# 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 to the end of the most current fiscal year end and what is projected to be done in the upcoming three year plan.
    - Descriptive narrative format

- **Ongoing Responsibilities**
  - Details on the five 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
    - Athletic Field Maintenance
- **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 Three Year Priority Action Plan**
  - Key goals and strategies for upcoming period
  - Specific recommendations and timetable for completion
  - Prior year accomplishments
  - Current year plan
  - Proposed for next three years
  - Policies and procedures
- **Appendix: Financial Plan – Historical and Projected**
  - Audited Financial Statement – Income Statement, Balance Sheet for the immediately preceding fiscal year
  - Current year budget
  - Projection/Budget for the three years of the Business Plan
    - Revenues and Expenses – Income Statement
    - Include and separate details on all grant programs – revenues and expenses