there should be enough day use lockers to handle approximately 20% of the facilities capacity and the locker area should be designed to allow 10-20 ft2 per person. This area would accommodate approximately 40 persons per locker room at any one time.

Shower / Lockers

Male shower area	1 @ 500 ft2
Female shower area	1 @ 500 ft2
Total	**1,000 ft2**

4.6.3 SOCIAL ZONE

The social zone comprises facilities that encourage meeting and socialization. The facilties are important components of any comprehensive / integrated community centre because they provide opportunities for people to meet new friends, communicate with people on a social level and provide entertainment and fun activities.

A. Games Room

Description

The games room would be developed to serve all age groups, providing table games, pool shuffleboard, foosball, darts, etc.

Purpose and Function

The primary purpose and function of this space is to provide an area to play games and socialize. It should be used on a drop-in basis but instruction could also be provided for new participants and tournaments could be arranged to create opportunities for friendly competition and skill testing.

Design Considerations

The room should be decorated to be friendly and inviting with high quality equipment located in a spacious manner to allow good circulation space and flow. It should be located adjacent to the community lounge and coffee shop to increase opportunities for socialization and include table seating for conversation and snacks.

Space Allocation and Capacity

Games Room 1,500 ft2

B. Community Lounge

Description

The community lounge would be designed to allow for socialization and informal gatherings. It could be located as a linear link between the games room, kitchen coffee area and the foyer reception area. It would also facilitate circulation.

Purpose and Function

The community lounge would serve as a gathering and meeting place. It would provide casual circulation space as well an area to have a snack, meet and pick up program users and to socialize.

Design Considerations

The space should be designed with bright colours, comfortable seating and displays that might depict a community theme or the history of the founding groups.

Space Allocation and Capacity

The community lounge would occupy a linear space stretching from the entrance foyer and linking the main assembly hall, canteen and games room.

Total Space 800ft2

C. Kitchen

Description

The kitchen/canteen would be developed to provide basic food and beverage services for the entire centre as well as cooling and warming facilities for catered meals. It is not seen as a full service kitchen but would be able to accommodate off-site catering services for up to 350 meals during special events.

Purpose and Function

The purpose of the kitchen /canteen/coffee shop is to provide snacks, lunches and banquet warming and staging facilities.

If developed appropriately it could accommodate the congregate meal program of the Good Neighbours Senior Centre as well as cater to banquets, special events and socials in the main hall.

Space Allocation and Capacity

Total Space 1,000 ft2

4.6.4 Culture and Education Zone

These components of the facility are designed to enable people of all ages to learn new skills, create and appreciate artistic works in their free time for the enjoyment of the activity itself. The components of the facility reflect a renaissance in home improvement interests, creative crafts, and access to new technology. These spaces also provide access to programs and equipment that many people do not have because of limited space, cost and the critical mass of users necessary to justify their acquisition and use.

A. Computer Lab

Description

The computer lab would house a 9-12 station facility networked through a LAN and include a teaching station and individualized workstations. The lab has the potential to attract public / private partnerships from local computer education companies and hardware and software suppliers.

Purpose and Function

The purpose of the computer centre is to provide instruction, access to specialized technology, computer games and competitions and a web-café environment for people who do not have access to this equipment.

Design Considerations

The lab would be located in a secure supervised environment designed with appropriate lighting levels, flooring, colours, sound attenuation and environmental controls necessary for sensitive electronic equipment.

Space Allocation

Total space **1,000 ft2**

B. Multi-Media Room

Description

The multi-media room is intended to serve a number of different functions that rely on the use of audio and video technology for instruction, information exchange and entertainment.

Purpose and Function

While the multi-media room is a dedicated space it would also serve as overflow space for other community events. The purpose of the multi-media room is to accommodate workshops, community meetings, seminars, performances, TV broadcasts of special events (Grey Cup) and movie nights for children, teens and adults.

Design Considerations

The space would be designed with suitable floor coverings, sound attenuation and lighting to accommodate media presentations and there would be ample secure storage for the various types of equipment necessary for this purpose. The space would also be suitable for various types of wellness programs, low organized games and community meetings supplementing the main assembly hall and the general activity rooms.

Space Allocation and Capacity

The capacity of the space would vary depending on the type of program but it could support up to 100-150 users in theatre style presentations.

Total Space 2,000 ft2

C. Creative Arts Studio

Description

The creative arts studio would be developed to accommodate instruction classes and drop-in work on craft projects. The space would allow for programs to be developed for people of all ages and who have an interest in a variety of creative art medium.

Purpose and Function

The purpose of this space is to encourage engagement in the arts through motivation, education, instruction and creation of art works. Primarily the space would provide organized, structured, registered programs and some casual, drop-in uses where participants could work individually on their projects. Programs could include painting, sketching, weaving, silk screening, fibre arts, sculpting, photography and quilting to name a few.

Design Considerations

The space would be primarily for “dry” crafts but should have counters and sinks for cleaning equipment and ample storage for individual projects.

Space Allocation and Capacity

The program type would greatly affect the number of users who could be in the space at the same time, but the capacity for instruction and drop-in use would be approximately 20 people. The combination of storage and workshop space would be 1,000 square feet.

Total Space **1,000 ft2**

D. Home Improvement Centre

Description

The home improvement centre is a component of the building that would house a full workshop with woodworking and building tools. It would be developed to serve all ages and reflect recent interest in do-it-yourself carpentry and home improvement projects. The component would provide equipment that most users would not have assess to because of the space needed for the equipment, the high cost per person and the limited use specialized equipment would get.

Purpose and Function

The purpose of the space would be to provide instruction courses and workshops related to carpentry, woodworking, plumbing and small motor maintenance. Time could also be booked on a drop-in basis to work on small projects that could be stored in the facility until completion. All ages could use these facilities, and programs such as junior carpenter, auto detailing and home repairs would attract children, youth, teens and adults.

Design Considerations

The space would have a variety of heavy-duty woodworking equipment and tools and be designed with appropriate ventilation, sound attenuation, flooring and safety features appropriate for a shop of this nature. It would be designed with a teaching station and include storage for individual projects.

Space Allocation and Capacity

Total Space **1,500 ft2**

4.6.5 Administrative Zone

The administration zone comprises all of the spaces necessary to manage and administer the programs and services of the Centre. It includes the foyer/reception area that serves as the control centre of the facility and would have an area for coat storage, information display, directional signage and an information booth. It would be adjacent to the public washrooms and the administrative offices so that staff could respond to enquiries and monitor circulation. The area would also include a board room and office supply and copy room with duplication equipment and administration supplies.

Total **3,020 ft2**

4.6.6 Unprogrammed / Support Space

Unprogrammed space includes all support spaces necessary for the building to function but is ancillary to the program activities of the Centre. This space includes the janitorial area, mechanical, general storage, heavy equipment storage, workshop, garage (zamboni) and public washrooms.

Total **3,300 ft2**

4.6.7 Circulation Space

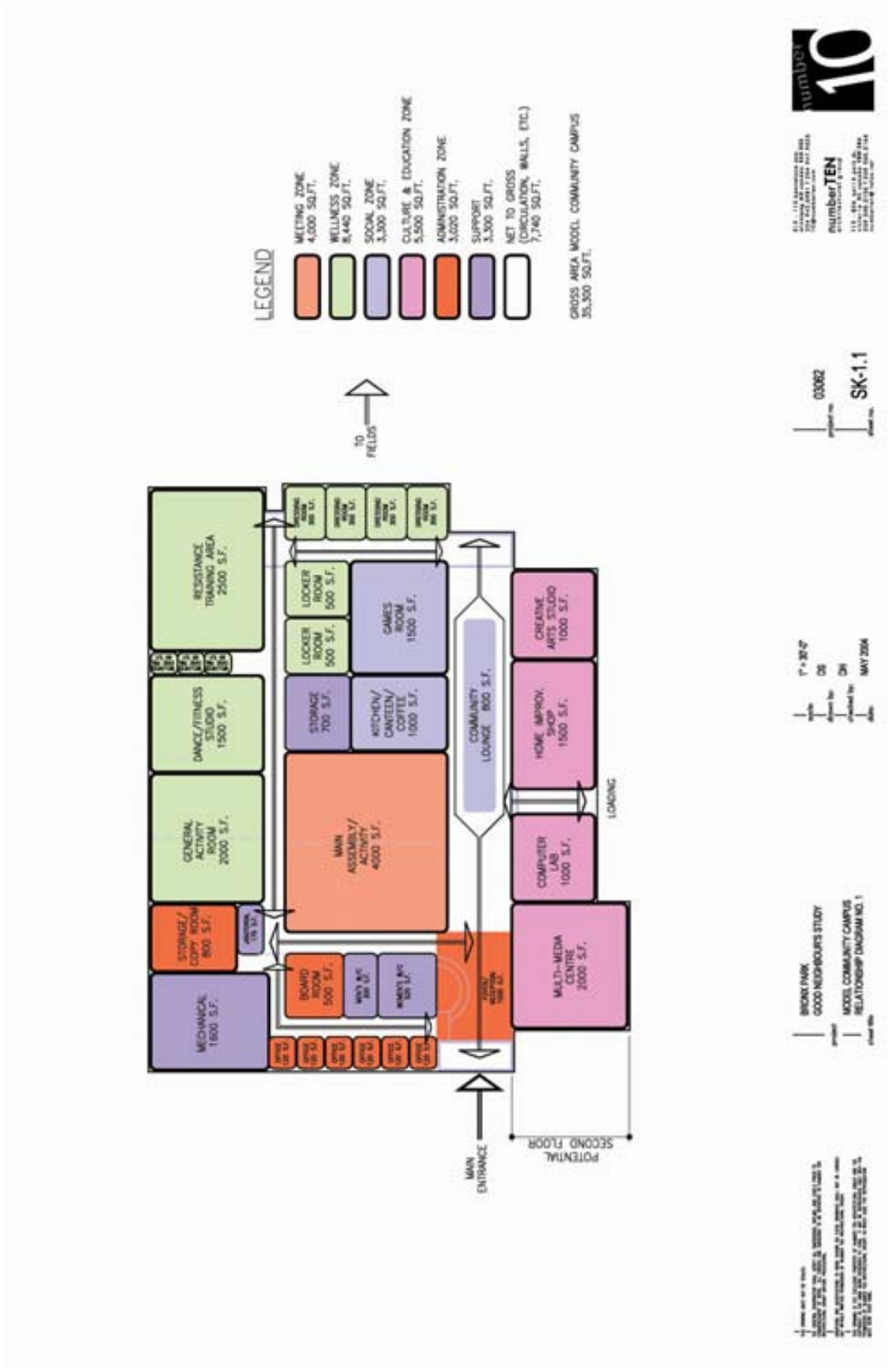
The allocation for circulation space is based on a percentage of the overall net activity space consistent with industry standards. It accounts for circulation, wall thickness, stairwells and other non-use spaces. The space varies from one building type to another.

Total **7,740 ft2**

Total Building Space **35,300 ft2**

4.7 Summary of Indoor Space Requirements

Table #16 SUMMARY OF BUILDING PLAN and INDOOR SPACE REQUIREMENTS			
Area	Component	Space in Ft2	Capacity
1. The Meeting Zone	Main Assembly/Activity Hall	4,000	350
2. Wellness Zone	General Activity Room	2,000	35
	Dance/Fitness Studio	1,500	25
	Resistance Training Area	2,500	75
	Wellness Case Rooms 3x80	240	6
	Dressing Rooms 4x300	1,200	25
	Locker/Shower 2x500	1,000	80
3.Social Zone	Games Room	1,500	40
	Community Lounge	800	60
	Kitchen/Canteen/ Coffee	1,000	N/a
4. Culture and Education Zone	Computer Lab	1,000	20
	Multi-Media Centre	2,000	100
	Creative Arts Studio	1,000	20
	Home Improvement Shop	1,500	15
5. Administration Zone	Foyer/Reception	1,000	40
	Board Room	500	12
	Offices - 6	720	6
	Storage/Copy Room	800	
SUB TOTAL		**24,260**	
6. Unprogrammed / Support	Janitor	175	
	Mechanical/ Eqp't Storage	1,600	
	Men's WC	300	
	Women's WC	525	
	Storage	700	
7. Circulation Space		7,740	
TOTAL		**35,300**	


LEGEND
MEETING ZONE 4,000 SQ.FT.
WELLNESS ZONE 8,440 SQ.FT.
SOCIAL ZONE 3,300 SQ.FT.
CULTURE & EDUCATION ZONE 5,500 SQ.FT.
ADMINISTRATION ZONE 3,020 SQ.FT.
SUPPORT 3,300 SQ.FT.
NET TO GROSS (CIRCULATION, WALLS, ETC.) 7,740 SQ.FT.
GROSS AREA MODEL COMMUNITY CAMPUS 35,300 SQ.FT.
TO FIELDS
RESISTANCE TRAINING AREA 2500 S.F.
DANCE/FITNESS STUDIO 1500 S.F.
GENERAL ACTIVITY ROOM 2000 S.F.
STORAGE/ COPY ROOM 800 S.F.
MECHANICAL 1600 S.F.
LOCKER ROOM 500 S.F.
LOCKER ROOM 500 S.F.
GAMES ROOM 1500 S.F.
STORAGE 700 S.F.
KITCHEN/ CANTEEN/ COFFEE 1000 S.F.
MAIN ASSEMBLY/ ACTIVITY 4000 S.F.
BOARD ROOM 500 S.F.
COMMUNITY LOUNGE 800 S.F.
CREATIVE ARTS STUDIO 1000 S.F.
HOME IMPROV. SHOP 1500 S.F.
COMPUTER LAB 1000 S.F.
MULTI-MEDIA CENTRE 2000 S.F.
LOADING
MAIN ENTRANCE
POTENTIAL SECOND FLOOR
BRONX PARK
GOOD NEIGHBOUR'S STUDY
MODEL COMMUNITY CAMPUS
RELATIONSHIP DIAGRAM NO. 1
03062
SK-1.1
MAY 2004
numberTEN
number 10

4.8 Facility Components-Outdoor

The following section outlines the overall site development plan incorporating a new building and onsite parking spaces with some of the existing amenities. The site development plan attempts to retain and build on existing tree cover and buffering that minimizes the visual impact on neighbourhood residents and reduces the effect on traffic on Henderson Highway. The objective is to develop the site with the least amount of disruption as possible while taking advantage of existing amenities. It is intended that the profile of the building be as unobtrusive as possible and that vehicular traffic be minimized and limited to the east end of the site.

While a 35,000 ft2 building on the site will occupy a great deal more space than the present structures, it is possible to adequately locate a facility of this size on this property. The activity components on the site allow the community centre to run most of its existing programs without disruption, greatly expand opportunities for new programs and attract new participants. Some existing facilities will have to be relocated and some will be replaced with alternative facility components judged to be of higher priority thereby providing a well-balanced outdoor development plan for the property. Where this report recommends downsizing existing facilities (hockey rinks / ball diamonds), it is largely due to projected participation rates and trends in the activity resulting in an oversupply of facilities and it is assumed that that these activities can be easily relocated to adjacent sites without undue inconvenience.

When any new development occurs, it will be necessary to comply with City by-laws concerning parking and land development. These by-laws require that adequate parking be made available onsite, thereby minimizing on street parking.

The Public Use Facility Study (2004) recommends the Bronx Park Community Centre site as a location for the development of a Community Campus. Following is a summary of the components of the overall site development plan.

4.8.1 Improve Wading Pool / Spray Pool

According to the City of Winnipeg (wading pool statistics, 2000-2003) the wading pool is quite active, accommodates an average of 49 uses per day, just slightly above the City average for all wading pools. While other wading pools in the area have been recommended for rationalization as part of the PUFS report, it has been proposed that the Bronx wading pool be improved and developed as a spray pad as a component of the Community Campus concept.

Wading pools are intended primarily, to provide a water orientation experience for young children and to offer relief from the summer heat. Spray pools were initially developed to provide a cost effective solution to draw and fill wading pools that lacked adequate water treatment facilities to satisfy health requirements. More recently, they have been

developed to provide a much more dynamic water experience with integrated play features and complimentary "water park" amenities.

4.8.2 Develop Skate Board Park

The skateboard park represents a new component on the site and is proposed because it fills a void in activities for youth and teens in the area. While the PUFS report did not recommend a skateboard park for this site, it would compliment other facility components on the site. Should this prove to be impractical, the space could be used to provide additional off-street parking that might be necessary.

4.8.3 Improve Playground

The plan calls for upgrading the children's play area that is below standard and in need of replacement. In combination with the development of the wading pools as a spray pad, these two improvements would provide a first class facility for infants, and young children.

4.8.4 Relocate and Redevelop Rinks

Presently, there are three outdoor hockey rinks and a pleasure skating area occupying a major portion of the land on the site and utilized for two and a half months each year. There are five hockey teams playing out of the Bronx Park Community Centre (1 Girls / 4 Boys), active participation in pleasure skating and the Club has become the centre for local shinny groups to play. The Club has a reputation for having very good ice and this makes it a desirable location for on ice activities. By any standard, three outdoor rink enclosures represent an oversupply of this facility type. Combined with an additional 10 outdoor rinks within 1.5 kilometers of Bronx Park there are ample rinks to meet any demand in the surrounding area.

Using conservative estimates, there are 16 "prime" time slots of 1.5 hours or 24 one-hour time slots per rink per week. In total there are between 48 and 62 time slots available each week on the three rinks. If each team were to play or practice a combination of three times per week, the five teams would use up 15 –24 time slots or 24-30% of the available capacity of ice time. There are relatively few games played on the outdoor rinks leaving more than adequate ice time for casual, unstructured use.

The site development plan recommends that the existing rinks be removed and that two rinks be relocated to the west of the new building. One rink would have a hard court surface area for court games and the other would be developed with a soft surface to support beach volley, horseshoes and other field games. It would also be suitable for mini soccer if demand were to grow for this activity.

It is also proposed that an all season "life trail" be developed on the site to accommodate fitness activities in the summer months and pleasure skating in the winter months.

4.8.5 Mini Soccer

The Bronx Park Community Centre operates a mini soccer program with between 6-8 teams of six and under participants. The teams each play two games per week on fields located inside the hockey pens. All games are presently played on Monday and Wednesday evenings.

The Bronx Good Neighbours site plans recommends the development of a new mini soccer pitch that should more than adequately serve the current and future needs of the community centre. The soft surface hockey pen on the site could also serve to accommodate mini soccer if demand were to grow. A conservative estimate of the capacity of a soccer pitch is 24 one-hour time slots each week. Playing two games per week, one soccer pitch could easily accommodate ten teams playing two games each per week. The mini soccer program could expand games to Tuesday and Thursday or on weekends as demand grows or if all games could not be scheduled on Monday / Wednesday as has been the case in the past.

4.8.6 LifeTrail

The development of a LifeTrail is proposed as a component of the site. This all weather trail could support both wellness activities in the summer and pleasure skating in the winter. The LifeTrail is designed by Playworld Systems Inc.(ww.playworldsystems.com) and is defined as a "wellness facility based on age and lifestyle appropriate activities that add carefully researched upper and lower body exercise to a typical walking regimen, while providing opportunities for social interaction. While its design has specific features for older adults or persons with limited mobility, it also serves as a general-purpose fitness facility for all ages.

4.8.7 Lions Seniors Park Link

The concept site development plan proposes that the site be integrated with the Lions Senior Park site and that amenities in the Lions park be improved. This would result in closing Kildonan Drive at Bronx Place and Chelsea Place and would require public consultation and traffic analysis prior to approval.

Improvements to Lions Park would include the addition of a picnic and BBQ area, a non-motorized boat launch facility and fishing deck on the river, relocation of the mini-soccer field, and installation of the continuous LifeTrail system.

4.8.8 Landscaping and Site Development

The entire site will be landscaped to provide the maximum buffer for neighbouring residents and improve the overall aesthetic quality of the site. Existing trees and shrubs will be retained and supplemented with new plantings. When a site is redeveloped,

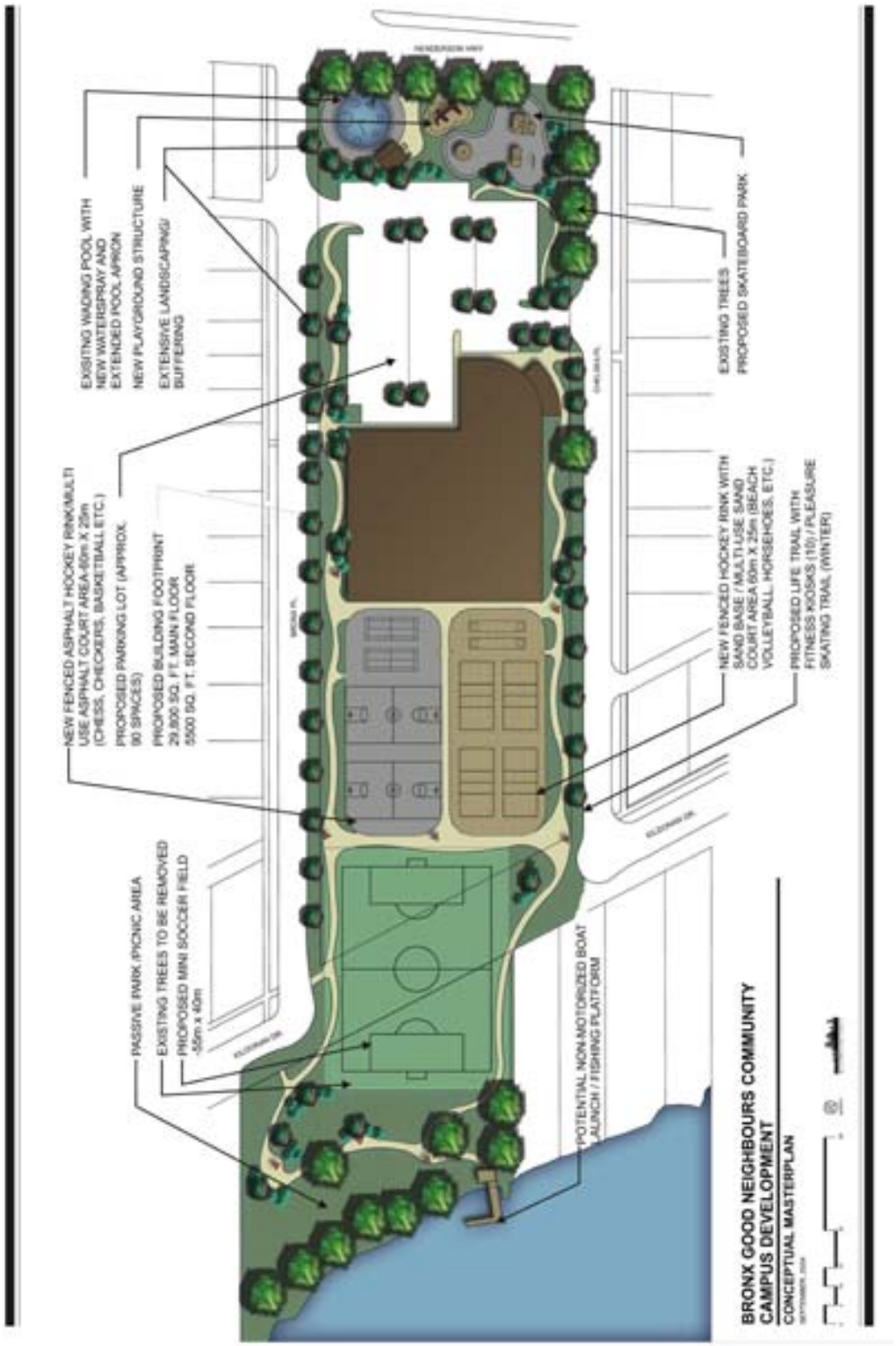
existing City bylaws are applied to the development. The site presently has limited onsite parking but with the redevelopment that is proposed, parking would need to be accommodated on the site. The bylaw requires 1 parking stall / 100ft2 of assembly space.

While the total building space is 35,300 ft2 there is approximately 18,000 rft2 of actual activity spaces with the rest of the space serving as ancillary support and circulation space. This would lower the parking requirement considerably but an application for a variance would need to be approved to allow for the 90 stalls that are proposed in the plan.

4.9 Site Selection and Alternatives

Accommodation of all of the indoor and outdoor facility components proposed for the Bronx Park Community Centre site will present a challenge and several planned developments will require additional consultation. The issues include adequate parking, street closings and the two-storey structure proposed for the site.

The site is limited with respect to the number of on-site parking stalls that can be developed. This plan would require a zoning variance due to limited parking and if additional parking is deemed to be necessary the skateboard area could be relocated to another site. Should building height be restricted, the entire indoor facility could be located on one level by relocating one outdoor rink to another site. If street closing becomes an issue, the site could be modified to allow traffic along Kildonan Drive by locating the mini soccer pitch inside the soft surface rink and reconfiguring the Lifetrail within the existing boundaries of the Bronx site.


EXISITNG WADING POOL WITH
NEW WATERSPRAY AND
EXTENDED POOL APRON
NEW PLAYGROUND STRUCTURE
EXTENSIVE LANDSCAPING/
BUFFERING
EXISTING TREES
PROPOSED SKATEBOARD PARK
NEW FENCED ASPHALT HOCKEY RINK/MULTI
USE ASPHALT COURT AREA-60m X 25m
(CHESS, CHECKERS, BASKETBALL ETC.)
PROPOSED PARKING LOT (APPROX.
90 SPACES)
PROPOSED BUILDING FOOTPRINT
29,800 SQ. FT. MAIN FLOOR
5500 SQ. FT. SECOND FLOOR
NEW FENCED HOCKEY RINK WITH
SAND BASE / MULTI-USE SAND
COURT AREA 60m X 25m (BEACH
VOLLEYBALL, HORSESHOES, ETC.)
PROPOSED LIFE TRAIL WITH
FITNESS KIOSKS (10) / PLEASURE
SKATING TRAIL (WINTER)
PASSIVE PARK /PICNIC AREA
EXISTING TREES TO BE REMOVED
PROPOSED MINI SOCCER FIELD
-55m x 40m
POTENTIAL NON-MOTORIZED BOAT
LAUNCH / FISHING PLATFORM
BRONX GOOD NEIGHBOURS COMMUNITY
CAMPUS DEVELOPMENT
CONCEPTUAL MASTERPLAN

SECTION V

Financial Implications

5.0 Introduction

The concept plan presented herein represents the construction of a new building and redevelopment of the Bronx Park Community Centre site that would improve existing program conditions and allow both groups to provide a greater variety and capacity of program offerings to members and residents.

Following are the capital and operating cost implications associated with the proposed development. While it is anticipated that there will be additional costs to operate a facility of this scope and scale, it is also anticipated that there will be increased revenue generating opportunities to offset these costs. The challenge is to program the facility to maximize use and revenue and to develop partnerships with appropriate user groups or commercial partners that would guarantee long term sustainability.

For this facility to be viable it is essential that the City of Winnipeg play a greater role in the management, programming and operation of the facility than they do in stand alone community centres. This role would not be intended to replace the critical role that volunteers and current staff of the two organizations play but rather to supplement these roles with greater involvement of City resources.

5.1 Capital Cost Building and Site Components

Following is a class three capital cost estimate of the proposed concept plan for the building and site development. These costs are based solely on unit cost projections and any detailed costing would follow the completion of a final building design and site development plan.

Table # 17 . Cost- Bronx Good Neighbours Centre

Capital Cost Implications

Indoor Space:

1. Bronx Good Neighbour Centre (35,300 ft2 @ $100-$140 Ft2)	**$3,500,000.00**
2. Fees @10%	**350,000.00**
3. Equipment Allowance	**200,000.00**
4. Contingencies	**100,000.00**
5. Finance and Administration @2%	**70,000.00**
Sub-Total (Indoor) Development Costs	**$4,220,000.00**

(Source: J. Harper / Number Ten Architects)

Outdoor (New)

1. Children's Playground (New)	**$ 55,000.00**
2. Asphalt One Hockey Pen	**$ 37,500.00**
3. Relocate Hockey Pens 2 @ $50,000	**$100,000.00**
4. Parking (90-130 spaces)	**$ 82,500.00**
5. LifeTrail	**$ 76,000.00**
6. Passive Park area C/W B.B.Q's / Picnic area	**$ 10,000.00**
7. Beach Volleyball Area / Horseshoe Pits/Chess	**$ 4,500.00**
8. Skate Board Facility	**$150,000.00**
9. Boat Landing/Launch area	**$ 50,000.00**
10. Site Dev / Approaches/ Landscaping/ Signage/ Mini-soccer	**$100,000.00**
11. Water-spray Park Addition	**$100,000.00**
Sub-Total- Outdoor	**$765,500.00**
Total Development Costs	**$4,985,500.00**

(Source: McGowan Russell Design Group)

5.2 Operating Cost Implications

The operating costs of leisure and recreation facilities are difficult to predict and are generally affected by location, design, equipment, quality of building and materials and type and extent of use. Based on the operating costs outlined in the Public Use Facility Study (2004) for similar facilities, an estimate of the costs is as follows.

1. Operating costs	@$2.00 ft2	$ 70,000
2. Managed care	@1.5% of Capital Cost	
	(1.5% years 1-10 and 3.5% years 10-40)	$ 75,000
3. Replacement Cost	@3.5%	$175,000
Total		$320,000

This does not include program costs that are assumed to be break even or represent a source of positive cash flow.

5.3. Sources of Funding

This report recommends several governance models for the development and operation of the facility. In each case the City of Winnipeg would play a lead role in the provision of capital for construction of the Centre.

Funds to support the project could come from the following sources:

- City annual capital works program
- Revenue from disposal of City property currently used by Good Neighbours
- Province of Manitoba-Community Places program
- Federal Infrastructure program
- Public / Private partnerships and lease hold improvements
- Corporate contributions by area businesses
- Fund raising campaign by building proponents

It is assumed that the operating costs of the facility would continue to be subsidized by the City of Winnipeg. Other sources of operating revenue would be through facility rental fees, program user fees and lease fees to program providers.

SECTION VI

OPERATION, GOVERNANCE AND MANAGEMENT

6.0 Introduction

Developing appropriate and appealing facilities is an important element in the success of any centre. However, of equal importance is the quality of the leadership responsible for the governance, management and operation of the facilities. Developing the right governance model is a critical step toward success as are the policies, practices, programs and plans of the people responsible for the management of the facility.

In this regard, the proposed integration of two long standing viable and vibrant organizations requires that every effort be made to respect the organizational culture that exists, the unique needs they meet and the varying services they provide. The final result must protect organizational autonomy and ensure value added services for their constituents.

There will be tough problems to solve along the way but the measure of success will be based on a sound model for decision making and the ability of the leadership to reach compromise where necessary while protecting the autonomy and unique nature of the organizations they represent.

6.1 Rationale and Benefits of Joint Development

For more that a year, representatives of the Bronx Park Community Centre and the Good Neighbours Senior Centre have been meeting and discussing the benefits and risks of a joint venture development. As a result of these discussion the rationale and key benefits for an integrated community centre development has been articulated.

1. The proposal to combine the facilities and resources of the Bronx Park Community Centre and the Good Neighbours Senior Centre is based on the belief that by working together, each party to the agreement will develop synergy and realize additional benefits not possible in stand alone facilities and operations.

2. The combined programs, facilities and services that result from an integrated facility will better serve the broad range of needs and interests of all residents in the surrounding community as well as their current members and participants.

3. There are economies of scale and efficiencies that result from the cooperative development and operation of facilities, programs and services.

4. Neither party to this co-operative development plan will experience a reduction in the present level of service now provided by each organization unless they deem it appropriate.

5. During the development of this plan, the Public Use Facility Study (2004) was completed. This study responds to the City of Winnipeg A.C.T.I.V.E. policy framework (2003) that commits the City to a policy of "integrated services with every strategic opportunity to provide for multi-use and intergenerational facilities and services." As a result, the PUFS report recommends that "no stand alone senior centres be developed and that these facility needs be included in the development of Community Campus facilities". In this regard, the Elmwood Kildonan Senior Centre was declared surplus.

Each party to the agreement would make a substantial but unique contribution of mutual benefit to both groups and bring their contacts, resources and expertise to the development.

Table #18. Benefits of Bronx Park /Good Neighbours Joint Development Initiative

Bronx	**Good Neighbours**
1. Site/Location	No Site-long term future unclear
2. Maintenance Staff	Program Staff
3. Volunteer Burnout	200 Volunteers
4. City Grant Support	RHA Grant Support
5. Link with City	Link with RHA
6. Aging / Underutilized Facilities	Inadequate Facilities now at Capacity
7. Facility Use Evenings / Weekends	Facility Use Daytime
8. Financially Viable Operation	Financially Viable Operation
9. Enthusiastic Community Support	Enthusiastic Membership Base and Support
10. Strong Political support	Strong Political Support

6.2 Principles Governing Joint Development

There are clear benefits to developing an integrated, intergenerational center to serve the broad range of needs in the service area. In effect, this type of facility better defines the original intent of multi-purpose community centers in that it would be a broadly based and inclusive activity center serving all ages equally. It has been demonstrated in other similar developments that integrated services create synergistic development not possible in stand-alone facilities.

1. The proposal to combine the facilities and resources of the Bronx Park Community Centre and the Good Neighbours Senior Centre is based on the belief that by working together, each party to the agreement will develop synergy and realize additional benefits not possible in stand alone facilities and operations.

2. The combined programs, facilities and services that result from an integrated facility will better serve the broad range of needs and interests of all residents in the surrounding community.

3. There are economies of scale and efficiencies that result from the cooperative development and operation of facilities, programs and services.

4. Neither party to this co-operative development plan will experience a reduction in the present level of service now provided by each organization unless they deem it appropriate.

5. Each partner in the development will maintain its unique identity, autonomy, mandate and services but will work collectively to expand opportunities for its respective constituents.

6. Spaces in the facility will be developed to allow a balance of exclusive, dedicated, multi-use, shared and joint-use components.

7. The components of the facility development will meet the range of needs currently provided by the parties to the plan and the design of the facility will reflect the character of the neighbourhood.

8. Each partner in the facility will have ample opportunity to comment on the proposed plan.

Given that the senior centre primarily uses daytime weekdays and the community centre uses evenings and weekends, perhaps the greatest benefit is that this joint development and operating agreement provides a means by which one partner helps cover the cost for space the other partner now pays for but does not use.

6.3 Alternative Governance Models

With the release of the Public Use Facility Study (2004), the future development and management of recreation facilities in the City of Winnipeg is likely to be guided by the recommendations arising from the report. Policy, priority and implementation strategies have yet to be approved and they will inevitably have an impact on both the proposed facility development plan for Bronx Good Neighbours Centre and any ownership, governance and management strategies that might be proposed.

With this in mind there are several development and governance models or variations of the models that could work. The final determination of the most practical governance model would follow development decisions on the PUFS study and consultation with all of the potential partners in the project.

The PUFS report specifies the role that the City of Winnipeg would play in the development of Community Campus facilities. It is described as a "combination of direct provider, partner and facilitator in the development of community campuses." This description opens the way for one of several development and governance models depending on the resources of the partners and interests of the community.

6.3.1 Governance Option One: City as Direct Provider (City Owned/Operated)

In this option, the City would develop a Community Campus on the Bronx Park site, perhaps as a demonstration model for future developments. The City would provide the initial capital cost of the facility and pay all the costs associated with operation, maintenance and program coordination of the facility.

In this model it is proposed that the City create a management committee of user groups to work with the administration to ensure that the program requirements of all user groups are met in the facility. City staff would work with existing community groups and local residents to develop programs and services appropriate to their needs and requirements. The use of space in the facility and priority for programs would be developed in consultation with the user groups and community residents.

This approach could allow the Good Neighbours Senior Centre, Bronx Park Community Centre and any other user groups that negotiate agreements with the City of Winnipeg to maintain their autonomous operation and work with the City staff to ensure that the programs in the facility reflected their needs.

6.3.2 Governance Option Two: City as Partner (Joint City / Community Development)

In this model, the City would play a leadership role in bringing together the participating community groups and creating an equal partnership to develop a Community Campus. The role of the City would be to provide planning and administrative expertise in the development of the site and provide the land, a portion of the capital development costs and an annual operating grant to assist in the operation of the building once completed. The City would retain ownership of the buildings and land and in-turn lease it to the user groups.

The City would participate on a centre management board of directors made up of representatives from the participating groups. The management board would set policy, set priorities for use, manage staff and resolve disputes. The management board would be accountable to the City of Winnipeg and participating community groups would maintain

their organization structure to ensure that their constituents' interests were reflected in the centre operation.

6.3.3 Governance Option Three: City as Facilitator (Community Driven/City Supported)

In this model, the Bronx Park Community Centre, Good Neighbours Senior Centre and other interested community groups would play the leadership role and take the initiative to jointly develop a Community Campus. They would seek support from the City in the form of planning and administrative consultation. The City would be requested to provide land for the development as well as a contribution to the capital development costs and an annual operating grant. While the City would retain ownership of the site, the responsibility form management and operation would fall to the community groups.

The participating user groups would form a centre management society and invite the City to participate in an advisory capacity. The management society would set policy, set priorities for use, manage staff and resolve disputes. The management society would be accountable to the board of directors of the participating community groups and each partner in the facility would lease space from the management society and pay in proportion to the amount of space used plus a portion of the common area costs. Each group would run their own programs that respond to the needs of their members and constituents. The centre management society would schedule use of unallocated space not used by the individual user groups.

6.4 Preferred Option

The Bronx Park Community Centre and the Good Neighbours Senior Centre should establish dialogue with the City of Winnipeg regarding their interest in pursuing this proposed development and negotiate the most appropriate governance model once approval for the project has been received.

While it may be somewhat premature to select a preferred option until more is known about the priorities and implementation strategy for the Public Use Facility Study it is acknowledged by both organizations that they would require substantial participation by the City of Winnipeg to effectively manage a new facility of this type. They also stressed the importance of maintaining organizational autonomy in the development of programs to serve their respective members and users.

SECTION VII

Implementation

7.0 Introduction

The report and recommendations developed herein represent a proposed concept plan and potential development model only. The actual governance model, building program and site plan shall be developed and finalized by a joint committee of representatives of the Bronx Park Community Centre and Good Neighbours Senior Centre in consultation with the community and the appropriate representatives of the City of Winnipeg.

The PUFS (2004) report has articulated a course of action recommended for the future development of recreation facilities in Winnipeg. The recommendations in the report make it unlikely that any new stand alone community centres or senior centres of the scope and scale recommended herein would be approved on City land or qualify for City support until decisions regarding the Public Use Facility Study are finalized and an implementation strategy approved.

The terms of reference for the Bronx Good Neighbours Centre study were specific to the development of integrated recreation facilities to serve two community groups at the Bronx Park site. However, the release of the PUFS report make it necessary to consider the implications of broader recommendations that would have an impact on any decisions related to the Bronx Good Neighbours Centre.

7.1 Alternatives for Implementation

The steering committee overseeing the Bronx Good Neighbours Centre plan have a number of potential development options that they must consider regardless of the outcome of the Public Use Facility Study. Once the preferred option is agreed upon, the steering committee can then develop strategies appropriate to their development option.

7.1.1 Status Quo

The “do nothing” strategy would mean that both Bronx Park Community Centre and the Good Neighbours Senior Centre agree to continue with their exiting facilities for the foreseeable future.

The analysis indicated that both organizations have viable financial operations but sub standard facilities and programs. A decision to maintain the status quo would do nothing to improve current conditions and it is certain that facility conditions will continue to deteriorate. Once an implementation strategy for the PUFS report is adopted it is possible that the future of the Bronx Park site will be decided by the City.

7.1.2 Go It Alone- Develop Bronx Good Neighbours Centre

The "go it alone" option would have the Bronx Good Neighbours Centre steering committee endorse the development report, appoint a capital campaign committee and begin the process of implementation.

The committee would submit the plan to the City of Winnipeg for consideration and launch a fund raising campaign to build the centre to accommodate the needs of the two proponents. If this option were adopted the Bronx Good Neighbours Centre steering committee would agree to proceed with the development prior to any decision on the PUFS report.

7.1.3 City Driven - Community Campus Plan

The third option is to adopt the report and submit it to the City of Winnipeg for consideration within the framework of the PUFS report. The Bronx Good Neighbours Centre steering committee would request that the City consider their proposed development within the framework of the PUFS implementation plan.

7.1.4 Preferred Option

In consultation with the two organizations, it was concluded that the preferred option would be to work with the City to develop facilities at the Bronx Park site as a model "Community Campus" facility demonstrating the potential for future facility development in the City of Winnipeg

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7.2 Strategies and Process for Implementation

There is a number of decisions and implementation steps that need to be taken in sequence in to order to confirm the preferred development option and then to ensure its implementation.

Step 1. Approval of Draft Report

The first step in the implementation process was for each of the participating partners to pass a board resolution approving the project and the preferred option for implementation. Resolutions were passed approving the report by Bronx Park Community Centre (Nov.8, 2004) and Good Neighbour Senior Centre (Nov.12, 2004).

Step 2. Submit to Community Committee

The final report will be submitted to the East Kildonan-Transcona Community Committee at their November 30, 2004 meeting.

Step 3. Submit to City of Winnipeg

If approved by the Community Committee, the joint Bronx Good Neighbours Centre steering committee would submit the report to the City of Winnipeg for consideration.

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