Appendix D: Strategic actions matrix

Specific actions that support implementation of the Strategy are recommended throughout the document. The actions matrix below captures those recommendations and identifies additional activities required to support implementation of the Strategy over the next 25 years.

GOALS	TIMELINE	INCREMENTAL FINANCIAL IMPACT OPERATING COSTS
AL – Active living IA – Inclusion and access N – Connecting people with nature SE – Supportive environments CB – Capacity building	(S) Short-term – 1-6 years (M) Medium-term – 7-10 years (L) Long-term – 11-25 years	($) Less than $50,000 ($$) $50,000 – $150,000 ($$$) $151,000 – $300,000 (TBD) To be determined

	ACTION	REFERENCE	TIMELINE (S/M/L)	INCREMENTAL FINANCIAL IMPACTS
1	Review existing partnerships and agreements to develop a partnership framework that assess the merit and guides the development of partnerships with clear benefits and accountabilities. Ensure the ongoing coordination and monitoring of agreements	2.5.3, 4.1.3, 4.5.2 - 4.5.8, 4.5.19 - 4.5.21, 5.4, 12.5.1	S, M, L	$$
2	Undertake regular reviews of the recreation system including, but not limited to, identifying community needs or interests; reviewing participation levels and identifying possible barriers to participation; and assessing policies, fee structures, and service offerings	4.2.6	S, M, L	-
3	Explore, with other City departments and community organizations, opportunities to enhance outdoor recreation programs that activate and leverage existing City parks and pathways	4.3.4	S, M, L	-
4	Invest in tools and leverage technologies to better evaluate facility usage, functionality, and condition	4.3.2, 4.4.5, 4.4.6, 4.4.7, 5.0 - 5.4	M	TBD
5	Continue to further develop a set of established tools and performance indicators, including the Recreation Levels of Service, that will serve as a framework for decision-making to ensure that programs, services, and facilities continue to meet the needs of residents	4.3.2, 4.4.8, 5.0-5.4, 6.3, 7.3, 8.3, 9.3, 10.3-	S, M, L	-
6	Develop and regularly update asset management plans, complete with capital investment strategies, for each of the recreation facility types	4.3.2, 4.4.5, 4.4.6, 5.0 - 5.4, 6.0 - 10.4, 11.2, 11.3	S, M, L	-
7	Assist and support the GCWCC-led process to update the community centre strategic plan *GCWCC Plan 2025*	4.5.12 - 4.5.18 7.0 - 7.4	S	-
8	Encourage supportive food environments through the provision and promotion of healthy food choices at City of Winnipeg recreation facilities	6.2, 7.2	M	-
9	Initiate a planning process, working with interested stakeholders, to explore options for the redevelopment or replacement of Pan Am Pool	4.5.19 - 4.5.21, 6.2.1 - 6.4.1	S	-

	ACTION	REFERENCE	TIMELINE (S/M/L)	INCREMENTAL FINANCIAL IMPACTS
10	Work collaboratively with GCWCC and community centres to create communication approaches that support stronger program promotion including the potential of increasing multi-lingual communication and promotion	4.2.1, 4.2.5, , 4.4.1, 4.4.2, 7.4.1	S	-
11	Explore partnership opportunities, through Requests for Proposals or Expressions of Interest, for new multi-pad arena development and the leasing or re-purposing of existing arenas	4.5.8, 8.0 - 8.4	S	-
12	Develop an arena service strategy and update the *Indoor Arena Ice Allocation Policy* to ensure equitable community access while addressing the evolving demand for ice sports and the diversity of ice users and arena operators/service providers	8.0 - 8.4	S	-
13	Investigate the establishment of a renewal reserve for future maintenance and renewal of new recreation infrastructure	4.4.6, 11.2	S	-
14	Provide biennial updates on the implementation of the Winnipeg Recreation Strategy focusing on the recommended capital plan and the key strategic actions		S, M, L	-