



**General Council of Winnipeg  
Community Centres Inc.**

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**Strategic Plan  
2010 – 2013**

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**April, 2010**

**STRATEGIC PLAN**  
**2010 - 2013**  
**Introduction**

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In the fall of 2006, as a result of the increased leadership role awarded to them by Winnipeg City Council the General Council of Winnipeg Community Centres Board of Directors recognized the need for a Strategic Plan. The increased responsibility for the organization resulted from Council's approval of the Recreation Leisure and Library Facility Policy in 2005.

The first strategic plan was to cover a three year period of April 2007 to April 2010. The 2007 – 2010 Strategic Plan was adopted by the GCWCC Board in April of 2007 and presented to the membership at the Annual General Meeting held on April 28, 2007. The intent was to review the plan every three years to ensure that the document remained relevant to the goals as set out in 2007.

**STRATEGIC PLAN**  
**2010 – 2013**  
**Strategic Plan Review Process**

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In February of 2010, the GCWCC Board formed a Committee to begin the review of the 2007 – 2010 GCWCC Strategic Plan. The Committee considered the challenges facing Community Centres over the next three years and the greatly enhanced responsibilities of GCWCC as identified in the Recreation, Leisure and Library and the Plan 2025.

The Review Committee has considered the successes with respect to meeting strategic goals from the last strategic plan. While not all of the strategic goals were met, the review of what was accomplished has assisted to what we should be doing for the future. The Board of GCWCC has carefully considered its priorities for the next three year; and to ensure that the Plan will serve the GCWCC Board of Directors and Staff with an excellent instrument for charting the future in meeting the challenges for the next three years.

The key ingredients for a vibrant community centre movement are People; Programs and Facilities and it is with those three ingredients in mind, GCWCC plans for its future.

**STRATEGIC PLAN**  
**2010 – 2013**  
**Vision & Mission Statement**

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**Vision Statement**

To lead and support Winnipeg's unique volunteer based community centre movement into a strong and vibrant future.

**Mission Statement**

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GCWCC provides leadership to volunteers to develop and sustain Community Centres; and to provide support to Community Centre Volunteers in the provision of safe, affordable, accessible programs and facilities for citizens of Winnipeg.

**STRATEGIC PLAN**  
**2010 – 2013**  
**PRINCIPLES/VALUES**  
**STATEMENTS**

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General Council of Winnipeg Community Centres recognizes the value of volunteers.

General Council of Winnipeg Community Centres provides services that respond to the needs of the community centre movement.

General Council of Winnipeg Community Centres is attentive to the overall environment within recreation, sport and culture.

General Council of Winnipeg Community Centres operates in a collaborative and respectful manner.

GCWCC is accountable to its membership, funding bodies and the taxpayer so as to ensure a transparent, flexible and open operation.

GCWCC contributes to the overall quality of life within the City of Winnipeg by recognizing the value of Winnipeg's diverse cultural mosaic and promotes harassment free standards and equity with all Community Centres programs and services.

**STRATEGIC PLAN**  
**2010 – 2013**  
**COMMUNICATION GOALS**

**Communicate with Membership**

| <b>Goals</b>  | <b>Steps</b>   | <b>Time Frame</b>  |
|---|--|--|
| 1) Newsletters  | Distribute 3 newsletters   | Annual - April, August, December                                     |
| 2) Web page   |  | Review on a monthly basis with updates on a weekly basis as required |
| 3) Annual General Meeting   | Work towards achieving 100% membership attendance at the Annual General Meeting. | Annually   |
| 4) District Community Centre Board Meetings   | Attend District Board Meetings   | As required  |
| 5) Individual Community Centre Briefings  | Attend meetings  | As requested   |
| 6) Community Centre Board Meetings  | Attend meetings  | As requested   |
| 7) Executive Policy Committee Meetings/Informal Executive Policy Meetings                                 | Attend meetings  | As required  |
| 8) City of Winnipeg Coordinate Sessions/Individual Stakeholder Briefings                                  | Attend meetings  | As required  |
| 9) Communicate with Media   | When appropriate   | As required  |
| 10) Continue to provide open and transparent communication to the GCWCC membership, partners/stakeholders | Mailings, Emails, Faxes, Newsletters   | Ongoing  |

**STRATEGIC PLAN**  
**2010 – 2013**  
**MEMBERSHIP SERVICES**

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**Overview and Evaluate Membership Services**

| <b>Goals</b>                                | <b>Steps</b>   | <b>Time Frame</b> |
|---|--|-------------------|
| 1) Review Existing Membership Services      | Make relevant changes based on reviews   | Ongoing           |
| 2) Develop a List of Services               | Update available services to the membership  | As required       |
| 3) Community Centre Board Orientations      | Present orientation sessions based on the GCWCC Accountability Manual  | As requested      |
| 4) Community Centre Administrative Supports | As identified in the GCWCC/ Community Centres Management Agreement   | As required       |
| 5) Programming                              | Assist community centres to increase programming by providing survey tools and assist in the development of identified programming needs of the area residents | Ongoing           |
| 6) Facilities                               | Assist community centres in the planning of renovations and/or additions to facilities; provide assistance with grant applications                             | Ongoing           |
| 7) Grants                                   | Provide grants for youth programming, registration fee subsidies, facility capital grants, athletic field maintenance, and janitorial services                 | Ongoing           |

**STRATEGIC PLAN**  
**2010 – 2013**  
**GOVERNANCE**

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**Governance Review**

| <b>Goals</b>                                     | <b>Steps</b>   | <b>Time Frame</b> |
|--|--|-------------------|
| 1) Review GCWCC Board Structure                  | Make recommended changes as to reflect the ongoing development of the organization | Annually          |
| 2) Review the Board's Roles and Responsibilities | Make recommended changes as to reflect the ongoing development of the organization | As required       |
| 3) Review GCWCC Constitution/By-Law              | Make recommended changes   | As required       |

**STRATEGIC PLAN**  
**2010 – 2013**  
**RESOURCES**

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Identify Resource Gaps

| <b>Goals</b>                                      | <b>Steps</b>  | <b>Time Frame</b> |
|---|---|-------------------|
| 1) Review of GCWCC Grant Funding Programs         | Review available funding sources with respect to Community Centre Grant Funding Programs  | Ongoing           |
| 2) Review of Community Centre Programming         | Identify and assist community centre in programming coordination and in the development of additional programs  | Ongoing           |
| 3) Review of Community Centre Infrastructure fund | Advocate all levels of Governments to continue to pledge monies for the continued renewal and revitalization of community centre infrastructure projects as identified in Plan 2025 | Ongoing           |

**STRATEGIC PLAN**  
**2010 – 2013**  
**ADVOCACY/PUBLIC AFFAIRS**

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**Community Centre Movement**

| <b>Goals</b>                      | <b>Steps</b>  | <b>Time Frame</b> |
|-----------------------------------|---|-------------------|
| 1) Promotion of Community Centres | Represent and promote the Community Centre movement through GCWCC Staff in cooperation with the C.C. Boards and the District Boards   | Ongoing           |
| 2) Plan 2025                      | To ensure the tremendous work that was done through Plan 2025 which placed the Community Centre movement clearly in the mind of the public and City Council will continue to work toward revitalization and rejuvenation of our Centres | Ongoing           |
| 3) Infrastructure                 | The GCWCC is mindful that we need to have greater advocacy with respect to the continuing aging and consequent deterioration of our facilities  | Ongoing           |
| 4) Maintenance                    | Ensure that the Community Centres Operating Grants (UFF) are kept at a level as to be able to maintain the facilities in a fashion that will provide the public with clean, safe and accessible facilities                              | Ongoing           |

**STRATEGIC PLAN**  
**2010 – 2013**  
**RESEARCH TRENDS**

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Identify Volunteer, Programs, Facilities

| <b>Goals</b>                 | <b>Steps</b>   | <b>Time Frame</b> |
|------------------------------|--|-------------------|
| 1) Trends Towards the Future | Continue the process used in Plan 2025 to identify the volunteer, program and facility trends towards 2025   | Ongoing           |
| 2) Networking                | Continue to work with the five district community centre boards and other service delivery partners throughout the community. Partner with local universities and colleges to benefit from research they may be able to do in programming and recreation areas | Ongoing           |
| 3) Plan 2025                 | Plan 2025 is a work in progress and recognized as a living document. Statistics must be kept up to date recognizing that changes may be required over the course of time   | Ongoing           |

**STRATEGIC PLAN**  
**2010 – 2013**  
**PLANNING PROCESS**

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Implement Business, Strategic & District Plan Process

| <b>Goals</b>   | <b>Steps</b>  | <b>Time Frame</b> |
|----------------|---|-------------------|
| 1) GCWCC Board | New board member recruitment to ensure all positions are filled | As required       |
| 2) Planning    | Evaluate the Business, Strategic, and District Plans            | Annually          |

**STRATEGIC PLAN**  
**2010 – 2013**  
**LOGISTICS**

Identify the Functional Requirements of GCWCC

| <b>Goals</b>   | <b>Steps</b>  | <b>Time Frame</b> |
|--|---|-------------------|
| 1) Review and identify the physical and functional requirements of the GCWCC | Identify possible needs and solutions to ensure that the physical and functional requirements of the GCWCC provide a work environment to meet the organizations needs | As required       |