5 Implementation

5.1 Actions matrix

Based on the *Implementation Strategies*, the actions matrix below prioritizes key activities required to support implementation of the *Winnipeg Parks Strategy* over the next 25 years. The action matrix is a tool to guide decision-making and financial investment in order to achieve the strategic objectives of the Strategy.

TIMELINE	FINANCIAL IMPACTS OPERATING COSTS	FINANCIAL IMPACTS CAPITAL COSTS
(S) Short Term – 0 to 6 years (M) Medium Term – 7 to 10 years (L) Long Term – 11 - 25 years	($) Less than $50,000 ($$) $50,000 – $150,000 ($$$) $151,000 – $300,000 ($$$$) $300,000 +	($) $0 - $100,000 ($$) $100,000 - $1M ($$$) $1M - $5M ($$$$) $5M +

References indicate the related Implementation Strategy from *Section 4* under each of the following categories:
P: Parkland; N: Natural features; C: Connections; A: Amenities; D: Design and O: Operations & management

STRATEGIC OBJECTIVE		ACTION	REFERENCE		TIMELINE (S/M/L)	FINANCIAL IMPACTS	
						OPERATING	CAPITAL
1. MEETING COMMUNITY NEED	1	*Refine and document a process for managing and updating the parkland asset registry.*	P	4.1.2.A	S	-	-
	2	*Monitor and act upon parkland acquisition opportunities in identified areas of higher poverty, communities with below average level of service for parkland, denser neighbourhoods, and high growth areas of the city.*	P	4.1.2.B	S,M,L	-	$$$
	3	*Monitor future growth scenarios to assess anticipated future demand of parkland.*	P	4.1.2.C	S,M,L	-	-
	4	*Investigate opportunities for acquisition of surface parking, derelict buildings, or other desirable lots in Downtown for conversion to parkland, prioritizing areas that can fill core and secondary amenity service gaps.*	P	4.1.2.D	S	-	$$$
	5	*Conduct a regular Non-essential Parkland Assessment.*	P	4.1.2.F	M	-	-
	6	*Research benefits and explore opportunities and appropriate arrangements to promote temporary parks and park amenities on city-owned vacant and underutilized lands, particularly in areas of the city that have a demonstrated community need.*	P	4.1.2.L	M	-	-
	7	*Develop and implement low-cost use monitoring techniques such as in person surveys, counters, or cameras, to evaluate current usage of park amenities and whether they are being used at or above their capacity.*	A	4.4.2.B	S	-	$$
	8	*Conduct regular future community need assessments to supplement amenity level of service data and catchment analyses.*	A	4.4.2.C	M	-	-
	9	*Assess opportunities to convert athletic fields into flexible and non-bookable amenities or multi-use greenspaces in areas where there is above-average service for these fields.*	A	4.4.2.E	S	-	$$
	10	*Explore innovative opportunities to enhance amenity service provision in the Downtown given limited land availability.*	A	4.4.2.F	M	-	$$$
	11	*Recognize the limitations of providing secondary amenities in the Downtown by supporting anticipated increased demand for those amenities in adjacent mature areas.*	A	4.4.2.G	M	-	$$$
	12	*Conduct a year-round, and winter-specific, use assessment to determine how parks and open spaces are used throughout the year to better understand how community need for park space and amenities varies over the year.*	D	4.5.2.D	S	$$	-
	13	*Strive to renewal or replace park infrastructure at the optimal stage in its lifecycle.*	O	4.6.2.H	S,M,L	-	$$$$

STRATEGIC OBJECTIVE		ACTION	REFERENCE		TIMELINE (S/M/L)	FINANCIAL IMPACTS	
						OPERATING	CAPITAL
2. BUILDING PARTNERSHIPS	14	*Explore processes to leverage the expertise of the development industry and benefit from economies-of-scale, to construct parks and related amenities in addition to developer site improvement obligations.*	P	4.1.2.E	M	-	-
	15	*Explore options to work with private landowners, school boards, conservation authorities and other levels of government to provide public access to non-municipal open spaces.*	P	4.1.2.J	M	-	-
	16	*Explore possibilities to enhance partnerships with public utilities to allow for greater public use and functionality of their utility areas and corridors. For example, the provision of trails, community gardens and off-leash dog areas within hydro corridors.*	P	4.1.2.K	M	-	-
	17	*Work towards the development of agreements with stewardship groups for management of natural features.*	N	4.2.2.K	S,M	$	-
	18	*Collaborate with organizations to provide environmental education opportunities, through programs, signage or other means such as maps or web-based applications.*	N	4.2.2.N	S,M,L	-	$$
	19	*Collaborate with the Forks Renewal Corporation to: -Provide additional access points to the riverwalk system in all seasons; -Promote the winter river trail to enhance active living and outdoor recreation opportunities.*	C	4.3.2.E	S	$$	$$$
	20	*Re-assess provision and community need in areas when a school or other partner is reducing their service for a core or secondary amenity in an area.*	A	4.4.2.D	M	-	-
	21	*Work with Community Services Department to ensure that the level of service and distribution of recreational amenities, such as permanent outdoor hockey rinks, spray pads and outdoor pools, are appropriately planned and incorporated into park master plans.*	A	4.4.2.H	S	-	-
	22	*Work with community centres to ensure their decision-making processes align with level of service guidelines outlined in the Strategy.*	A	4.4.2.I	S	-	-
	23	*Leverage joint use agreements with school divisions where appropriate to secure public access to playgrounds and athletic fields outside of regular operating hours.*	A	4.4.2.J	S	$	-
	24	*Establish evaluation criteria and process to govern requests for providing or partnering in the provision of tertiary amenities.*	A	4.4.2.K	S	-	-
	25	*Outline the conditions and processes required for the City to consider partnering in the provision of specialty amenities.*	A	4.4.2.L	S	-	-

STRATEGIC OBJECTIVE		ACTION	REFERENCE		TIMELINE (S/M/L)	FINANCIAL IMPACTS	
						OPERATING	CAPITAL
2. BUILDING PARTNERSHIPS	26	*Explore opportunities for sponsorship of park amenities as directed by the* Sponsorship Policy.	O	4.6.2.T	M	-	-
	27	*Explore opportunities to enhance transit access during large festivals by temporarily adjusting routing and extending service to align with event hours of operation.*	O	4.6.2.Y	M	-	-
	28	*Review and update existing policies and guidelines around commercial activities in parks.*	O	4.6.2.AA	S	-	-
	29	*Review existing lease agreements with intent to standardize, ensure consistent responsibilities in operations, maintenance, renewal, and the establishment of new leases.*	O	4.6.2.AB	S	$$	-
	30	*Work collaboratively with other City service areas, particularly the Community Services Department, to review and update policies and procedures related to Joint Use Agreements.*	O	4.6.2.AC	S	$	-
	31	*Implement recommendations related to naming or re-naming of park components as directed in the* Welcoming Winnipeg Policy.	O	4.6.2.AF	S	-	-
	32	*Initiate a city-wide cultural landscape plan for the City of Winnipeg that could then be used to prioritize Indigenous led initiatives in parks.*	O	4.6.2.AG	M	-	$$
	33	*Collaborate with local Indigenous communities to gather and preserve traditional ecological knowledge (TEK) about the parks system, and explore ways to incorporate TEK into the monitoring, management and decision-making of culturally and historically significant areas.*	O	4.6.2.AH	M	-	-
3. ADAPTING TO CHANGE	34	*Review and update the* Development Agreement Parameters.	P	4.1.2.G	S	-	-
	35	*Revisit the* Land Dedication Reserve Fund Policy *to confirm and clarify how the funds may be allocated.*	P	4.1.2.H	S	-	-
	36	*For all new communities eligible for park dedication, explore the opportunity to set aside a percentage of the dedication value as a 'Greenfield Development Fund', in addition to, or specifically allocated within, the* Land Dedication Reserve Fund.	P	4.1.2.I	S	-	-
	37	*Refine and document a process for managing and updating the tree and natural areas asset registries.*	N	4.2.2.A	S	-	-
	38	*Develop a Master Greenspace and Natural Corridors Plan By-law to replace, or as a companion to the Ecologically Significant Natural Lands Strategy and Policy.*	N	4.2.2.B	S	-	$$

STRATEGIC OBJECTIVE		ACTION	REFERENCE		TIMELINE (S/M/L)	FINANCIAL IMPACTS	
						OPERATING	CAPITAL
3. ADAPTING TO CHANGE	39	*Explore the opportunity to establish a separate and distinct land dedication requirement specific to the preservation of ecologically significant natural lands.*	*N*	*4.2.2.C*	*S*	-	-
	40	*Explore opportunities and implications of identifying ecologically significant natural lands for protection integration into new community design at the secondary planning stage, prior to dedication of parkland.*	***N***	*4.2.2.D*	*S*	-	-
	41	*Celebrate and promote the Assiniboine Forest, Living Prairie Museum and riparian habitats as key natural areas for the City.*	***N***	*4.2.2.E*	*S*	-	-
	42	*Undertake parkland naturalization initiatives.*	***N***	*4.2.2.F*	*S,M,L*	*$$*	*$$*
	43	*Explore processes, standards and opportunities for retrofitting traditional stormwater retention basins to naturalized basins.*	***N***	*4.2.2.G*	*S*	-	-
	44	*Expand an education and public information campaign about the benefits and value of naturalization.*	***N***	*4.2.2.H*	*S*	-	-
	45	*Complete the* Comprehensive Urban Forest Strategy and implement approved recommendations.	***N***	*4.2.2.I*	*S,M,L*	-	*$$$$*
	46	*Develop a 'Greening Plan' as a component of the* Downtown Plan *to increase greenspace and tree canopy Downtown.*	***N***	*4.2.2.J*	*M*	-	*$*
	47	*Work towards the development of agreements with stewardship groups for management of natural features.*	***N***	*4.2.2.K*	*S*	-	-
	48	*Develop a 'Natural Areas Management Plan' to prioritize the implementation of natural areas restoration and maintenance.*	***N***	*4.2.2.L*	*M*	-	*$$*
	49	*Monitor wildlife activity in targeted locations to develop data-driven natural area management policies and procedures, as well as to introduce additional educational opportunities to the public.*	***N***	*4.2.2.M*	*S,M,L*	-	-
	50	*Clarify the roles, responsibilities, and decision-making authority for active transportation pathways that traverse park space.*	***C***	*4.3.2.F*	*S*	-	-
	51	*Refine and document a process for managing and updating the amenities asset registry.*	***A***	*4.4.2.A*	*S*	-	-
	52	*Continue to update and expand parkland and amenity design standards and guidelines to enforce City quality standards and programming requirements.*	***D***	*4.5.2.A*	*S*	-	-

STRATEGIC OBJECTIVE		ACTION	REFERENCE		TIMELINE (S/M/L)	FINANCIAL IMPACTS	
						OPERATING	CAPITAL
3. ADAPTING TO CHANGE	53	*Explore park design options to maximize opportunities to sequester carbon in support of achieving the City's greenhouse gas emissions reduction targets.*	D	4.5.2.B	S	-	$$
	54	*Explore best practices for playground development to diversify from traditional structured equipment approaches, encompass more imaginative/interactive play opportunities, and better support a variety of ages and abilities.*	D	4.5.2.C	S	-	-
	55	*Develop design templates and guidelines for three scales of parks maintenance facilities/yards to clarify provision expectations and facilitate more efficient and consistent implementation.*	D	4.5.2.E	S	-	-
	56	*Develop asset management plans, complete with capital investment strategies, for parkland, core and secondary park amenities, connections and natural features.*	O	4.6.2.D	S,M	$	-
	57	*Research and invest in tools and systems to provide for improved asset knowledge management to allow for efficient and effective lifecycle cost tracking and analysis.*	O	4.6.2.E	S	$$	$$
	58	*Explore opportunities to monitor park usage using passive and user-contribution surveillance technologies, including monitoring charging stations and cell phone data.*	O	4.6.2.F	S	$	-
	59	*Establish a database of festivals and events held in parks to assess which parks are more highly desirable for these activities and to plan and design the parks system accordingly.*	O	4.6.2.G	M	-	-
	60	*Review and update licensing protocols and fee structures, and leverage technology to streamline booking procedures for all events and programming in parks and open spaces.*	O	4.6.2.I	S	-	$$
	61	*Implement recommendations of the* Athletic Field Review *to increase cost recovery for the operations and maintenance of athletic fields.*	O	4.6.2.J	S	-	-
	62	*Establish processes and protocols to enforce charges for damages to parks and amenities by users.*	O	4.6.2.K	S	-	-
	63	*Explore processes for establishing park endowment funds.*	O	4.6.2.L	L	-	-
	64	*Explore a methodology for establishing a capital reserve which sets aside annually an amount based on a percentage of the annual depreciation of park infrastructure, to be used for its future renewal.*	O	4.6.2.M	S	-	-
	65	*Explore whether additional dog licensing fees can be used to maintain off-leash dog areas.*	O	4.6.2.N	S	-	-

STRATEGIC OBJECTIVE		ACTION	REFERENCE		TIMELINE (S/M/L)	FINANCIAL IMPACTS	
						OPERATING	CAPITAL
3. ADAPTING TO CHANGE	66	*Investigate funding opportunities for heritage conservation and interpretive programming in parks.*	O	4.6.2.O	S,M,L	-	-
	67	*Leverage provincial or federal infrastructure funding programs to renew trails, amenities, and facilities.*	O	4.6.2.P	M	-	-
	68	*Consider the establishment of land dedication-related funding streams, in addition to, or specifically allocated within the* Land Dedication Reserve Fund*, including:* • *A fund for the preservation of ecologically significant natural lands* • *A greenfield development fund*	O	4.6.2.Q	M	-	-
	69	*Review and seek Council support to implement the* Strategic Infrastructure Renewal Policy (SIRP) *to ensure that all new parks include an operating and maintenance budget, in accordance with asset management best practices.*	O	4.6.2.R	S	-	-
	70	*To benefit from economies-of-scale, explore opportunities to leverage the development industry when they are already engaged in park development, to construct amenities above base obligation to address service gaps.*	O	4.6.2.S	M	-	-
	71	*Ensure City personnel responsible for maintenance of parks receive regular training on safety standards and protocols*	O	4.6.2.V	S	-	-
	72	*Establish greenhouse gas emissions reduction targets for the overall parks system and its operations, as identified in* Winnipeg's Climate Action Plan*.*	O	4.6.2.W	M	-	$$
	73	*Evaluate current use and demand for festivals and events within parks to determine provision and capacity requirements.*	O	4.6.2.Y	L	-	-
	74	*Explore opportunities for coordination with the Water and Waste Department for composting and bio-soil initiatives.*	O	4.6.2.AD	M	-	-
	75	*Review and confirm the definitions of 'park' and 'open space' within the Park By-law.*	O	4.2.2.AI	S	-	-
	76	*Establish a process to address encroachments on parkland including enforcement measures, and formalize use agreements to address liability, conditions of use, and fees.*	O	4.6.2.AJ	S	$	-

STRATEGIC OBJECTIVE		ACTION	REFERENCE		TIMELINE (S/M/L)	FINANCIAL IMPACTS	
						OPERATING	CAPITAL
4. IMPROVING ACCESS	77	*Update ParkMaps to maintain and enhance opportunities for people to seek out park experiences.*	C	4.3.2.A	S,M,L	$	-
	78	*Explore options to improve connectivity from Downtown across our waterways, in coordination with the Transportation Division, to increase access to parks and amenities in surrounding neighbourhoods.*	C	4.3.2.B	L	-	$$$$
	79	*Explore opportunities to improve visual connectivity and wayfinding to river parkway paths from Downtown streets.*	C	4.3.2.C	M	-	$$$
	80	*Develop a waterway access study to explore opportunities to promote Winnipeg's rivers and creeks as important recreational and active transportation corridors in all seasons.*	C	4.3.2.D	S	-	$$
	81	*In collaboration with the Streets Maintenance Division, regularly review and refine the priority network for snow clearing on trails and commuter routes to encourage year-round active transportation.*	C	4.3.2.G	S	-	-
	82	*Provide signage that effectively supports wayfinding, interpretation, and park identity objectives, by updating and strategically implementing additional signage in new or renovated parks.*	C	4.3.2.H	M	-	$
	83	*Refine and document a process for managing and updating park pathways and trails asset registry, in collaboration with Streets Maintenance and Transportation Divisions.*	C	4.3.2.I	S	-	-
	84	*Update design standards to establish construction details and use criteria for differing classifications of multi-use paths in alignment with the standards for the pedestrian & cycling network.*	C	4.3.2.J	S	-	-
	85	*In high-traffic parks and strategic locations, consider offering free public Wi-Fi internet.*	O	4.6.2.AE	M	-	-
5. FORMALIZING SERVICE DELIVERY APPROACH	86	*Continue to develop, refine and report on defined levels of park service.*	O	4.6.2.A	S,M,L	-	-
	87	*Establish and maintain heat maps for park components level of service and coverage, as well as monitor usage databases, to inform future planning and decision-making exercises.*	O	4.6.2.B	S	-	-
	88	*Establish outcome-based performance indicators that assess current service provision and inform decisions on future park service.*	O	4.6.2.C	S	-	-
	89	*Refine Technical Levels of Service A – C based on level of use of each park class to focus maintenance efforts on high priority areas and clearly defined customer expectations.*	O	4.6.2.T	S	-	-
	90	*Achieve Council adoption of the Technical Levels of Service.*	O	4.6.2.U	S	-	-