APPENDIX C

Winnipeg Park Strategy Recommended Capital Investment Plan

	2023	2024	2025	2026	2027	2028	2023-2028 Six Year Total	2029	2030	2031	2032	10-Year Total
List of Capital Projects:												
1 Parkland Acquisition	-	3,700	-	2,000	-	2,000	7,700	-	2,300	-	2,000	12,000
2 Parks Studies and Planning	-	200	200	200	100	200	900	100	-	100	-	1,100
3 Smart Park Booking System	-	-	-	500	-	-	500	-	-	-	-	500
4 Interpretive & Wayfinding Signage Improvement Program	-	-	100	100	100	100	400	100	100	100	100	800
5 Parkland Naturalization and Restoration Program	-	200	200	200	200	200	1,000	200	200	200	200	1,800
6 Park Pathway Renewal Program	-	500	500	500	500	500	2,500	500	500	500	500	4,500
7 Waterway Access Improvement Program	-	200	300	300	300	300	1,400	300	300	300	300	2,600
8 Regional Parks	1,610	11,522	10,294	6,154	6,260	2,550	38,390	2,280	2,760	1,530	2,190	47,150
9 Community and Neighbourhood Parks	1,731	13,210	8,330	7,560	4,550	5,530	40,911	5,320	6,440	3,570	5,110	61,351
10 Parks Knowledge Management Systems	-	200	-	400	600	-	1,200	-	-	-	-	1,200
11 Park Buildings	1,500	6,276	2,448	1,647	2,666	1,385	15,922	4,042	3,000	3,000	3,000	28,964
TOTAL CAPITAL PROJECTS	4,841	36,008	22,372	19,561	15,276	12,765	110,823	12,842	15,600	9,300	13,400	161,965
Existing 2022 - 2027 Budget												
Cash to Capital	-	450	675	1,412	-		2,537					2,537
Canada Community Building Fund	3,353	1,350	-	3,902	7,445		16,050					16,050
Existing External Debt	1,488	-	-	-	-		1,488					1,488
FORECAST 2022 - 2027 Budget	4,841	1,800	675	5,314	7,445	-	20,075	-	-	-	-	20,075
Incremental External Debt	-	34,208	21,697	14,247	7,831	12,765	90,748	12,842	15,600	9,300	13,400	141,890
												-
TOTAL CAPITAL FINANCING	**4,841**	**36,008**	**22,372**	**19,561**	**15,276**	**12,765**	**110,823**	**12,842**	**15,600**	**9,300**	**13,400**	**161,965**

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Parkland Acquisition**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx24

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	-	3,700	-	2,000	-	2,000	7,700	7,700
Financed by:									
External Debt			3,700		2,000		2,000	7,700	7,700

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	-	3,145	555	1,700	300	1,700	300	7,700
Financed by:								
External Debt		3,145	555	1,700	300	1,700	300	7,700
		-						

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges		121	220	310	373	466
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	-	121	220	310	373	466
Less: Incremental Revenue/Recovery	-	102	18	55	10	55
Net Cost/(Benefit)	-	19	202	255	363	411
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: Not applicable, as this is a scalable program
Funding within this program will support the acquisition of land for parks through both strategic and opportunistic means to:

-Consider providing additional parkland in identified geographic areas of higher poverty, especially in those areas that are underserved;
-Provide additional parkland in high density areas with below average parkland access;
-Protect natural areas;
-Provide core amenities in areas that are under-served or have demonstrated need;
-Provide additional access to parkland in areas with high projected future densities, including Downtown;
-Provide secondary amenities in areas that are under-served and consider enhanced provisions where there is demonstrated need;
-Provide access to riverfront areas, especially where the added land serves to extend planned pathway and trail networks along the waterways;
-Develop additional public gathering spaces in Downtown;
-Protect known archaeological or historic resources;
-Acquire key land parcels required for long term needs of the parks system; or
-Acquire land parcels that facilitate the completion or contribute to the completion of the linkage park network.

This further provides for the acquisition of properties which may be unforeseen at this time.

Any increase to operating or capital improvements to support the development and maintenance of the new parkland will be outlined in future administrative reports for Council consideration. Net operating impacts associated with the addition of new parkland including labour, materials and equipment will be calculated based on an average per hectare cost to maintain in the year of acquisition, with annual inflation thereafter as required.

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Parks Studies and Planning**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx24

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	-	200	200	200	100	200	900	900
Financed by:									
External Debt			200	200	200	100	200	900	900

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	-	170	200	200	115	185	30	900
Financed by:								
External Debt		170	200	200	115	185	30	900
		-						

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges	-	6	19	33	45	58
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	-	6	19	33	45	58
Less: Incremental Revenue/Recovery	-	6	7	7	4	6
Net Cost/(Benefit)	-	-	12	26	41	52
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: Not applicable, as this is a scalable program

Funding within this program supports additional planning needs identified within the Parks Strategy implementation strategies and action items. These plans will be informed by the Parks Strategy, serving as companion documents to help further guide and direction decision making in these specific areas.

	2023	2024	2025	2026	2027	2028
Cultural Landscape Plan	-	200		-	-	-
Greenhouse Gas Emission Reduction Implementation Strategies	-	-	200	-	100	-
Greening Plan for Downtown	-	-	-	200	-	-
Natural Areas Management Plan	-	-	-	-	-	200

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Smart Park Booking System**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx26

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	-	-	-	500	-	-	500	500
Financed by:									
External Debt					500			500	500

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	-	-	-	425	75	-	-	500
Financed by:								
External Debt		-		425	75		-	500
		-						

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges	-	-	-	19	35	37
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	-	-	-	19	35	37
Less: Incremental Revenue/Recovery	-	-	-	14	2	-
Net Cost/(Benefit)	-	-	-	5	33	37
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: 5

This project will establish an online portal/booking system for reservations or rental of park amenities and athletic fields.

On October 20, 2021, Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Protection, Community Services, and Parks tha the Winnipeg Public Service be directed to:

-Improve the look & feel of the existing website & add an e-form instead of a .pdf form with implementation in 2022.

-Report back in 180 days to the Standing Policy Committee on Protection, Community Services and Parks on functionality implications on a Smart Park Booking System.

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Interpretive & Wayfinding Signage Improvement Program**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx25

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	-	-	100	100	100	100	400	400
Financed by:									
External Debt				100	100	100	100	400	400

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	-	-	85	100	100	100	15	400
Financed by:								
External Debt		-	85	100	100	100	15	400
		-						

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges	-	-	4	11	18	26
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	-	-	4	11	18	26
Less: Incremental Revenue/Recovery	-	-	3	3	3	3
Net Cost/(Benefit)	-	-	1	8	15	23
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: Not applicable, as this is a scalable program

This program will support the design and installation of consistent signage, wayfinding, and mapping identity across the parks system, including:

-entrance signage
-trail and major amenity identification; and
-universally accessible routes and amenities identification.

Furthermore, it will fund the planning, design, construction and installation of interpretive signage to support the provision of environmental education opportunities and experiences in parks.

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Parkland Naturalization and Restoration Program**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx24

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	-	200	200	200	200	200	1,000	1,000
Financed by:									
External Debt			200	200	200	200	200	1,000	1,000

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	-	170	200	200	200	200	30	1,000
Financed by:								
External Debt		170	200	200	200	200	30	1,000
		-						

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges	-	6	19	33	49	65
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	-	6	19	33	49	65
Less: Incremental Revenue/Recovery	-	6	7	7	7	7
Net Cost/(Benefit)	-	-	12	26	42	58
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: Not applicable, as this is a scalable program

This program will support the implementation of restoration and naturalization projects within parks to address gaps in service, particularly in geographic areas of higher poverty, and in accordance with the Natural Areas Management Plan (to be developed). This includes, but is not limited to:

-naturalizing park areas, where appropriate, to support or restore ecological functions and improve climate resilience
-restoring impacted or damaged ecosystems to increase the function of ecological systems
-retrofitting traditional stormwater retention basins to naturalized basins
-implementing pest management and other maintenance best practices to prevent the spread of noxious and non-native species

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Waterway Access Improvement Program**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx24

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	-	200	300	300	300	300	1,400	1,400
Financed by:									
External Debt			200	300	300	300	300	1,400	1,400

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	-	170	285	300	300	300	45	1,400
Financed by:								
External Debt		170	285	300	300	300	45	1,400
		-						

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges	-	6	22	43	65	90
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	-	6	22	43	65	90
Less: Incremental Revenue/Recovery	-	6	9	10	10	10
Net Cost/(Benefit)	-	-	13	33	55	80
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: Not applicable, as this is a scalable program

This program will improve the accessibility and safety at existing and new waterways access points along the Red, Assiniboine and Red rivers to permit year-round access. Specific improvements include, but are not limited to:

-installation of new, or improvements to existing, viewing platforms, stairs, launches, docks and gangway systems

-improvements to pathways and trails connecting the to, from and between waterway access points including lighting and park furniture

Funds in 2024 ($200,000) will be allocated to the hiring of a consultant to conduct a city-wide waterway access study, including comprehensive public engagement

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Park Pathway Renewal Program**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx24

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	-	500	500	500	500	500	2,500	2,500
Financed by:									
External Debt			500	500	500	500	500	2,500	2,500

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	-	425	500	500	500	500	75	2,500
Financed by:								
External Debt		425	500	500	500	500	75	2,500
		-						

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges	-	17	48	84	121	161
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	-	17	48	84	121	161
Less: Incremental Revenue/Recovery	-	14	16	16	16	16
Net Cost/(Benefit)	-	3	32	68	105	145
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: Not applicable, as this is a scalable program

This program will support the replacement and renewal of existing granular and asphalt park pathways and trails to address extensive cracking, uneven surfaces, sinking, and edge drop offs to a standard that provides a smooth all-weather surface.

Park pathway and trail renewals will focus on locations where the paths are in poor/very poor condition, particularly in geographic areas of higher poverty, and will be prioritized in consideration of overall active transportation pathway renewal needs city-wide.

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Regional Parks**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx23

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	1,610	11,522	10,294	6,154	6,260	2,550	36,780	38,390
Financed by:									
External Debt		322	10,022	10,294	4,149	3,320	2,550	30,335	30,657
Canada Community Building Fund		1,288	1,200		1,730	2,940		5,870	7,158
Cash to Capital			300		275			575	575

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	1,369	10,035	10,478	6,776	6,244	3,106	382	38,390
Financed by:								
External Debt	274	8,567	10,253	5,071	3,444	2,666	382	30,657
Canada Community Building Fund	1,095	1,213	180	1,471	2,759	440	-	7,158
Cash to Capital		255	45	234	41		-	575

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges	20	369	1,001	1,496	1,804	2,027
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	20	369	1,001	1,496	1,804	2,027
Less: Incremental Revenue/Recovery	23	276	306	191	148	92
Net Cost/(Benefit)	(3)	93	695	1,305	1,656	1,935
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: Not applicable, as this is a scalable program

Funds will be prioritized to support refurbishment and/or improvements to various parks to repair aging park infrastructure and supporting amenities, and may further support the addition of new amenities to address identified gaps in service.

Funds will be prioritized in accordance with the Regional Parks Investment Strategy, and based on assessments of risk to service and potential asset failure, with a focus in geographic areas experiencing higher levels of poverty.

Individual maintenance and renewal investments within the program will require a class 3 or better estimate prior to construction.

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Community and Neighbourhood Parks**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx23

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A*	1,731	13,210	8,330	7,560	4,550	5,530	39,180	40,911
Financed by:									
External Debt		866	12,910	8,030	4,496	445	5,530	31,411	32,277
Canada Community Building Fund		865	150		2,172	4,105		6,427	7,292
Cash to Capital			150	300	892			1,342	1,342

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	1,471	11,488	9,063	7,675	5,001	5,383	830	40,911
Financed by:								
External Debt	736	11,103	8,762	5,026	1,053	4,767	830	32,277
Canada Community Building Fund	735	257	23	1,846	3,815	616	-	7,292
Cash to Capital		128	278	803	133	-	-	1,342

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges	57	673	1,258	1,712	1,908	2,157
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	57	673	1,258	1,712	1,908	2,157
Less: Incremental Revenue/Recovery	33	325	281	213	86	163
Net Cost/(Benefit)	24	348	977	1,499	1,822	1,994
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: Not applicable, as this is a scalable program

Funds will be prioritized for the refurbishment and/or improvements to various parks to repair aging park infrastructure and supporting amenities with focus on core and secondary amenities, including but not limited to:

-play equipment and safety surfacing
-athletic fields
-sport courts
-off-leash dog areas

Furthermore, funds will support the addition of new core and secondary amenities to address idenitified gaps in service.

Investment needs will be prioritized based on assessments of risk to service, safety, and potential asset failure, with a focus on geographic areas experiencing higher levels of poverty.

Individual maintenance and renewal investments within the program will require a class 3 or better estimate prior to construction.

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Parks Knowledge Management Systems**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx24

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	-	200	-	400	600	-	1,200	1,200
Financed by:									
External Debt			200		400	600		1,200	1,200

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	-	170	30	340	570	90	-	1,200
Financed by:								
External Debt		170	30	340	570	90	-	1,200
		-						

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges	-	6	12	28	64	87
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	-	6	12	28	64	87
Less: Incremental Revenue/Recovery	-	6	1	11	19	3
Net Cost/(Benefit)	-	-	11	17	45	84
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: 5

This project includes the business analysis and procurement of a Work/Asset Management System in order to provide a tool that will manage the entire lifecycle of park assets from procurement to decommissioning. Work/Asset Management software is used to store asset inventory, measure and track asset condition/age/replacement value and to prioritize assets for capital and operating work using a whole life cost approach.

Funds in 2024 will support the development of low cost monitoring techniques such as in person surveys, counters, or cameras, to evaluate current usage of parks and park amenities and whether they are being used at or above their capacity.

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Park Buildings**

Standing Policy Committee: Protection, Community Services and Parks

Dept ID: 180605
Department: **Public Works**
Project: 18xxxxxx23

Investment Driver: Maintain
Service: Parks and Urban Forestry
OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2023 Estimate	FORECAST 2024	2025	2026	2027	2028	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	1,500	6,276	2,448	1,647	2,666	1,385	14,422	15,922
Financed by:									
External Debt		300	5,076	2,073	1,402	2,266	1,385	12,202	12,502
Canada Community Building Fund		1,200	1,200			400		1,600	2,800
Cash to Capital				375	245			620	620

CASH FLOW	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
Project Costs ($000's)	1,275	5,560	3,021	1,768	2,513	1,577	208	15,922
Financed by:								
External Debt	255	4,360	2,523	1,503	2,136	1,517	208	12,502
Canada Community Building Fund	1,020	1,200	180		340	60	-	2,800
Cash to Capital		-	318	265	37		-	620

NET OPERATING IMPACT ($000's)	2023	2024	2025	2026	2027	2028
Operating costs						
Debt and finance charges	9	183	392	526	667	809
Transfer to General Capital Fund	-	-	-	-	-	-
Total Direct Costs	9	183	392	526	667	809
Less: Incremental Revenue/Recovery	21	157	95	57	75	50
Net Cost/(Benefit)	(12)	26	297	469	592	759
Incremental Full Time Equivalent Positions	-	-	-	-	-	-

Class Estimate: Not applicable, as this is a scalable program

Funds will support the renewal and acquisition of buildings required for park operations/maintenace and buildings associated with special programming and leases, such as museums, field houses, and sports complexes.

This program excludes park washrooms and other major facilities associated with Regional Parks. Those items have been included in the infrastructure needs in the Regional Parks program.

Individual maintenance and renewal investments within the program will require a class 3 or better estimate prior to construction.