

SISTER KENNEDY CENTRE



March 2016 **OPERATIONAL REVIEW**

INTRODUCTION

The Town adopted a strategic plan initiative to:
conduct an operational review of activities and management of the Sister Kennedy Centre facility, in conjunction with its volunteer workforce

This review is intended to summarize the expertise, skills, and capacity of the Sister Kennedy Centre operations. This document will serve to aid the Community Services Executive Committee and Council in making decisions related to the Sister Kennedy Centre. The SKC Board of Management invited any patrons of the Centre to participate in the meetings that were held to develop this review and subsequently circulated a questionnaire to solicit feedback for SKC operations.

GOVERNANCE & STRUCTURE

The Sister Kennedy Centre is governed by a seven member Board of Management which consists of two Town Councillors and five Directors appointed by Mayor and Council through a competitive application process. Terms are for two years with a maximum of four terms before having to step down for one year. The Manager of Community Services is a non-voting ex-officio member of the Board and is responsible for adherence to Town policy.

A Chair, Vice-chair and Secretary are elected at the first meeting of each term. Meetings are held monthly with the exception of July and August. The Board makes decisions regarding policy, planning and allocation of funds. A volunteer manager reports to the Board and is responsible for day to day operations of the Centre.

In the past two years the Sister Kennedy Centre Board has begun to work on Policies and Procedures but there is still quite a bit of work to do, 4 policies have been adopted by Council to date. There are no clearly articulated plans or objectives.



FINANCE

The Sister Kennedy Centre is funded partially by the Province through the Ontario Seniors Secretariat (OSS) up to approximately \$40,000 annually that is dependent on a matching amount from other sources, primarily the Town of Fort Frances. Other funding periodically is obtained through grant applications for specific interest endeavours. Below is a 4-year summary of the SKC financials. The bottom TOTAL is what the Town would have contributed to the operation of the Centre for each given year.

Sister Kennedy Centre	2012	2013	2014	2015
OSS Funding	(38,695)	(40,000)	(39,999)	(40,000)
TOTAL REVENUE	(48,007)	(52,828)	(53,285)	(54,206)
TOTAL EXPENSES	85,285	88,329	87,388	83,507
<u>TOTAL</u>	<u>37,278</u>	<u>35,501</u>	<u>34,103</u>	<u>29,301</u>

The volunteer manager is responsible for purchasing and paying bills but financial transactions are brought to the Manager of Community Services for signing after expenditures have been incurred.

VOLUNTEERISM

The volunteer manager is an integral component to the successful operation of the Sister Kennedy Centre. Other than mileage paid for Centre business and a \$200 honorarium, there is no other financial compensation for the many hours that are required from the volunteer manager to lead the successful operation of the Centre. There are also a handful of other senior volunteers who are crucial for the Centre to keep consistent operating hours. Over the past while, the number of volunteers has declined and volunteer recruitment has become a challenge.



PROGRAMS

The Board of Management on a continual basis reviews the programs and services offered at the Centre and endeavours to expand the offering as ideas come forward and recommendations are made. Below is a summary of the existing programs:

- Recreation & Leisure – daily card games, billiards, tai chi, yoga, 2 general use computers with internet service and printer, shuffleboard (table & floor)
- Special Events – Pot luck dinners, holiday dinners
- Health – Blood pressure clinics
- Woodworking
- Education – Seniors Fair, Seniors and Law Enforcement Together (SALT) presentations
- Coffee & Conversation – daily
- Meals – lunch served daily Monday to Friday for a fee



There is increased interest in senior fitness programs, particularly with the younger seniors.

FACILITY



Situated at 401 Nelson Street in Fort Frances, the Sister Kennedy Centre boasts a large main building with a sizable general purpose room that acts as the primary gathering space. There is also a well-equipped kitchen, billiards room, restroom facilities, and manager's office. There is a separate woodworking shop that is fully furnished with professional power tools

SWOT ANALYSIS

STRENGTHS

- Volunteers are truly dedicated & reliable
- Main facility is in good shape & well maintained
- Great kitchen facility
- Volunteer manager is working out very well
- Effective Board
- Financially stable
- New seniors guide is a real benefit
- Cheap lunch

WEAKNESSES

- Not enough volunteers
- Main facility is not conducive to fitness programs
- Not enough positive publicity
- Kitchen is not used to capacity
- Bathrooms are not completely handicap friendly
- Lack of storage
- No open evenings, Sundays, or holidays
- Lack of parking
- Forced to have shared program space



OPPORTUNITIES

- Facility expansion
 - Become an 'age friendly community'
- Program expansion into evenings, Sundays, & holidays
- Align with a charitable organization to receive funding
 - Develop a 'friends of the Senior Centre'

THREATS

- Difficult to find/replace volunteer manager
- Curtailed provincial funding with Ontario Senior Secretariat

SURVEY RESULTS

Near the end of 2015, a survey of the Sister Kennedy Centre patrons was taken to solicit input and feedback for current and future programming at the Centre. Below is a summary of the responses for specific programs & comments that were received.

Programming - # of people in favour

Card Games - 21	Games Night - 10	Bingo - 13
Book Club - 6	Line Dancing - 9	Movie Night - 9
Pot Lucks - 23	Sporting Events - 6	Knitting Group - 7
Dances - 11	Dinners (Lunch) - 20	Talent Night - 12
Tai Chi - 12	Live Music - 17	Yoga - 11
Liquor License - 10		

Comments

- Open ½ days on Sunday
- Music after pot lucks
- Lunches on Thursday are great
- Make more use of shop
- Open on evenings & Sundays
- Broader menu, not just soup & sandwiches
- Card tournaments (smear, crib, etc) with a pot luck before/after
- Movies on Sunday or another afternoon
- More pot lucks
- Ballroom dances (waltz, foxtrot, etc.)
- No liquor license
- Knitting Group or other crafts
- Casino night without money but small prizes
- Treadmill

