

## 7.0 DEVELOPMENT OF THE STRATEGIC FRAMEWORK

The development of a strategic blueprint to meet both current and future needs requires the integration of the data analysis into a strategic framework. The inputs that were considered in the development of the strategic framework and that are described in the previous sections of this report include:

- Priorities as articulated in Plan Winnipeg 2020 Vision, the A.C.T.I.V.E. Policy Framework and the Municipal Aboriginal Pathways.
- Trends in the delivery of recreation, leisure, and library services.
- The changing role of municipal government in the delivery of recreation, leisure and library services.
- Trends in the design of recreation, leisure, and library facilities.
- Overall City demographics, as well as the demographics within each CCA.
- Socio-economic data on an individual CCA basis with heightened sensitivity to the Major Improvement Neighbourhoods and Major Rehabilitation Neighbourhoods.
- Physical condition and assessment data including operating and maintenance costs for all existing infrastructure.
- Programming and utilization data for existing facilities.
- Anticipated future development and growth areas.
- Feedback received from the public and targeted stakeholders.
- Consideration of services already provided by other public sector, private sector not-for-profit, and private sector for-profit agencies.

The process utilized to transform the extensive data collection into a “made in Winnipeg” workable solution was as follows:

- Integration of the layers of data to develop a facility strategy for both the existing infrastructure and for the development of new facilities.
- Application of the facility strategy on an overall City basis and on an individual CCA basis to determine the recommended strategic plan.
- Development of other potential scenarios for comparison purposes.

- Business case analyses of all options to both choose the preferred scenario and assess the affordability of the recommended option.
- Translation of the preferred scenario into a ten-year implementation plan on the basis of highest perceived needs and benefits.

The following sections of this executive summary provide a description of the foregoing process culminating in a Strategic Implementation Plan for the preferred option.