



GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES Strategic Plan

2017-2020

INTRODUCTION

“There is broad agreement among nonprofit leaders that planning is a critical component of good management and governance.

Planning helps assure that an organization remains relevant and responsive to the needs of the community, and contributes to organizational stability and growth. It provides a basis for monitoring progress, and for assessing results and impact. It facilitates new program development. It enables an organization to look into the future in an orderly and systemic way. From a governance perspective, it enables the Board to set policies and goals to guide the organization, and provide a clear focus to the Executive Director and staff for program implementation and agency management.”

Source: siteresources.worldbank.org/INTAFRREGTOPEIA/.../mosaica_10_steps.pdf

The General Council of Winnipeg Community Centres (GCWCC) 2017-2020 Strategic Plan will serve the GCWCC Board of Directors and staff with an excellent mechanism for charting the organization’s future. It will also be a resource in articulating GCWCC’s direction in meeting the challenges that all Community Centres currently face.

HISTORY

In 2005, Winnipeg City Council adopted the Recreation, Leisure and Library Facilities Policy, thus giving GCWCC increased responsibilities. As a result of this increased leadership role, the GCWCC Board of Directors identified the need for a Strategic Plan.

Work began in the Fall of 2006 to develop a three year Strategic Plan, covering the time period of April 2007 to April 2010. The first GCWCC Strategic Plan was passed by the GCWCC Board in April 2007 and presented to the membership at the Annual General Meeting on April 28, 2007.

The GCWCC Strategic Plan is reviewed every three years by the GCWCC Executive Committee and Representative Board.

GCWCC VISION STATEMENT

- ❖ To lead and guide Winnipeg's unique volunteer-based Community Centre model into a strong and vibrant future.

GCWCC MISSION STATEMENT

- ❖ GCWCC provides leadership and guidance to volunteers to develop and sustain Community Centres for the citizens of Winnipeg.

GCWCC PRINCIPLES/VALUES STATEMENTS

- ❖ GCWCC recognizes the value of volunteers
- ❖ GCWCC operates in a collaborative and respectful manner
- ❖ GCWCC is accountable to our stakeholders (membership, funding bodies, the City of Winnipeg and its residents) through transparent, flexible, responsive and open operations
- ❖ GCWCC recognizes that Winnipeg is a diverse community, and all citizens should have access to inclusive and safe programs and services.

STRATEGIC GOALS AND ACTION PLAN

1. COMMUNICATION GOALS – Provide open and transparent communication to the GCWCC stakeholders (membership, funding bodies, City of Winnipeg and its residents)

Objectives	Goals	Status	Actions
1. Newsletters	<ul style="list-style-type: none"> Reach all Community Centres with the GCWCC newsletter. Provide relevant content. 	<ul style="list-style-type: none"> Ongoing Currently distributed to all Community Centres once or twice per year Posted on website 	<ul style="list-style-type: none"> Explore options of a database program.
2. Web page	<ul style="list-style-type: none"> Update regularly Ease of use for both GCWCC administrator and end-user. Ensure membership is aware of all available services. 	<ul style="list-style-type: none"> Current website is updated regularly, but has limitations. 	<ul style="list-style-type: none"> Explore a new platform Update with website videos or webinars that provide leadership support.
3. Email	<ul style="list-style-type: none"> Keep distribution list current 	<ul style="list-style-type: none"> GCWCC maintains a database of contacts that facilitates electronic communication with and among Community Centres. 	<ul style="list-style-type: none"> Encourage timely contact updates from applicable sources. Amend contact list as required.
4. Annual General Meeting	<ul style="list-style-type: none"> Work towards 100% membership attendance at the Annual General Meeting 	<ul style="list-style-type: none"> This is an annual goal. Trending at 60%+ attendance. Changed to morning-only format Provide relevant presentations Multiple notifications. Consistent, central location. 	<ul style="list-style-type: none"> Develop messaging to strongly encourage attendance; emphasize importance Survey all Centres as to why they attend/do not attend. Once agenda is set, District reps to ask for questions ahead of the AGM.

<p>5. District Community Centre Board (CCB) Meetings</p>	<ul style="list-style-type: none"> Attend CCB meetings no less than once a year 	<ul style="list-style-type: none"> Currently, as requested/required. Facilitated District Manager meetings Solicited ideas for meeting topics. 	<ul style="list-style-type: none"> Once per year – introductory meeting Develop a quick reference sheet for District presidents and CCB reps. Outline responsibilities. District reps to engage CCB on ways to make meetings more relevant.
<p>6. Individual Community Centre Briefings</p>	<ul style="list-style-type: none"> Attend meetings, especially when there is a new Board. 	<ul style="list-style-type: none"> Currently, as requested/required. 	<ul style="list-style-type: none"> Create an orientation video to help support Community Centres. Create a quick-reference information sheet for new Executive.
<p>7. Executive Policy / Standing Committee Meetings</p>	<ul style="list-style-type: none"> Attend meetings 	<ul style="list-style-type: none"> As required. 	<p>Status quo</p>
<p>8. City of Winnipeg Coordinate Sessions and administrative Stakeholder meetings</p>	<ul style="list-style-type: none"> Attend meetings 	<ul style="list-style-type: none"> Ongoing. 	<p>Status quo</p>
<p>9. Media</p>	<ul style="list-style-type: none"> Communicate with the media, when appropriate 	<ul style="list-style-type: none"> Responded to media inquiries. Attended media events, when requested. Submitted news to media, when appropriate. 	<ul style="list-style-type: none"> Form a sub-committee to develop a public campaign

2. ADVOCACY/PUBLIC AFFAIRS – Promote and support the Community Centre model

Targets	Goals	Status	Actions
1. Promotion of Community Centres	<ul style="list-style-type: none"> Represent and promote the evolving Community Centre model to the public, stakeholders and levels of government 	<ul style="list-style-type: none"> Ongoing; most recently (2017), presentation to Standing Policy Committee and Community Committees. 	<ul style="list-style-type: none"> Educate the citizens of Winnipeg about the value of Community Centres. Elected officials – ensure they are aware of the value of Community Centres. Educate and advocate to our stakeholders the value of Community Centres. Sub-committee to develop a strategy.
2. Plan 2025	<ul style="list-style-type: none"> Review and update Plan 2025 to ensure that Community Centres are revitalized. Articulate and promote the value of the living document. 	<ul style="list-style-type: none"> The strategies were last reviewed in 2013. 	<ul style="list-style-type: none"> Next review will be coordinated with the City of Winnipeg’s Recreation and Parks Strategic Master Plan and Ward Boundary Review (2017-2018).
3. Infrastructure & Maintenance	<ul style="list-style-type: none"> Advocate for continuous improvement of facilities to ensure they are clean, safe and accessible. Review the Universal Funding Formula (UFF) every five years. Ensure that the Community Centre Operating Grants (UFF) are kept at a level as to be able to maintain the facilities. Advocate for the reinstatement of the Community Centre Investment Fund. 	<ul style="list-style-type: none"> Working closely with the City of Winnipeg, GCWCC promotes and assists with infrastructure grants. UFF was changed to put more emphasis on square footage, as the funding is intended for maintenance. UFF is currently under review. The GCWCC Business Plan, submitted annually, requests reinstatement of Community Centre Investment Fund. 	<ul style="list-style-type: none"> Continue to encourage Community Centres to take advantage of grants. Request City takes responsibility for tasks requiring specialized equipment. Complete the current UFF Review for implementation in 2018.

<p>4. Programming</p>	<ul style="list-style-type: none"> • Advocate for targeted programming hours at all Community Centres. • Assist Community Centres to develop and sustain programming 	<ul style="list-style-type: none"> • Currently, program assistance is provided upon request • Program profiles are posted on the GCWCC website • Ongoing partnership with City re Free Programs at Community Centres • Programming opportunities distributed via newsletter • GCWCC Programming grant is well utilized 	<ul style="list-style-type: none"> • Identify and assist Community Centres in programming coordination and the development of additional programs • Host a Program Idea Fair to connect program providers with Community Centres.
<p>5. Volunteers</p>	<ul style="list-style-type: none"> • Continue to develop and provide supports for Community Centre volunteers • Continue to recognize the efforts of volunteers 	<ul style="list-style-type: none"> • Accountability Manual updated in 2014 • GCWCC staff available by phone, email, or in person • Leadership Support documents on website • Above and Beyond Banquet recognizes volunteers. • Partnering with the City on several volunteer initiatives. 	<ul style="list-style-type: none"> • Conduct group sessions/workshops on various topics of interest to Community Centres e.g. volunteerism, navigating legalese from city
<p>6. Funding</p>	<ul style="list-style-type: none"> • Advocate for reliable and sustainable funding for centres and the programs that they offer. • Continue to look for new funding through potential partnerships and sponsorships opportunities. 	<ul style="list-style-type: none"> • Programming grant was doubled to \$470,000. • Subsidy program has yearly support from the Canadian Tire Jumpstart program; yearly support from province and city. • Sports associations approached for funding 	<ul style="list-style-type: none"> • Advocate for city to pursue funding sources that benefit all Community Centres. • Investigate new funding sources • Explore setting up a Legacy Fund opportunity

3. GOVERNANCE

Targets	Goals	Status	Actions
1. Governance Review	<ul style="list-style-type: none"> • Review GCWCC Board Structure • Review the Board’s roles and responsibilities • Review GCWCC Constitution and Bylaws 	<ul style="list-style-type: none"> • As required • As required. By-law amendments can be made at any regular meeting of the board with one month’s notice. Committees formed, liaisons appointed as required. • As required. Input from membership solicited. Constitutional amendments passed by the membership at the AGM. Constitution/proposed amendments posted on website, c/w email notification to each Community Centre. 	Status quo
2. Planning Processes <ul style="list-style-type: none"> • Human Resources • Administrative • Logistics 	<ul style="list-style-type: none"> • New board member recruitment to ensure all positions are filled. • Succession planning/mentorship • Evaluate the Business and Strategic Plans 	<ul style="list-style-type: none"> • As Required. Task of the Nominating Committee and the 5 District Community Centre Boards • Ongoing. The GCWCC Business Plan is tabled with EPC on an annual basis. • As required 	Status quo

	<ul style="list-style-type: none">• Identify possible needs and solutions to ensure that the physical and functional requirements of the GCWCC provide a work environment to meet the organization's needs		
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