



Memorandum

Office of the City Clerk
Fax: 623-5468
Telephone: 625-2230

TO: Members of Council
FROM: Mr. J. Hannam, City Clerk
DATE: Friday, April 5, 2019
SUBJECT: **Additional Information**
Committee of the Whole/City Council – April 8, 2019

COMMITTEE OF THE WHOLE

ADDITIONAL INFORMATION

1. Report No. R 43/2019 (Community Services - Recreation & Culture) Revised Terms of Reference for information. (Distributed Separately, Friday, April 5, 2019)

/ft

Terms of Reference

Community Centre Governance and Operations Review

Background:

In approving the City of Thunder Bay Recreation and Facilities Master Plan Report (“FIT Together”) in January 2017, City Council approved a recommendation to review the governance and service delivery model for the operation of localized, geographically dispersed community centres. The Master Plan recommends the implementation of a ‘hub and spoke’ model of delivery.

Scope/Objectives of the Review:

The Master Plan suggests a transition to an advisory board model of governance at prioritized community centres as part of the hub and spoke delivery model implementation. The advisory board model will allow for City staff leadership of the day-to-day management and operation of these facilities while maintaining community centre boards as advisors regarding programming/capital improvements. A refinement of governance protocols was recommended for centres that do not meet the prioritization criteria.

The Review will focus on the following operations:

	Community Centre	Address
1	Current River	450 Dewe Ave
2	Jumbo Gardens	330 Toivo St
3	North End	954 Huron Ave
4	North McIntyre	2051 Government Rd
5	Oliver Road	563 Oliver Rd
6	South Neebing	1841 Mountain Rd
7	Vale	420 Vale Ave
8	Vickers Heights	1695 Broadway Ave
9	West Arthur	1914 Arthur St W
10	West Thunder	915 Edward St S

The Review will aim to answer the following questions:

- (a) What community and neighbourhood needs can and should community centres try to address?
- (b) What governance model(s) would work best to meet those needs?
- (c) How can community centres assist in achieving the goals of the City of Thunder Bay Strategic Plan, the Recreation and Facilities Master Plan, Seven Youth Inquest, the Crime Prevention Strategy, the Drug Strategy, the Age Friendly City Services Action Plan and other City of Thunder Bay initiatives

The Review will:

- (i) consider community and neighbourhood needs which may include (but not be limited to):
 - Demographics
 - Existing programs and services offered by community centres
 - Services and programs provided by other suppliers
 - Gaps in programs and service

- (ii) evaluate existing operations at community centres and consider the following service delivery components:
 - Program needs assessment, design/development, coordination
 - Centre utilization
 - Opportunities for multi-use
 - Promotion/marketing of programs/services
 - Registration, booking/permitting
 - Staff/volunteer recruitment, screening, hiring/engagement, supervision, performance management, recognition
 - Facility maintenance, repair
 - Incident/issue management
 - Financial viability
 - Potential and capacity to serve as a neighbourhood hub
 - Others?

- (iii) propose potential models for community centre governance which may include increased involvement by City staff, status quo, third party operation and/or other creative solutions

Key Deliverables/Timing:

Item	Deliverable	Completed by (timing)	Lead
1	First Meeting of Project resource Team and finalization of Terms of Reference	Feb. 2018	Doug Henry
2	Design template for summary report of current state for each operation	Feb. 2018	Calli Graham
3	Develop criteria and plan to assess needs in neighbourhoods surrounding each community centre	Feb./March 2018	Doug Henry and Facilitator
4	Feedback from Community Centres Council (meeting on March 12)	March 12, 2018	Doug Henry
5	Host stakeholder meetings to help determine needs in the	April and May 2018	Doug Henry and Facilitator

	neighbourhoods surrounding the community centres		
6	Feedback from Community Centres Council re: neighbourhood needs (meeting)	May 2018	Doug Henry and Facilitator
7	Completion of Summary Report for each operation	November 2018	Southside: Jesse Dykxhoorn Northside: Doug Henry
8	Completion of Neighbourhood Needs Assessments	November 2018	Southside: Jesse Dykxhoorn Northside: Doug Henry
9	Consolidated/Summary Report – Highlights all Operations and Community Needs Assessments	November 2018	Doug Henry
10	Research/benchmarking other municipalities- community centre operations	November 2018	Jesse Dykxhoorn
11	Feedback from Community Centres Council re: Consolidated/Summary Reports	November 2018	Doug Henry
12	Propose and refine recommendations for governance protocols & operating models	January 2019	Steering Committee
13	Propose and refine recommendations for governance protocols and operating models	February 2019	Project Resource Team
14	Feedback from Community Centres for governance protocols and operating models	February/March 2019	Doug Henry and Jesse Dykxhoorn
15	Information Report to City Council sharing background and research	April 2019	Paul Burke
16	Corporate Report to Council recommending operating models	May 2019	Paul Burke
17	Community centres will select the operating model they wish to proceed with	June 2019	
18	Corporate Report to Council recommending implementation Strategy	September 2019	Paul Burke

Project Accountability/Resourcing:

A project working group will be established comprised of the following members:

- **Project Managers:**
Jesse Dykxhoorn and Doug Henry
- **Steering Committee:**
Tina Larocque, Community Program Coordinator, Community Centres (Acting)
Paul Burke, Sports & Community Development Supervisor
Callie Hemsworth, Coordinator, Planning, Projects & Development
Leah Prentice, Manager – Cultural Development & Events
Donna Sippala, Director – Recreation & Culture
- **Project Resource Team:**
Sutheat Tim, Deputy City Solicitor
Diane Savor, Insurance & Risk Management Specialist
Brent Cline, Manager, Central Support, Asset Management (Acting)
Krista Power, Deputy City Clerk
Ann Magiskan, Aboriginal Liaison
Cynthia Olsen, Coordinator – Thunder Bay Drug Strategy
Lee-Ann Chevrette, Coordinator – Crime Prevention Council
Kimberly Begin, Program Supervisor – Children & Youth
Dana Heinrich, Supervisor Community Programs (Older Adults)
- **Management Sponsor:** Donna Sippala, Director, Recreation and Culture

The Steering Committee shall meet once per month, between February 2018 and May 2019. The Project Managers will circulate a draft agenda one week in advance and will chair the monthly working group meeting. Members of the Project Resource Team will be invited to attend the initial meetings and on an as-required basis later in the process.

Steering group recommendations will be considered in earnest by the General Manager, Community Services; implementation of recommendations will be subject to City of Thunder Bay Executive Management and/or Council approval.