**Appendix C**

# Business Plan Format/Template

## 1.0 EXECUTIVE SUMMARY

The Executive Summary is an overview and concise summary of the key contents of the business plan.

This section should not be prepared until the other components of the business plan are completed. It should be coherent enough to stand separately as a decision document.

- **Introduction** – A brief description of GCWCC and the major services it provides including historical overview, mission and vision statements.
- **Strategic Direction** – Summarize the long-term strategic direction that GCWCC has developed to move it forward, demonstrating how the direction is consistent with the City of Winnipeg strategic documents
- **Service Goals and Strategies** - Document the goals and strategies of GCWCC for the services it provides considering strengths and challenges
- **Highlights** - Include the highlights of the business plan and what decisions are being proposed and/or requested.
    - Major issues facing GCWCC
    - A summary of the expected financial results and any requests for incremental budget amounts
    - Clearly state what GCWCC will do with the resources entrusted to it
    - Requests for approval for policy direction and delegated authorities
    - Listing of critical success factors necessary for the successful implementation of the business plan
- **Conclusion** – reinforcing what GCWCC is going to do, expected outcomes and deliverables

## 2.0 BUSINESS PLAN

- **Introduction**
    - History
    - GCWCC Strategic Plan
    - Recreation Leisure and Library Facilities Policy
        - Physical Asset Management
- **Management Agreement**
    - Components
    - Deliverables
    - Status update
- **Plan 2025**
    - Identify what has been done in past years (to 2011) and what is projected to be done from 2013 – 2015

    - Descriptive narrative format
    - Summarized Table Format
- **Ongoing Responsibilities**
    - Details on the four municipal grants - recipients of the grant dollars from past year by name and funding provided; statistics
        - Programming Grant
        - Community Centre Program Registration Fee Subsidy Grant
        - Community Centre Janitorial Program
        - Operating Grant
- **Human Resource Planning - Organizational Structure**
    - Organizational Chart
    - Human Resource Plan - include FTEs, salaries and benefits
    - History of staffing complement
    - Volunteer information / statistics
- **Current/Future Challenges**
    - Demographics, economic, social and cultural factors
    - Information Technology
    - Trends
    - Competition
    - Risk Assessment – Risk Profile
    - Strengths and Challenges
- **GCWCC 2013 – 2015 Priority Action Plan**
    - Key goals and strategies for upcoming period
    - Specific recommendations and timetable for completion
    - 2011 Accomplishments
    - Plan for 2012
    - Proposed for 2013 – 2015
    - Policies and procedures
- **Performance Information**
    - Benchmarking information
    - Output measures
    - Efficiency and Effectiveness measures
- **Appendix: Financial Plan – Historical and Projected**
    - 2011 Audited Financial Statement – Income Statement, Balance Sheet
    - 2012 Budget
    - Projection/Budget for 2013 – 2015
        - Revenues and Expenses – Income Statement
        - Include and separate details on all grant programs – revenues and expenses