



Pathway to Renewal 2023-2026

For the Co-operative/La Coopérative de solidarité Centre
Communautaire Wakefield La Pêche Community Centre (CWLP)

Prepared by: Board of Directors 2023-24

Based on fall 2022 strategic planning process results and previous studies undertaken

Approved: April 2023

ABOUT THE CO-OPERATIVE



- We are a chartered Quebec cooperative founded in 2011 by volunteers and organizations with the vision to create and maintain a space of arts, culture and recreation that serves to welcome and inspire people of all ages.
- As a cooperative, we are a member-owned and democratically controlled social enterprise (business). Members exercise control by directly by voting at membership meetings, and indirectly through the election of a Board of Directors.
- As of 2023, the CWLP has 1,811 registered members. To become a member of the cooperative, individuals purchase two (2) social shares and sign an agreement to uphold the values of the cooperative as recognized by the International Cooperative Alliance: **self-help, self-responsibility, democracy, equality, equity, and solidarity**
- The Centre (building) is own by the CWLP's members with the grounds owned by the Municipality de la Pêche.

BACKGROUND



- Over the past 5+ years, there have been several studies and consultations undertaken to explore the future of the centre (see Annex A)
- In September 2023, the newly elected Board of Directors committed to completing this task with a focus on renewal of the CWLP (this plan).
- With funding from English Language Arts Network (ELAN), an external consultant consolidated the research, administered a survey, and engaged in additional consultations with the community.
- This 3-year plan is the result of this effort. This plan will serve as a guide for Board and staff to establish plans and priorities in the coming years.
- The plan is evergreen and the Board of Directors and interested members will review it annually to ensure ongoing adherence to the CWLP's mission and context. Any substantive changes will be reported to the members at the AGM.

VISION



CURRENT

To create and maintain a space of culture and recreation that is the centre of the community and serves to welcome and inspire people of all ages

PROPOSED

A Centre that is truly the heart of La Pêche—
one that welcomes and creates spaces for *all*
to enjoy!

To be discussed at the 2024 Annual General Meeting

MISSION



CURRENT

To provide high quality cultural and recreational programs and events for all in a sustainable and resilient manner.

PROPOSED

To enrich the lives of our diverse and growing community by creating a vibrant gathering place, and working collaboratively with our partners to bring arts, cultural, and recreational opportunities to the region.

To be discussed at the 2024 Annual General Meeting

VALUES



Community: We are a community here to support and encourage one another through a diverse set of programs, services and events.

Openness: Our operations are conducted with transparency and honesty. Our doors are always open. We encourage continuous feedback from our members, partners, and the community-at-large.

Inclusive: The Centre is a safe and welcoming space for all, no matter your age, identity, ability, race or ethnicity, whether you are Anglophone or Francophone, new to the area, a long-time resident, or visitor.

Collaboration: Our success is dependent on our many partners, supporters and members. Building new relationships and nurturing existing ones through collaboration and mutual respect is essential.

Gratitude: We are incredibly thankful to our volunteers, members, staff, and partners. We are humbled to call this region home, as settlers on this land, we express deep appreciation to the Algonquin Anishinaabe Peoples.

Artistic: We encourage creativity in the arts and aim to elevate our community or artists, musicians, and storytellers.

RENEWAL PLAN 2023-2025



GET OUR HOUSE IN ORDER

- Re-establish the Board & staff Revisit CWLP' Co-op Model and By-Laws (AGM 2024)
- Pursue the Municipal transfer of the building
- Update systems, policies and procedures
- Establish annual fundraising campaign
- Ensure building and interior is safe, functional & maintained.

INSPIRE THE COMMUNITY

- Develop routine community engagements for updates, questions, and ideas for the CWLP
- Re-establish and expand the volunteer network
- Nurture existing partnerships; develop new ones for untapped groups
- Ensure greater inclusion and diversity in programming

BRING THE CENTRE TO LIFE

- Promote the Gwen Shea Hall and actively seek out inspiring events and shows
- Determine a core focus of events, activities, and programs
- Make the lobby welcoming, informative and bustling with action
- Hold routine Open Houses for the community (free events)

STAFF – Senior Administrator, Program and Volunteer Manager, Rental & Event Coordinator, Communications Officer,...others

BOARD – Diverse in its representation and skill sets; active committees involving members; able and committed to full-terms

MEMBERS: New and old; English and French; new comers; diverse; individuals & families; engaged, active, organized

GET OUR HOUSE IN ORDER



- **Re-establish the Board and Staff roles and responsibilities**
 - Review the governance model and Board recruitment, training and support practices
 - Hire: new staff, develop new work arrangements and recruit and integrate new volunteers
 - Nominate a member representative who also sits on the Board
- **Re-refresh the Coop Model and update the By-Laws**
 - A coop model with members as active participants/ owners of specific projects/ activities
 - Review and update by-laws to improve governance and member engagement. (AGM)
- **Pursue Municipal transfer of the building and grounds**
 - Explore the specifics of shifting ownership to the Municipality, with operations, programming and rentals managed by the Cooperative. Vote at AGM or sustainability alternative identified
- **Review, improve and modernize operation systems, policies and processes**
 - Leverage technology to support improved efficiencies
 - Review all administrative and operational efforts to maximize efficiencies and improve quality
- **Establish annual fundraising campaign**
 - Survey results indicate the community is here to support financially with annual contributions
 - Develop an annual fundraising drive; ensure all CWLP events have an opportunity to support
- **Ensure building and its interior are safe, functioning and well-maintained.**
 - Approve building assessment report and develop and implement an annual and long-term capital management plan.

Key Resources

Board, staff, and HR specialists

Board & Members

Board, Municipality & m members

Staff and Partners

Board, Staff & Members

INSPIRE THE COMMUNITY



KEY Resources

- **Develop routine community engagements for updates questions and ideas for the CWLP**
 - Host quarterly Community Cafes at the Centre for such feedback
 - Annual Community Survey to measure and track progress and collect new ideas, needs
- **Re-establish and expand the volunteer network**
 - Develop easy mechanism to get involved and get updates on volunteering needed
 - Recruit diverse volunteer leaders to represent key groups, provide oversight ,training and support to volunteers
- **Nurture existing partnerships and develop new ones to engage untapped groups**
 - Re-establish commitments and partner agreements, and mend relationships
 - Engage other organizations like Mashado, Kitigan Zibi; work with Municipality to identify new groups/orgs to collaborate with and explore co-created programs/ events
- **Ensure greater diversity and inclusion in programming**
 - Utilize the Group Leaders to bring ideas forward from their groups
 - Ensure inclusive communications and diverse programming

**Board, Staff &
Members**

**Board & Staff
Members**

**Board, Staff &
Founding Partners**

**Board, Staff &
Members**

BRING THE CENTRE TO LIFE



- **Proactively market the Centre and the GSH and actively seek out inspiring events and shows**
 - Develop new GSH marketing materials/collateral and approach regional events, shows, that expand and diversify our offering; proactive in filling the calendar and planning in advance
 - Build marketing and communications capacity through full time staff and partnerships
- **Make the lobby a welcoming, informative and bustling with action**
 - Create easy coffee bar and tea station (by donation); casual and welcoming spaces for all
 - Work with Municipality to update and maintain the info area for visitor and locals alike
 - Update physical environment with new furniture and improved spaces
- **Develop an annual, provocative, inspiring calendar of events**
 - Leverage local talent and networks to produce unique events
 - Seek out demand-drive, innovative programs and events for diverse audiences
 - Ensure facility and technical equipment is kept up to date and maintained by trained staff
- **Hold regular Open Houses for the Community (free events)**
 - Holiday dinner, festive parties, summer BBQ
 - Organized by the members

KEY Resources

**Staff, Partners
& Local media**

**Staff, Partners
Municipality**

**Board, Staff, Partners &
Members**

**Board, Staff &
volunteers**

2023-2024 PRIORITIES



In addition to “regular” operations and Board oversight responsibilities:

Pursue Municipal transfer of the building and grounds

- With membership approval, formally discuss with transferring ownership of facility to the Municipality

Review, improve and modernize operation systems, policies and processes

- Leverage technology to support improved efficiencies; review and update HR systems; ensure safe, healthy, and positive work environment for staff and volunteers
- Review administrative and operational efforts for rentals and events activities
- Ensure demand-driven programming, explore different formats, and introduce member feedback forms

Recruit and support staff and renew volunteer network

- Hire: new staff, develop new work arrangements and integrate volunteers
- Grow the volunteer network to 70 people, provide training, support and recognition
- Renew agreement with Founding Partners

Make the lobby a welcoming, informative and bustling with action and ensure building is safe, functional and well-maintained.

- Create easy coffee bar and tea station (by donation); casual and welcoming spaces for all
- Work with Municipality to update and maintain the info area for visitors and locals alike
- Ensure safe, healthy and inclusive spaces (maintenance, painting studio, replace curtains in Gwen Shea Hall)

ANNEX A: LIST OF PAST RESEARCH



2019-2022

Many meetings, discussions, and research and analysis by CWLP and other stakeholders

Key documents:

- **Special Members Meeting Presentation** on Future of the Centre (2019)
- **Report of Stakeholders** (no date)
- **Founding Partner Interviews** (2020)
- **MRC Reports** on: Vision, Mission, Identify; Communications; Recreation; Culture; Operations & Costs; Building (2021)
- **Municipality de la Pêche – Letter Agreement in Principle** – Transfer of Ownership (August 2021)

2023-2024

Board selected an experience organizational development consultant to consolidate research and analysis to:

- **Review of documentation** from 2020-2022 and historical documents
- **Membership Survey**
- **Stakeholder interviews** including interviews with active members of the CWLP
- **Community Café** – open consultations

This proposed renewal plan is the consolidation of these efforts with a focus on restoring good governance and operations post-pandemic, and taking targeted actions to help the CWLP innovate, inspire and thrive so that all cooperative members benefit.

ANNEX B: 2023-24 ANNUAL OPERATING BUDGET



PROJECTED REVENUES		PROJECTED EXPENSES***	
GOVERNMENT & GRANTS (RESTRICTED)	\$155,000	STAFF, CONTRACTORS & VOLUNTEERS	\$193,710
NEW MEMBERS (SHARES)*	\$2000	CORE OPERATING (includes mortgage payment \$100,972)	\$165,790
OPERATING (UNRESTRICTED)**	\$253,300	MAINTENANCE (2023-24 annual only)	\$29,200
Less COST OF GOODS SOLD	\$5000	PROFESSIONAL FEES	\$8,100
		CAPITAL RESERVE CONTRIBUTION***	\$6,500
TOTAL	\$403,300	TOTAL	\$403,300
PROJECTED SURPLUS/(DEFICIT)		\$0	
CURRENT BALANCE (MAY 30, 2023)		\$142,618	
SURPLUS FROM PREVIOUS 2022-23	\$4,530	MORTGAGE PAYMENTS FOR 2023	\$100,930
INVESTMENT FUND (FOR REPAYMENT)	\$64,900	COVID LOAN REPAYMENT	\$64,900

* Member shares have not be sent aside. (approx. \$36,220)

** Includes \$50,000 fundraising goal for Board and Members Involvement Group

*** No Capital Reserve Fund has been established; also no operations reserve fund has been established