

STRATEGIC RENEWAL and ACTION PLAN for KILCONA PARK



JULY, 2014

**STRATEGIC RENEWAL and ACTION PLAN for
KILCONA PARK**

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City of Winnipeg

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Acknowledgements

The Kilcona Park Strategic Renewal and Action Plan was developed under the direction of the Plan's Steering Committee. HTFC is grateful for the guidance and support provided by the City of Winnipeg committee members Rob Zanewich, Jonina Ewart, Shauna Prociuk, Jason Bell, Brad Erickson, Alan Shane and Susan Lambert. Thank you is also extended to the many other City of Winnipeg staff for their involvement in providing operational and technical information and support. Finally, we gratefully acknowledge the many user groups and community members who contributed their time, expertise and insight to the development of this Plan.

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Intent of Strategic Renewal Plan and Action Plan

Throughout the late 1970's to early 1980's the City of Winnipeg invested significant funding into the development and maintenance of Kilcona Park. However, like many municipal assets, Kilcona Park's infrastructure is aging and requires significant investment to meet community needs and standards. Limited resources are available and there is a need to ensure these resources are expended on the priority corrective measures and the most desirable design components. To that end, an overall Strategic Renewal and Action Plan is required to develop both the short and long term action plans.

**STRATEGIC RENEWAL and ACTION PLAN
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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

HTFC Planning & Design has prepared the Kilcona Park Strategic Renewal and Action Plan in association with Prairie Architects Inc., MMM Group Ltd., and MNP. The purpose of this study is to assess the existing conditions and uses in the park in the context of changing demographics, emerging recreational patterns, and new models to finance and operate public amenities, creating a renewal plan that is coherent, fiscally responsible, and appropriate. The study is intended to guide the City in implementing park renewal while providing for its current users, potential users, and future generations.

Process and Community Engagement

The Kilcona Park Strategic Renewal and Action Plan was derived from community input, design team research and experience, and direction from the steering committee and City officials. Input was received from approximately 75 stakeholder groups, neighbours, resident associations and potential user groups. Nearly 300 responses were received from the broader community who contributed by completing on-line surveys and comment forms available through the project website. Two Open House events were held for stakeholders and the greater community to review the plan and gain feedback. Overall the public demonstrated genuine interest, strongly endorsing many of the renewal strategies and park features presented.

Vision and Implementation Strategies

This process affirmed a clear vision for the park, which translated into an action plan identifying five strategies to meet immediate requirements and more adaptable long-term objectives.

1. Start by investing in those things that need fixing to meet safety and accessibility requirements, and that need attention now to avoid larger costs later;
2. Investigate a governance model as Park partnerships evolve, that allows access to private funds, provides a single point of contact for public, and establishes a dynamic presence in the park to manage programs and facilities. Begin with an Advisory Committee of park user group leasees;
3. Actively seek other sources of revenue and partnerships to help offset capital and operating costs;
4. Work persistently at park enhancements in partnership with users, responding to needs and opportunities as they emerge over time, focusing on better links, better services for existing users, and better distribution of amenities;



Figure 0.0
Harbourview Recreation Complex

5. Construct and operate the park in a manner that is economically, socially, and environmentally sustainable, and accommodates experimentation, new partnerships and innovation.

Renewal Plan

The renewal plan builds on synergies between uses and capitalizes on a few significant opportunities to solve multiple problems with single initiatives. It seeks to improve service for existing users, eliminate underutilized recreational facilities, and it establishes new programs and uses only if they are deemed sustainable, compatible, and appropriate to Winnipeg's changing demographics. The renewal plan is envisioned as a six-year program with an additional year dedicated to further planning and detailed design.



Figure 0.1
Trail connections

The plan is intended to give priority and advance actions needed to address time-sensitive issues. The specific features include:

- reshaping and enclosing the off leash dog park (without changing its size);
- addition of an internal access road north of the landfill;
- improvements to existing and new multi-use trails;
- improvements to existing parking lots and new parking pods along perimeter roads;
- expansion of the lake system and re-use of fill for landfill improvements;
- relocation of some activities to reduce conflicts and improve access;
- additional plantings and amenities such as washroom upgrades and picnic spots to enhance passive uses;
- better signage and trail connections;
- downsizing and repairing the Harbourview complex, and redesign of the docking facilities;
- refreshing park identity through name change and re-branding.

Other priority projects include actions that refresh and enhance existing uses, and introduce appropriate and sustainable new uses. The intention through this phase is to remain flexible and be able to react to emerging opportunities from proponents, partners, and funding agencies. Specific features include:

- shoreline restoration;
- additional athletic fields;
- renovations to Maintenance Building to create public multipurpose space;
- additional parking;
- summer and winter terrain park for bicycles, snowboards;
- further enhancement of picnic areas;
- active transportation corridor through park;
- additional seasonal washrooms in remote areas;



Figure 0.2
Picnic shelters

- internal wayfinding system;
- wetland boardwalks and shelter;
- sustainable demonstration projects which could be explored include: onsite wastewater treatment at Harbourview, methane lamps, geothermal upgrades to Maintenance Building and/or Harbourview;
- pedestrian and bike connections on Lagimodiere and Springfield Road.

Several future opportunities for Kilcona Park development were identified that may occur with the right partnerships. These opportunities include:

- an Active Recreation Complex with the appropriate development to further support and enhance the renewed Harbourview facility and programming;
- park-friendly commercial development along Lagimodiere Blvd. that can offer even more services to park users;
- changes to the City of Winnipeg Golf Services that may see the golf course land redeveloped or returned to parkland space



Figure 0.3
Park signage

Capital Costs

The capital budget estimates project an investment of approximately \$30 million over a six year project span with an additional year of planning. It is acknowledged that the sequence for each capital project may shift as new priorities arise. However, considering the modest level of investment over the past three decades, we recommend that the City sufficiently resource Kilcona Park at this time to build momentum and to ensure the plan takes on a life after completion. This will require a rigorous combination of staffing, financial commitment and attention.

Revenue Sources

Potential revenue sources to help offset public investment include commercial development on leased park land, conference rentals of the upgraded Harbourview complex, third party development of recreational facilities (eg. field house), and financial and in-kind contributions from user groups. The City's Assessment Department suggested that the 16,700 square metres of developable land identified along the Lagimodiere frontage if serviced has a potential sale value of approximately \$1.5 to \$1.7 million, or if leased would return \$16,700 to \$33,400 in rental income if left unserviced. Lack of servicing limits the viability of development throughout the park. Depending on the occupancy rate for the conference facilities, it is anticipated that Harbourview could generate up to \$54,500 (30%) annually.

Governance

Kilcona Park would benefit from standardizing and securing formal lease agreements with all organizations who have a stewardship role on an exclusive use of the park in the initial phase of redevelopment. Those user group lessees would be invited to sit on a newly formed advisory committee that would meet regularly to discuss issues and opportunities and refine the strategies to operate the park and implement improvements. This will require management from City administration who will be responsible to protect the interests of the many park users not otherwise represented on the advisory committee. As the park renewal evolves, the City should explore in detail alternative governance models that will allow the park to access diverse funding sources, provide a single point of contact for the public, and establish a dynamic presence in the park to help manage programs and facilities.

Identity

One of the unanimous findings from the stakeholder workshops was the desire to create a clear, contemporary, and unifying identity for Kilcona Park and Harbourview Recreational Complex. It is suggested that a single name be selected for both parts of the site. A single name will make it easier to remember and provide an opportunity to promote that change is underway. It is recognized that re-naming parks carries a greater burden of process than the initial naming, thus any new name should carefully consider continuity, community identity and tradition. This could be achieved by shortening the name to **Kilcona Park**, with other locations identified as The Trails of Kilcona Park, The Harbour of Kilcona Park, etc. However the park identity encompasses more than the name. The process of crafting a unique identity for the park should be based on a place that is natural, sustainable, active, partnership-driven, with unique recreational features and iconic waterways and architecture as based on the workshop participant's input. A new identity will help guide the design of new features on the site. The refreshed park identity should be reinforced through consistent signage, materials, furnishings and structures.

Sustainability

Kilcona Park and Harbourview are pioneering reclamation projects that serve as a great platform to demonstrate the City's commitment sustainable open space development and management. The plan recommends a number of measures to bolster the sustainable message that include: alternate mowing practices and xeriscaping; adaptive reuse of existing buildings and building material; composting toilets; geothermal energy retrofits for the existing public building; methane capture and re-use; photovoltaics and wind energy; constructed wetlands for grey and blackwater treatment; signage and environmental education programming

Additional Study

Some features of the renewal plan will require the commission of additional study. Allowances for these have been included in the capital budget estimate. It is possible that some of this further analysis may be achieved through various City departments. The additional planning includes:

- Detailed site design services;
- Revegetation strategy for the landfill cells;
- Traffic studies for each of the proposed active transportation connections;
- Engineering study (geotechnical) to determine the feasibility of the internal access parkway;
- Detailed architectural services for building renovation and renewal;
- Creative branding study to refresh park identity;
- Detailed governance study is recommended after the six year renewal period;
- Business plans for the Lagimodiere Boulevard frontage development and Harbourview operations.

Unequivocally, it can be said that many people care about the park and are willing to play a role in its renewal. Many existing and new partners have expressed interest in the park renewal during the process of this study. This interest should continue to be fostered with ongoing communication with stakeholders as the plan moves toward implementation.

I.0 PLAN OBJECTIVES

1.0 PLAN OBJECTIVES

The Kilcona Park Strategic Renewal and Action Plan described herein examines the last 30 years of programming and use on this site and identifies programming and facility requirements for the next two decades.

Specific objectives of the project include:

A comprehensive review and analysis of existing site and facility conditions, use patterns, and recreation needs;

A recording and summary of consultation and input to the Plan from key park stakeholders, users, city staff and officials and the community-at-large;

Recommendations for potential redevelopment/re-investment opportunities, project phasing and cost estimates to assist in future capital and operating fund requests and meet community recreation needs and expectations and;

Alternate funding and governance strategies to assist the City in the implementation of the Plan through additional capital and operating resources.

1.1 STRATEGIC RENEWAL PRINCIPLES

The Steering Committee and City Officials endorsed the following key renewal principles to help guide the Plan.



2.0 STRATEGIC ACTION PLAN & BUDGETS

2.0 STRATEGIC ACTION PLAN & BUDGETS

The following key strategies outlined below are recommended to begin implementation of Kilcona Park renewal and to provide a sustainable future for the park. A multi-year approach to renewal was developed in consultation with the Steering Committee and City officials. It is anticipated that Kilcona Park renewal will span six years with an additional year at the front end for planning and detailed design. The renewal plan identifies items of urgency and overdue upgrades as a first priority. Subsequent years focus on new enhancements and new amenities. Future opportunities are identified as projects with public/private investment that may arise with new partnerships.

Key Strategies

1. Start by investing in those things that need fixing to meet safety and accessibility requirements.
2. Establish park leases with key user groups and institute an Advisory Committee of Park leasees to provide input into the park renewal. In time, investigate an evolved governance model that allows access to private funds, provides a single point of contact for public, and establishes a dynamic presence in the park to manage programs and facilities.
3. Actively seek other sources of revenue and partnerships to help offset capital and operating costs.
4. Work persistently at park enhancements in partnership with users, responding to needs and opportunities as they emerge. Focus on better links, better services for existing users, and better distribution of amenities.
5. Construct and operate the park in a manner that is economically, socially, and environmentally sustainable, and embraces new partnerships and innovation.

Key Costs

The Kilcona Park renewal plan suggests investment of \$30 million over a six-year implementation timeframe with an additional year dedicated to further planning and detailed design. It is anticipated that future phase development costs will come with new partnership opportunities and other resources.

2.1 INITIAL PRIORITIES

The Initial Phase priorities address key upgrades to improve safety and accessibility and repairs that require immediate attention to avoid greater costs in the future. This phase of the plan places emphasis on:

- Mitigating conflicts in areas where user group activities are incompatible or user demand has changed
- Improving safety and accessibility through repairs to site infrastructure, active transportation systems, new parking nodes, and internal roadway to allow for access to under-used areas and landfill monitoring
- Addressing overdue repairs especially at the Harbourview Complex to bring it back to a desirable 'heart of the park' visitor destination and greater revenue source
- Flexibility and responsiveness to take advantage of foreseeable and unforeseeable opportunities on the horizon that may influence the development direction for Kilcona Park. These opportunities may come with capital support/partnerships that can bring the plan to life and leave a lasting legacy for the City of Winnipeg. Some known opportunities include:
 - potential sale of land along Lagimodiere Boulevard from residents and organizations
 - Canada Games 2017 – need for new venues for summer sports
 - FIFA Women's World Cup 2015 – need for new soccer fields
 - Water & Waste Department landfill renewal

The elements of the Initial Phase include:

- New entrance signage to improve visibility and signal change
- Harbourview repairs to the building, seawall, courtyard, and parking lot
- Redefined Dog Park boundary with enclosure and multiple access gates offering flat and sheltered space and reducing user conflict
- Internal asphalt parkway offering improved circulation and parallel parking
- Active Transportation asphalt pathway and improved AT connections to trails
- Lake redevelopment to include excavation and island removal to increase water access and to cap landfill
- Additional parking nodes along Springfield Boulevard
- Washroom upgrades in the picnic shelter, Harbourview and Maintenance Building for visitor comfort
- Relocated tobogganing hill
- Relocated sports fields
- Additional picnic areas in southwest and northwest corners of the park
- Beautification plantings that include parkway trees and xeriscape plantings
- Trail improvements and connections in north picnic area and dog park



Figure 2.0
Renewal Master Plan Concept - Initial Priorities

Harbourview Complex

The first action for redevelopment of the building complex would be to replace the seawall, and grading and paving of the site to improve drainage and accessibility, removal of the covered walkways, and also to repair items identified in the KGS and Genivar engineering studies (refer to: Appendix B.I Planning Context for document list) including any water damage to the crawlspace. The viewing tower restoration should be included in this phase because of its iconic form in the landscape and because it brings added value to the visitor experience by providing opportunities for viewing the park and activity on the lake.

The next phase would include decommissioning areas of the structure identified to be demolished or partially decomposed, and decommissioning outdated or not in use mechanical and electrical systems.

Renovation to the parts of the structure to be retained can occur after the above repairs, including upgrading the building drainage, reconfiguration of spaces for modern activities, new exterior systems including new and/or repaired cladding and glazing systems compatible with a marine environment, new mechanical and electrical systems, and renovations to upgrade the accessibility and life safety systems to the current Manitoba Building Code.

The Harbourview complex has several recreational features that vary in existing condition and use. The renewal plan calls for the renovation of some facilities that continue to be well used and the removal of other recreational features that no longer receive significant use. The children's playground has been recently renewed and will remain in its location. The mini golf course continues to be an attraction with families and school field trips and will be renovated. The tennis courts require resurfacing and will be designed to accommodate pickle ball, a newer sport gaining in popularity among active seniors. The sand volleyball courts will relocate to the north picnic zone. The lawn bowling green, horseshoe pitch and shuffleboard courts are underutilized features and will be decommissioned to allow for drop off and parking closer to the building and for new recreational activities such as a basketball. The parking area near the building will feature a boat launch ramp adjacent to the new docks and allow for pull through boat parking.

HARBOURVIEW RENEWAL ELEMENTS

- (A)** Harbourview Renewal Projects
 - Reconfigured parking for greater accessibility
 - recommissioned buildings and mechanical system upgrades
 - repairs to seawall
 - new docks for new program opportunities
 - viewing tower restoration
- (B)** Geothermal building upgrades
- (C)** On-site water treatment wetland cells
- (D)** New Entrance Signage
- (E)** Washroom Upgrades
- (F)** Minigolf Renewal
- (G)** Pickleball
- (H)** Basketball
- (I)** Boat Launch

FUTURE OPPORTUNITIES WITH PARTNERSHIPS

- (J)** Active Recreation Complex

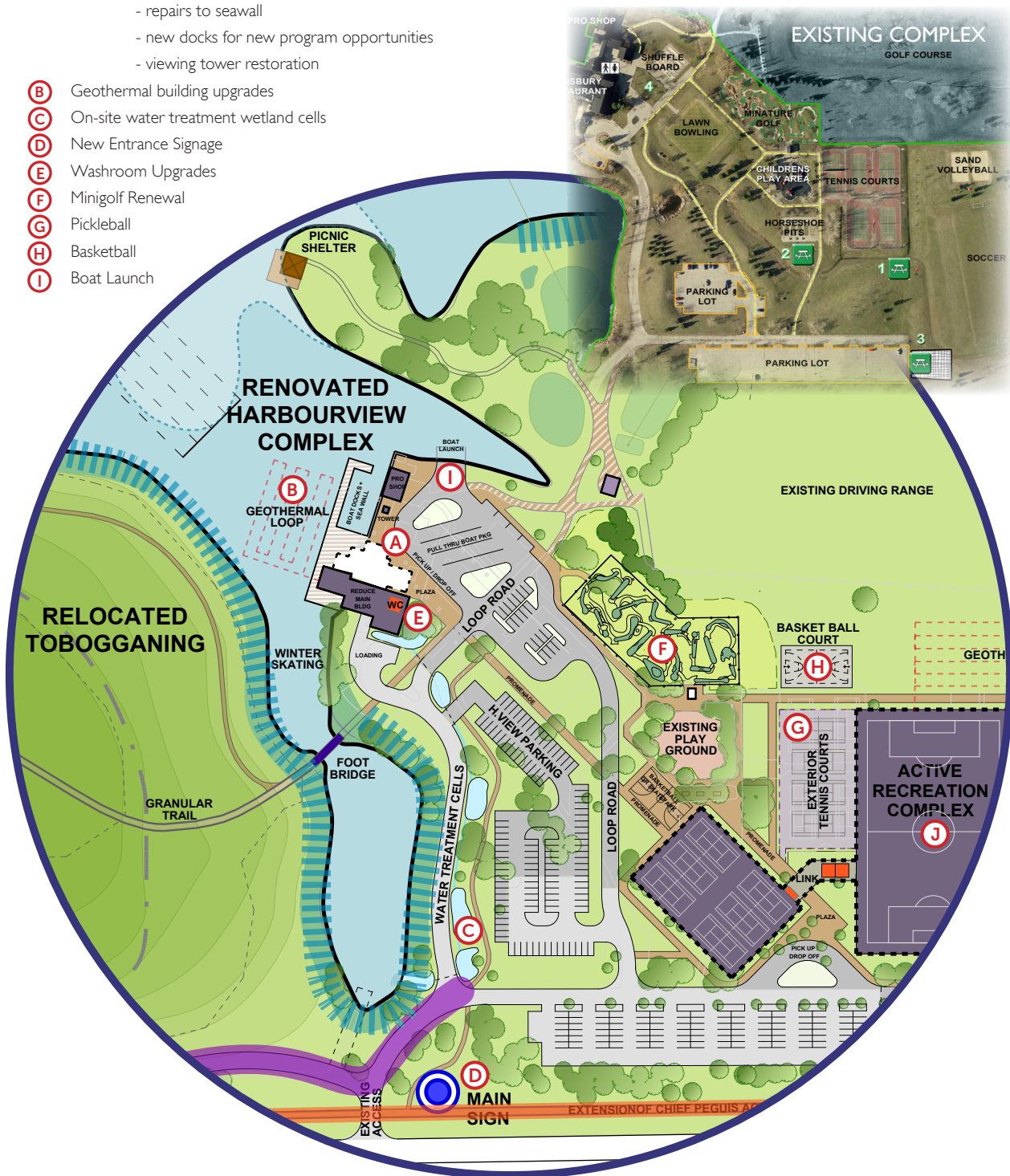


Figure 2.1
Harbourview Recreation Complex Renewal Detail

Harbourview Heritage

Prairie Architects consulted the City of Winnipeg's Heritage Planner in July of 2013 to confirm if the Harbourview building complex has heritage status or could be a future candidate for heritage designation. The Heritage Planner advised that Harbourview does not have heritage status nor would it be possible at this time to pursue a heritage designation for the buildings or landscape less than 40 years old. It was also noted that the building owner, citizen or group typically brings forward the consideration for designation.

In order for a structure (and soon landscape) to be added to the historical buildings list, it must be nominated by application form, research prepared on it, and then evaluated by the Historical Buildings Committee. A scoring sheet assesses sites in various categories – age, architect, design, integrity, context, landmark, etc. A site may not necessarily be old to become designated, provided it has significance in other areas and meets the minimum 40 years of age.

There is agreement from the architects and planners that certain aspects of the facility would favour this consideration. These aspects include an iconic IKOY project, the aesthetic, construction, the unique context and use, status as a landmark to most Winnipeggers. It is therefore recommended that consultation with the City of Winnipeg Heritage Planning occur at the outset of the redevelopment planning for Harbourview Complex.

KILCONA PARK CLASS 'D' ORDER OF MAGNITUDE BUDGET ESTIMATE PARK DEVELOPMENT INITIATIVES

INITIAL PRIORITIES	
SAFETY & ACCESSIBILITY PRIORITIES	\$4,600,000.00
HARBOURVIEW RENEWAL	\$5,240,000.00
TOTAL	\$9,840,000.00

2.2 AMENITY ENHANCEMENTS & RECREATION OPPORTUNITIES

The next phase of park renewal focuses on new enhancements and amenities for existing uses and a few new ideas for under-utilized areas to bring more people to the park and increase park use. New features will bring a refreshed, updated park image and new recreational offerings as identified through interested user groups. This phase will benefit from the highest level of flexibility and responsiveness to new programming opportunities and partnerships as they arise in the future. New developments will come through partnership investment in facilities and program expansion that ultimately help support the ongoing sustainability of the park.

The elements of Amenity Enhancements & Recreation Opportunities include:

- Shoreline restoration to improve water and scenic quality and wildlife habitat
- Athletic field zone with two additional fields and renovations to the Maintenance Building to include a public multipurpose space, tot lot and parking lot
- Terrain and snow park development
- West and North park enhancements of trail restoration additional picnic areas, and plantings
- Active Transportation links to improve the Springfield Road crossings with improved connections to Chief Peguis Trail and the Plesiss Road and the Cordite Trail connection
- Additional seasonal washrooms in more remote areas of the park
- Internal wayfinding system and updated park signage
- Wetland boardwalks and shelter
- Greater emphasis on sustainability with geothermal building upgrades and constructed wetland for on-site wastewater treatment

KILCONA PARK CLASS 'D' ORDER OF MAGNITUDE BUDGET ESTIMATE

PARK DEVELOPMENT INITIATIVES

AMENITY ENHANCEMENTS & RECREATION OPPORTUNITIES

A.	NEW COMMUNITY PICNIC & REC. SITES	\$820,000.00
B.	NEW OUTDOOR SPORTS FIELDS	\$1,010,000.00
C.	NEW TRAILS, TRAIL UPGRADES & PARK CIRCULATION UPGRADES	\$800,000.00
D.	PARK BEAUTIFICATION	\$50,000.00
E.	WASHROOM UPGRADES	\$150,000.00
F.	DOG PARK DEVELOPMENT	\$1,340,000.00
G.	LAKE EDGE DEVELOPMENT	\$630,000.00
H.	SPORTS FIELDS AREA/ MAINTENANCE BLDG RENOVATION	\$2,050,000.00
I.	TERRAIN AND SNOW PARK DEVELOPMENT	\$600,000.00
J.	ENHANCEMENTS TO WEST PARK + WAYFINDING	\$1,400,000.00
K.	EK-TRANSCONA ACTIVE TRANSPORTATION TRAIL & LINKS	\$4,860,000.00
L.	WETLAND BOARDWALK SHELTER	\$270,000.00
M.	NORRIS ROAD PAVING (Springfield to McIvor)	\$250,000.00
TOTAL		\$14,230,000.00

2.3 FUTURE OPPORTUNITIES

The following Future Opportunities have been identified as possible investment revenue strategies and to bolster park use.

- An Active Recreation Complex with the appropriate development to further support and enhance the renewed Harbourview facility and programming
- Park-friendly commercial development along Lagimodiere Blvd. that can offer even more services to park users
- Changes to the City of Winnipeg Golf Services that may see the golf course land return to parkland space
- Elevated pedestrian bridge on Lagimodiere Blvd. for safe, active transportation links to the park

KILCONA PARK CLASS 'D' ORDER OF MAGNITUDE BUDGET ESTIMATE PARK DEVELOPMENT INITIATIVES

FUTURE POTENTIAL OPPORTUNITIES with PARTNERSHIPS

1	ACTIVE RECREATION COMPLEX (17 acres)	zoning and servicing(±\$1 Mil) at a minimum for development
2	LAGIMODIERE BLVD. COMMERCIAL DEVELOPMENT (5 acres)	zoning and servicing (\$±300,000) at a minimum for development
3	GOLF COURSE / PARKLAND SPACE (35 acres)	CWPG Golf Services

2.4 RECOMMENDED ADDITIONAL PLANNING

The following related areas of study are recommended to fully inform and implement the Kilcona Park Renewal Plan:

- Integrate the findings of the KGS Harbourview Recreation Complex Water Damage Mitigation Study into park planning and repairs
- Update the recommendations of the Genivar Engineering Harbourview Recreation Complex Building Courtyard and Shorelines Structures Study to reflect proposed changes in the capacity of surface water features
- Confirm that proposed changes to the Dog Park align with the recommendations of the City of Winnipeg Draft Guidelines for Off Leash Parks Study
- Ensure Kilcona Park/Harbourview is central to City of Winnipeg's Active Transportation plans
- Commission traffic studies to determine upgrades and new connections for pedestrian, bicycle and vehicle access to Kilcona Park
- Commission business plans for the Lagimodiere Boulevard frontage development and Harbourview operations.
- Commission a Governance Study to determine a park governance model that best facilitates future park operations and management
- Commission an engineering study (geotechnical) for the internal parkway
- Commission a study to determine the feasibility of a sustainable, wastewater wetland treatment system for Harbourview complex
- Commission rebranding and new identity creative

PLANNING BUDGET

Traffic Studies

AT Connections: Plessis Rd. and Lagimodiere/Springfield	\$35,000.00
Lagimodiere Pedestrian/Cycling Overpass	\$175,000.00
Engineering Study for Parkway	\$50,000.00
Harbourview Wetland Treatment Study	\$12,000.00
Governance Study	\$40,000.00
Business Plan for Lagimodiere Blvd Development	\$40,000.00
Rebranding & Identity Creative	\$25,000.00

2.5 RECREATION CYCLES, PROGRAMS AND PARTNERSHIPS

The following diagram illustrates existing and potential park activities and partnerships. It is intended to identify ways to extend park use throughout the seasons as a means to increasing users. More detail on existing and potential partnerships can be found in Appendix E.

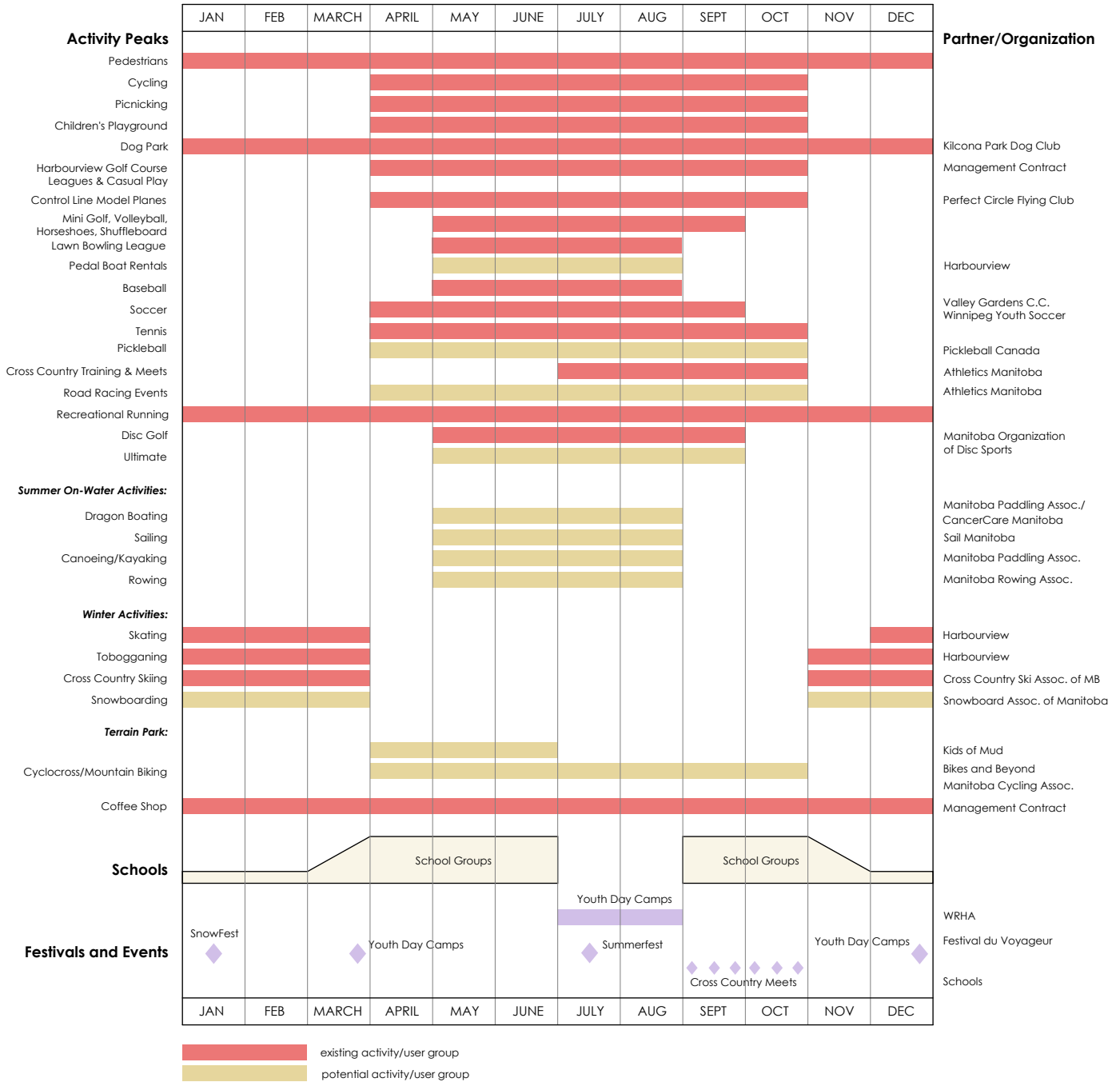


Figure 2.4
Proposed Recreation Cycles

3.0 RENEWAL PLAN

3.0 RENEWAL PLAN

The Strategic Renewal and Action Plan was derived from community input, design team research and experience, and direction from the steering committee and City officials. The Plan builds on synergies between uses and capitalizes on a few significant opportunities to solve multiple problems with single initiatives. It seeks to improve service for existing users, eliminate underutilized recreational facilities, and it establishes new programs and uses only if they are deemed sustainable, compatible, and appropriate to Winnipeg's changing demographics.

Key renewal aspects include:

- improvements to overall safety and accessibility
- repairs and upgrades to aging facilities
- reduction of conflicts between users
- flood mitigation
- improved internal park circulation and parking
- enhanced external linkages
- sustainable and green systems and practices
- new amenities and recreational opportunities
- governance strategy
- new revenue streams

The following diagrams and modeled vistas illustrate the uses and the possible form of some of the key renewal plan features. The renewal plan recommends that the Harbourview Complex and additional park buildings are recommissioned and redeveloped for new or enhanced operations. Significant consideration has been given to the off-leash dog park redevelopment with the first priority given to enclosing the dog park.

Later priorities for the Kilcon Park include new enhancements and amenities for existing uses and a few new ideas for under-utilized areas to bring more people to the park and increase park use. New features will bring a refreshed, updated park image and new recreational offerings as identified through interested user groups. This phase will benefit from the highest level of flexibility and responsiveness to new programming opportunities and partnerships as they arise in the future. New developments will come through partnership investment in facilities and program expansion that ultimately help support the ongoing sustainability of the park.



Figure 3.0
Active & Passive Recreation



Figure 3.1
Environmental learning & discovery

Harbourview Renewal Projects (see detailed plan)

- 1 Harbourview Renewal Projects (see detailed plan)
- 2 Active Transportation Link (South) & Multipurpose Trail (North)
- 3 New & Enhanced Bike and Pedestrian Crossings
- 4 Potential Grade-Separated Bike & Pedestrian Crossing
- 5 Additional Parking Nodes
- 6 Washroom Upgrades
- 7 New Athletic Field Zone
- 8 Shoreline Restoration
- 9 New Terrain, Toboggan & Snow Park Development
- 10 West and North Park Enhancements
- 11 Internal wayfinding system
- 12 Wetland boardwalks and shelter
- 13 Additional tree plantings - Parkway and ornamental plantings
- 14 Norris Road Upgrade

FUTURE OPPORTUNITIES WITH PARK

- 21 Lagimodiere Boulevard Commercial
- 22 Active Recreation Complex
- 23 Golf Course Redevelopment

KILCONA PARK
Strategic Renewal and Action Plan

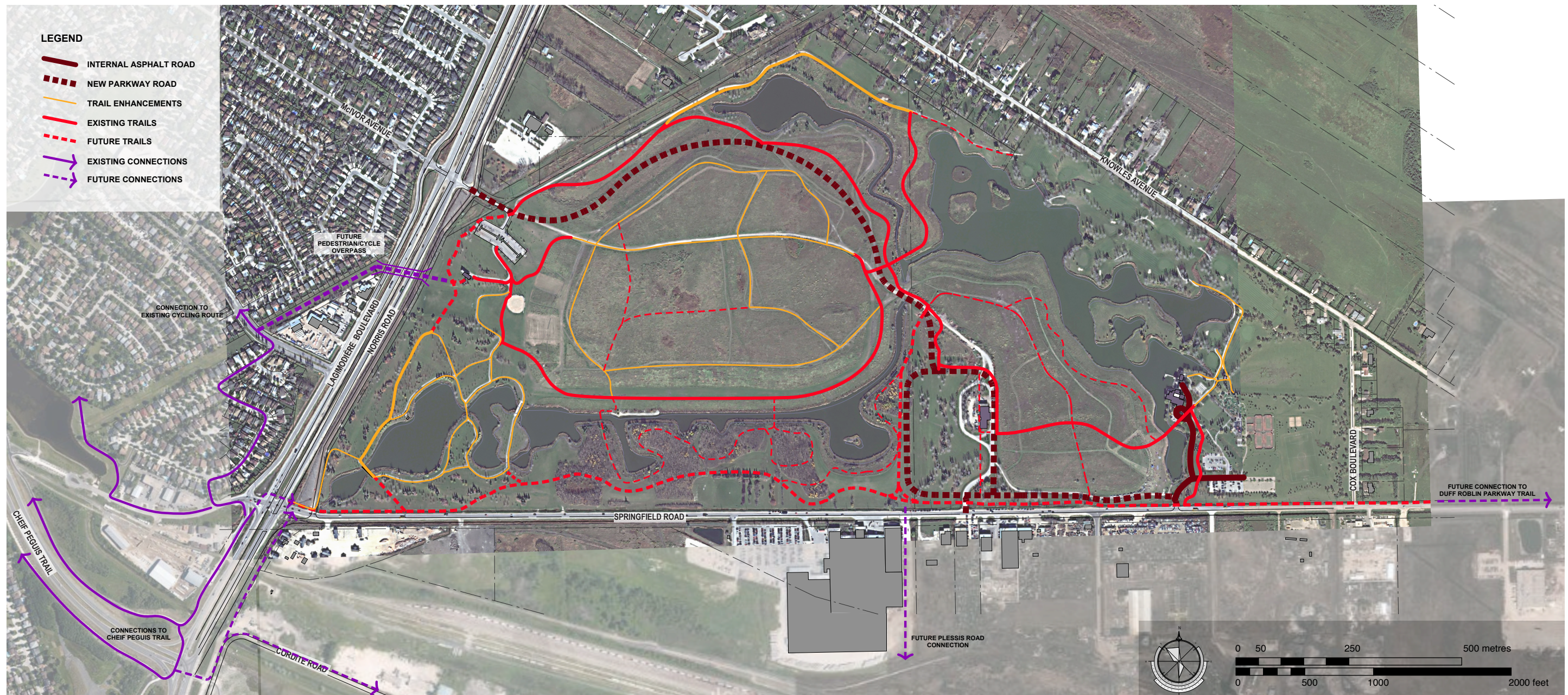
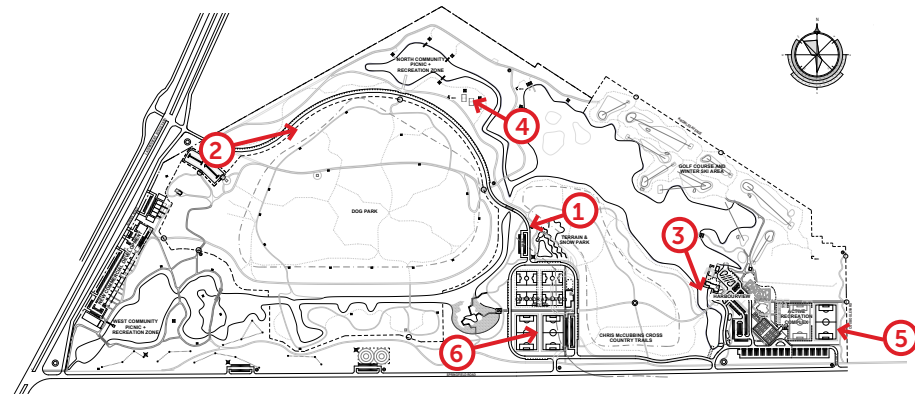


Figure 3.3
Proposed and potential future links



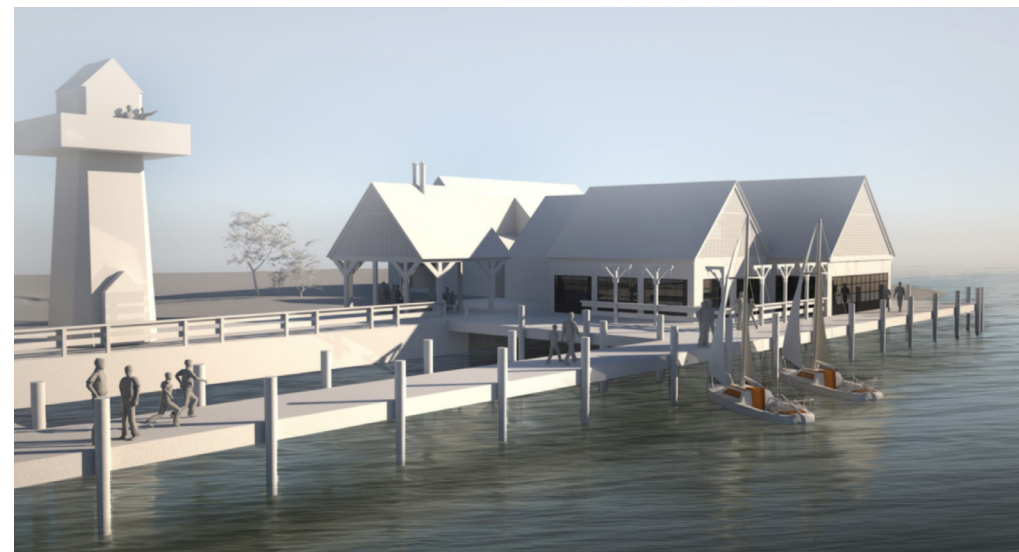
Key Plan



① Terrain and snow park zone



② Parkway at entrance to off-leash dog park

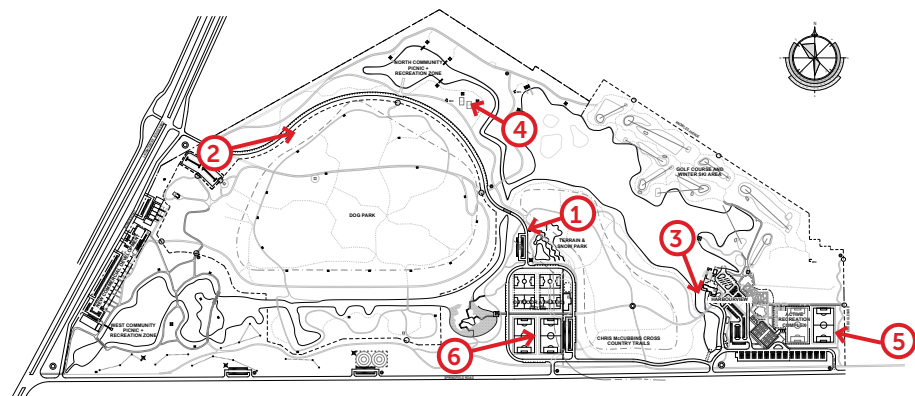


③ Seawall and dock at Harbourview



④ North community picnic and recreation zone

Figure 3.4
Renewal Plan - Vistas



Key Plan



⑤ Refurbished Harbourview with new active recreation complex



⑥ Outdoor athletic fields and repurposed maintenance building

Figure 3.5
Renewal Plan - Vistas

3.1 HARBOURVIEW COMPLEX BUILDING PROGRAM

Harbourview Complex

The opportunities in the existing complex that merit building upon are the unique qualities of the architecture, the ample room to revise uses, and some public/private relationships that already in place. The key challenge in the redevelopment will be to preserve design integrity while meeting new needs and fiscal realities.

The Harbourview buildings were built in the early 1980's and have come to symbolize the character of the park. The iconic masonry park structures, and wood clad Harbourview Complex were recognized as symbols that help define the theme. However, the buildings are tired but the character of the structures has become iconic in relation to the park. They are very particular in configuration and theme and significant repairs are required to fix damaged materials in the crawlspace, and the exterior cladding.

Recycling and re-use of the existing building stock and materials contributes to the continual sustainability of Kilcona Park. The sustainable strategy to the regeneration of the buildings is to renovate and re-use rather than demolish and build new. Areas where the building may require selective demolition, materials can be saved and re-used for repair of other areas of the buildings. The concept is to rehabilitate large spaces to adapt to different uses in the four seasons, thus making the buildings more useful to Park users. Outdated mechanical and plumbing systems will need to

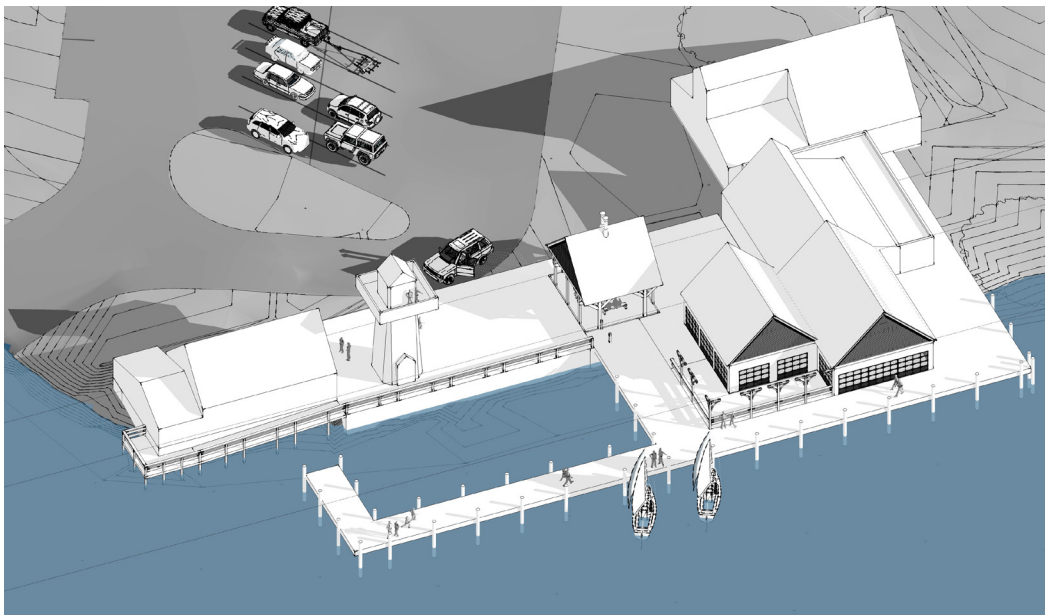


Figure 3.6
3D model of proposed Harbourview Complex

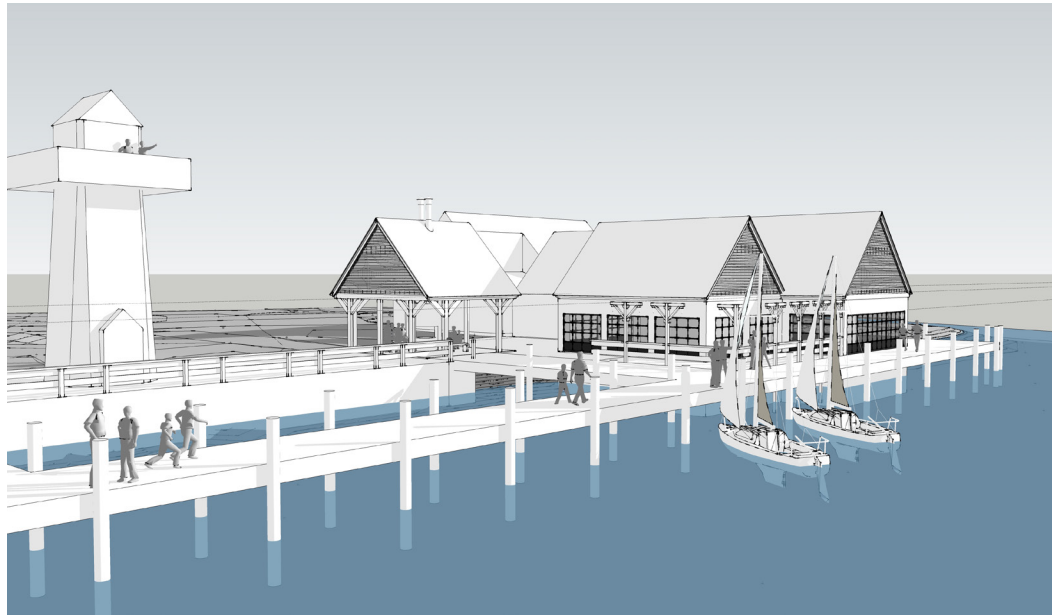


Figure 3.7
3D model of proposed Harbourview Complex

be upgraded to energy efficient equipment and water efficient fixtures ultimately reducing the environmental and economic impact on the City.

The poor location of the buildings is not ideal for redevelopment but focusing complementary park functions around the complex and improving the accessibility and parking will facilitate the redevelopment. Improving access to the facility with plaza repairs, a new visitor drop-off and closer parking is proposed. The redevelopment of the buildings would include repairs to the seawall, renovating partial areas of the existing complex to retain the village theme and more sustainable operations. The visitor experience will be further enhanced through programming and revenue generating opportunities, including a more visible front entrance close to parking, and a more contemporary image of colour, light, texture and glass to complement the current character:



Figure 3.8
Rustic character

The approach would include demolishing areas of the complex that are redundant in their function, or are beyond their life cycle, decommission unused areas and open them up for flexible multi-purpose activities and enhancing views to the lake. The main village character of the complex will be retained in whole, or in part as converted outdoor space. All renovations will maintain the heritage character by retaining iconic features such the rustic timbers, the sharply pitched black roofs and the viewing tower. New docks will allow access for water related activities for visitors and groups.

The preliminary building program for the Harbourview complex redeveloped interior space includes renovations to the banquet room for an enhanced conference centre with more multi-functional spaces and a reduced kitchen area. The smaller lounge areas and corridors would be demolished. The existing main lounge area with fireplace would be decommissioned and renovated to become a three-season multipurpose recreational space with flexible opening walls to allow for easy flow of access in and out of the building year round for group gatherings or winter skate-changing. Renovations would occur in the Pro Shop for continued golf services however the change room area would be decommissioned. Some of the exterior covered walkways would be decommissioned to allow for more open and multifunctional plaza space.



Figure 3.9
Assiniboine Park three-season multipurpose recreational space

Figure 3.11 describes the existing and proposed demolition, deconstruction and renovation to the existing Harbourview Complex. Refer to Figure 3.14 Concept Plan.

KILCONA HARBOURVIEW COMPLEX PROPOSED SPACE SUMMARY

PRIMARY USER SPACE

REVISED OPTION

NO.	PROGRAM COMPONENT	UNITS	NET AREA (sf)	TOTAL (sf)
1.0	Pro Shop			
1.1	Pro Shop (incl. Mech.)	1	1440	1440
1.2	Change rooms (incl. Mech.)	2	1625	3250
	Subtotal			4,690
2.0	Harbourview Complex			
2.1	Conference Centre	1	2330	2330
2.1.1.	(Washrooms / new mech.)	1	1000	1000
2.2	Existing Kitchens	1	2226	2226
2.3	Dining Areas			
2.3.1.	Main Dining w/ Fireplace	1	1190	1190
2.3.2.	Main Dining w/ small lounge	1	780	780
2.3.3.	Lounge with Fireplace / corridors	1	565	565
2.4	New Docks	1	4800	4800
2.5	Exterior Covered Walkways	1	1530	1530
	Subtotal			14,421
3.0	Observation Tower			
3.1	Rehabilitation/ Retoration	1	125	125
	Subtotal			125
	Gross Area			19,236.00

RENOVATION	
DECONSTRUCTION (selected demo+reno)	
DEMOLITION	

Figure 3.10
Proposed Space Summary



Figure 3.11
3D model of proposed Harbourview Complex



Figure 3.12
3D model of proposed Harbourview Complex

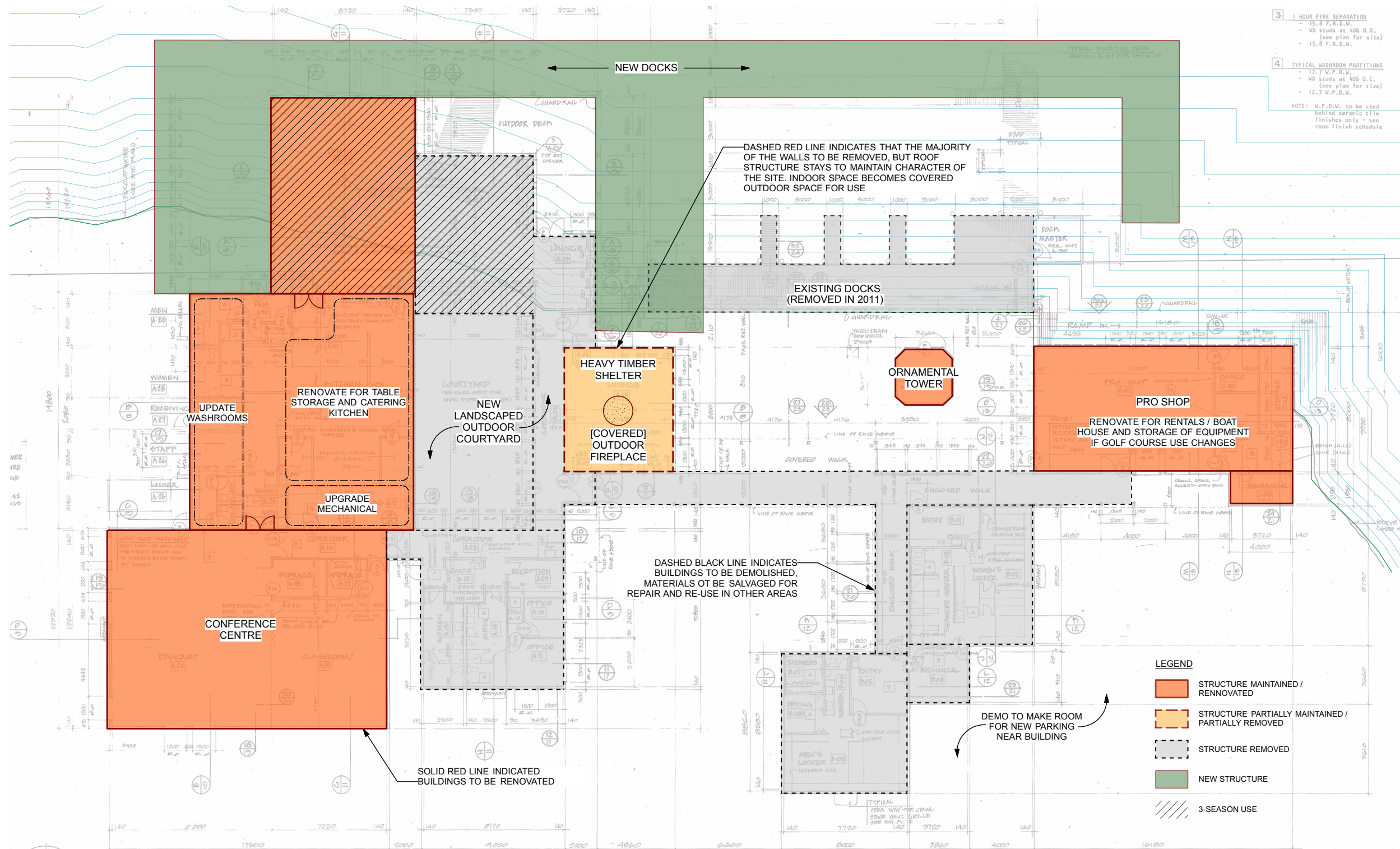


Figure 3.13
Harbourview Renewal Concept Plan

As a potential source of energy to help run the buildings, geo-thermal energy uses the earth's thermal energy generated and stored in the earth converted to electricity to power buildings, or used as direct heat to heat buildings. There are two types of geothermal loops, vertical and horizontal, and investigation into the site would determine which method would be most appropriate for Kilcona Park. The buildings' lakeside location may prove to be well suited for a lake bottom geothermal loop. .



Figure 3.14
Ground source energy - lake geothermal

3.2 OTHER PARK BUILDINGS

Maintenance Building

With the redevelopment of park activities around the current Maintenance Building such as new athletic fields it is thought that the structure could house staging areas or be renovated to include more public park washrooms, and small canteen function. The current service bays would require cleaning and decommissioning for public use, but their large garage doors make is viable as a large covered shelter staging area for cross-country races or other activities.

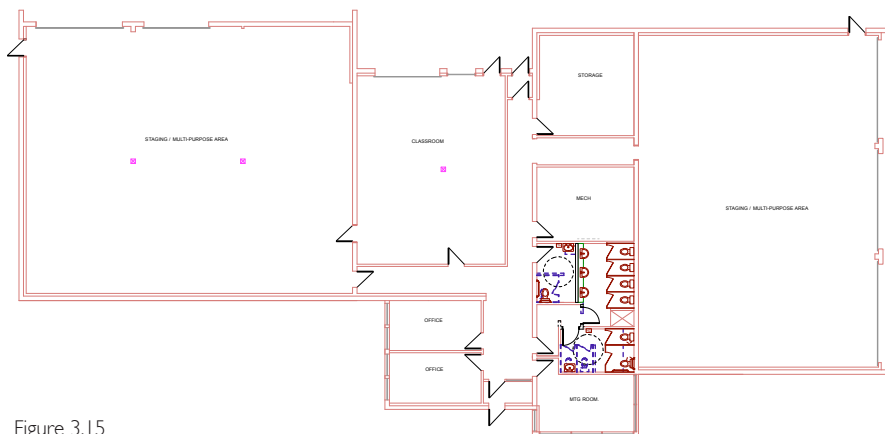


Figure 3.15
Maintenance Building renovation into public washrooms, Initial Phase

Picnic Shelter

The intent with the Picnic Shelter would be to repair the stone columns and renovate the washrooms for year-round operation. It is thought to remove the fireplace to curtail the vandalism threat but retain the highly visible, iconic structure as a pavilion in the park.

3.3 OFF-LEASH DOG PARK

The Renewal Plan recommends a few changes to the boundary of the off-leash dog area. These changes are in keeping with the recommendations of the Draft Guidelines for Off Leash Parks for the City of Winnipeg and help the area fit into the overall park plan. They have a number of specific benefits for dog park users. The size of the park remains unchanged at approximately 118 acres.

Clarity:

The lack of fence or boundary marker has contributed to conflicts with some adjacent activities. Tobogganing, cross country running, cycling and baseball all reported issues. The top priority for improving the experience for all park users is to create a clear boundary for the off leash area, composed of planting and fencing with a series of access gates distributed around the perimeter. Gates would include signs indicating responsibilities of dog owners and non-dog owners plus other information of interest – maps, history, hours of operation, etc.

Safety:

The physical boundary will reduce inadvertent run-ins between dogs and other users. Safety within the off-leash dog park will also be improved by relocating the toboggan area to the east landfill cell, and the main internal road to the area north of the off-leash area. Vehicular access will still be allowed within the off-leash area to address emergencies and maintenance needs, but pass-through vehicular traffic will be eliminated.

Accessibility:

The new boundary retains access to at-grade trails and greenspace with gentle slopes and provides better proximity to parking along the parkway road and perimeter lots.

Diversity:

The expansion southward and westward provides a variety of landscape types within the off-leash area: light shade, thick forest, rolling hills, open play fields. With new parking options and multiple entry points, dog park users can experience the park in different ways with each visit.

Flexibility:

The shape allows for easy segmentation if the Dog Club wants to consider creating special zones for different dog sizes and temperaments in future.

Amenity:

The plan provides better access to the washroom building, and improved proximity to potential commercial development along Lagimodiere. Some of these businesses would likely cater to the interests of dog park patrons, as Kilcona Park's largest user group. Other amenities and improvements to the off-leash dog park are discussed in separate City of Winnipeg documents, and it is expected that these will continue to be implemented as maintenance and special projects.

4.0 FINANCIAL

4.0 FINANCIAL

The consultant team prepared the following financial information from review and analysis of current and proposed park activity levels and their derived revenues (if any). New and increased revenues sources were considered based on current operations and proposed new activities and their alignment with market demand based on stakeholder consultation and design team input. Records (i.e. sports field bookings, facility rentals) and supporting information (Assessment and Taxation) was provided by various City departments to help complete this analysis.

4.1 CAPITAL DEVELOPMENT BUDGET ESTIMATES

An order of magnitude budget estimate was prepared to quantify and set capital redevelopment budgets for Kilcona Park and Harbourview Complex. The budget estimates are sourced from the consultant team (HTFC Planning & Design, MMM Group and Prairie Architects Inc.) with review and input from the City of Winnipeg project steering committee, Public Works department and City officials based on similar construction projects.

The budget of capital costs presented herein is a Class 'D' estimate ($\pm 25\%$). Cost estimates were prepared over a period of 2013 to July, 2014 as the plan progressed and priorities were identified by the Steering Committee and City officials. Further development and refinement of the Kilcona Park renewal planning process will be required and be accompanied by more specific costing.

The following budget estimate distinguishes between safety and accessibility priorities, Harbourview renewal, and amenity enhancements and recreational opportunities. Future opportunities have been identified that may come with private or private/public investment on a project basis as partnerships and opportunities arise. Finer detail specific to the Harbourview complex renewal follows the overall budget estimate.

Contingency

Budget prices include a 25% cost contingency.

Fees

Fees include order of magnitude estimates for additional planning, detailed design services and construction administration, which were recommended through the course of the study.

Interest and Administration

The City of Winnipeg public service recommends a 3% fee of total costs (inclusive of fees for additional planning and detailed design) for interest and administration of the project.

Escalation

An allowance of 2% per annum for escalation is shown as a separate item and covers escalation of capital costs and consulting fees plus market conditions over the project span beginning in 2015. Escalation is calculated based on construction price indexes from Statistics Canada and Hanscomb Ltd. With escalation, the \$26m capital budget identified in this study will be slightly under \$30m in total budget envelope by 2021, providing for one year (2015) of additional planning and a six-year implementation period (2016-2021).

2015	\$26,520,000
2016	\$27,050,400
2017	\$27,591,408
2018	\$28,143,236
2019	\$28,706,100
2020	\$29,280,222
2021	\$29,865,827

KILCONA PARK CLASS 'D' ORDER OF MAGNITUDE BUDGET ESTIMATE

PARK DEVELOPMENT INITIATIVES

INITIAL PRIORITIES

SAFETY & ACCESSIBILITY PRIORITIES

1	Fencing - Dog Park (118 acres)	\$	235,625.00	
2	Circulation - Emergency and Service Access incl. Public Accessible Parkway (asphalt)	\$	1,900,000.00	
3	Harbourview Seawall, Courtyard	\$	1,235,000.00	
4	Landfill/Lake Excavation	\$	1,225,000.00	
		\$	4,595,625.00	\$4,600,000.00

HARBOURVIEW RENEWAL

	Harbourview Renovations incl. deconstructed and decommissioned spaces and new docks	\$3,100,000.00	
	Site Renovation (plaza and parking)	\$	1,500,000.00
	Geothermal mechanical upgrade	\$	175,000.00
	Harbourview Sport Facility Renovations		
	tennis courts/pickle ball courts asphalt + plexi-pave surface(4)	\$	238,000.00
	basketball court mondo surface	\$	180,000.00
	mini golf	\$	50,000.00
		\$5,243,000.00	\$5,240,000.00

TOTAL **\$9,840,000.00**

AMENITY ENHANCEMENTS & RECREATION OPPORTUNITIES

A. NEW COMMUNITY PICNIC & REC. SITES

	Picnic Shelters with Solar Lighting	\$	625,000.00	
	Re-located Volleyball Courts	\$	37,500.00	
	Secondary Granular Trails	\$	45,000.00	
	Trees (2" caliper)	\$	50,000.00	
	Shrub Plantings	\$	60,000.00	
		\$	817,500.00	\$820,000.00

B. NEW OUTDOOR SPORTS FIELDS

	Rough Grading (flatten out landform)	\$	315,000.00	
	New Playing Field Installation- 2 fields (soccer + ultimate)	\$	600,000.00	
	Maintenance Bldg - renovated public washroom	\$	93,750.00	
		\$	1,008,750.00	\$1,010,000.00

C. NEW TRAILS, TRAIL UPGRADES & PARK CIRCULATION UPGRADES

	New 2.4m wide multi-purpose asphalt trail (2.9 km)	\$	245,650.00	
	Existing Trail Improvements	\$	365,625.00	
	Parking Cells off Springfield (asphalt)	\$	185,600.00	
		\$	796,875.00	\$800,000.00

D. PARK BEAUTIFICATION

	Tree Planting - along parkway and trails	\$	50,000.00	
		\$	50,000.00	\$50,000.00

KILCONA PARK CLASS 'D' ORDER OF MAGNITUDE BUDGET ESTIMATE
PARK DEVELOPMENT INITIATIVES

AMENITY ENHANCEMENTS & RECREATION OPPORTUNITIES

E. WASHROOM UPGRADES		
New remote seasonal composting toilets	\$ 150,000.00	
	\$ 150,000.00	\$150,000.00
F. DOG PARK DEVELOPMENT		
Grading Adjustments Existing Landfill	\$ 125,000.00	
New Asphalt Trails	\$ 140,625.00	
New Bridges	\$ 400,000.00	
New Granular Trails	\$ 120,000.00	
Picnic Shelter Refurbishment (including year-round washroom)	\$ 119,375.00	
Site Furnishings (remote water stations, benches with shade devices, waster receptacles)	\$ 150,000.00	
Trees (2" caliper)	\$ 100,000.00	
Lighting	\$ 187,500.00	
	\$ 1,342,500.00	\$1,340,000.00
G. LAKE EDGE DEVELOPMENT		
Re-seed Disturbed Edges and Slopes	\$ 62,500.00	
Riparian Edge Vegetation Development	\$ 562,500.00	
	\$ 625,000.00	\$630,000.00
H. SPORTS FIELDS AREA/ MAINTENACE BLDG RENOVATION		
Maintenance Building Renovations To Multi-purpose Facility	\$ 493,750.00	
2 Additional Playing Fields, with Grading	\$ 757,500.00	
Ring Road and Facility / Field Parking	\$ 490,000.00	
Asphalt Trail	\$ 95,625.00	
Tot Lot	\$ 125,000.00	
Trees (2" caliper)	\$ 85,000.00	
	\$ 2,046,875.00	\$2,050,000.00
I. TERRAIN AND SNOW PARK DEVELOPMENT		
Terrain Park/Toboggan & Snowboard Park (4 acres)	\$ 600,000.00	
	\$ 600,000.00	\$600,000.00
J. ENHANCEMENTS TO WEST PARK + WAYFINDING		
Riparian Edge Vegetation Development (west lake)	\$ 562,500.00	
Existing Trail Restoration (west picnic area)	\$ 236,250.00	
Internal Wayfinding System	\$ 100,000.00	
Entrance Signs (3 - 1 renovation + 2 new)	\$ 150,000.00	
New Internal Roadway (P2) Tree Planting	\$ 110,000.00	
Shrub Plantings	\$ 90,000.00	
Shaded Seating Nodes	\$ 150,000.00	
	\$ 1,398,750.00	\$1,400,000.00
K. EK-TRANSCONA ACTIVE TRANSPORTATION TRAIL & LINKS		
3.6m wide AT asphalt trail linking E-W along south edge of park *(Springfield Road)	\$ 461,250.00	
Trees (2" caliper)	\$ 40,000.00	
Shrub Plantings	\$ 60,000.00	
Elevated Pedestrian & Bike Crossing Lagimodiere Blvd. & Hydro RT of Way	\$ 4,000,000.00	
AT Connection Half Signal Crossing Springfield at Plessis Road	\$ 300,000.00	
	\$ 4,861,250.00	\$4,860,000.00
L. WETLAND BOARDWALK SHELTER	\$ 270,000.00	
	\$ 270,000.00	\$270,000.00
M. NORRIS ROAD PAVING (Springfield to McIvor)	\$ 250,000.00	\$250,000.00
TOTAL		\$24,070,000.00

KILCONA PARK CLASS 'D' ORDER OF MAGNITUDE BUDGET ESTIMATE

PARK DEVELOPMENT INITIATIVES

PLANNING & DESIGN FEES, ESCALATION, INTEREST & ADMINISTRATION

FEES

Additional Planning & Studies	\$	377,000.00	
Detailed Design - Site, Architectural & Construction Administration	\$	800,000.00	\$1,177,000.00
CITY OF WINNIPEG INTEREST & ADMINISTRATION			\$757,000.00
ESCALATION (2015-2021)			\$3,870,000.00

TOTAL RENEWAL BUDGET **\$29,874,000.00**

FUTURE POTENTIAL OPPORTUNITIES with PARTNERSHIPS

- 1 Active Recreation Complex (17 acres) zoning and servicing(±\$1 Mil) at a minimum for development
- 2 Lagimodiere Blvd. Commercial Development (5 acres) zoning and servicing (\$±300,000) at a minimum for development
- 3 Golf Course/Parkland Space (35 acres) CWPG Golf Services

4.2 HARBOURVIEW DEVELOPMENT BUDGET ESTIMATE DETAIL

The following table illustrates the existing Harbourview space and the proposed revised option. Three approaches to addressing the space are highlighted as renovation, deconstruction or demolition. A square foot budget estimate is applied to each approach. The Harbourview Concept Plan (page 33, Figure 3.3) correlates in colour with the recommended development option indicated in this table.

Phase I Priority
KILCONA HARBOURVIEW COMPLEX
PROPOSED SPACE SUMMARY

PRIMARY USER SPACE		REVISED OPTION		
NO.	PROGRAM COMPONENT	UNITS	NET AREA (sf)	TOTAL (\$f)
1.0	Pro Shop			
1.1	Pro Shop (incl. Mech.)	1	1440	1440
1.2	Change rooms (incl. Mech.)	2	1625	3250
	Subtotal			4,690
2.0	Harbourview Complex			
2.1	Conference Centre	1	2330	2330
2.1.1.	(Washrooms / new mech.)	1	1000	1000
2.2	Existing Kitchens	1	2226	2226
2.3	Dining Areas			
2.3.1.	Main Dining w/ Fireplace	1	1190	1190
2.3.2.	Main Dining w/ small lounge	1	780	780
2.3.3.	Lounge with Fireplace / corridors	1	565	565
2.4	New Docks	1	4800	4800
2.5	Exterior Covered Walkways	1	1530	1530
	Subtotal			14,421
3.0	Observation Tower			
3.1	Rehabilitation/ Retoration	1	125	125
	Subtotal			125
	Gross Area			19,236.00
RENOVATION				\$180.00
	Estimated Construction Cost			\$2,179,980.00
DECONSTRUCTION (selected demo+reno)				\$100.00
	Estimated Construction Cost			\$134,500.00
DEMOLITION				\$50.00
	Estimated Construction Cost			\$289,000.00
	Subtotal			\$2,603,480.00
	Contingency			20%
	TOTAL			\$3,124,176.00

RENOVATION

DECONSTRUCTION (selected demo+reno)

DEMOLITION

4.3 POTENTIAL REVENUE SOURCES

Revenue Generation

Throughout this project there has been an interest in elements of the park that might generate increased revenue to assist with offsetting park operations. Although these appear to be limited in their number and magnitude, as would be expected in a public park, the following sections and subsections discuss some of the potential revenue generation components.

Commercial Zone (Lagimodiere Boulevard)



One of the suggestions to assist with funding Kilcona Park is to develop a piece of property that sits relatively adjacent to Lagimodiere Boulevard into commercial property (Figure 4.0). Revenue generated from the development could go towards funding Kilcona capital.

The property is approximately 16,700 square meters and has annual daily traffic counts (on Lagimodiere) of approximately 31,100 on weekdays.



Although there has not been a detailed feasibility study performed on the development of this property, nor has there been any decisions made on who should/could develop it and the structure of those relationships, there are a number of factors related to the property to consider:

- The property is not immediately adjacent to Lagimodiere Boulevard, it requires an improved access road (Norris Rd) which at this point is gravelled;
- Access from Lagimodiere is important because commercial businesses would rely heavily on Lagimodiere traffic as opposed to park traffic;
- There is a lack of servicing to this property. Large water/waste users, such as residential, could not be supported. Small scale retail could be supported through an approximately \$350,000 upgrade; however, because of the scale of service and distance.
- Other documents that provided guidance include:
 - Kilcona Park Off Leash Area Pathway Remediation (Dean Spearman, 2011),
 - Kilcona Park / HarbourView Recreation Complex Site Conditions Evaluation Study (Dean Spearman, 2004)
 - Harbourview Recreation Area Courtyard Restoration – Site Investigation (KGS, 2011)
 - Harbourview Recreation Complex – Water Mitigation Study (Genivar, 2012)
 - City of Winnipeg Active Transportation Study (Marr, 2005)to the site, service reliability may remain an issue;
- The property is currently public park space. In some jurisdictions it is necessary to replace park or green space that is developed for other purposes;



Figure 4.0
Character of Commercial Development

- The City may consider acquiring offsetting commercial lands for park land from adjacent properties if they become available;
- The City may consider Park expansion of park lands on the hydro right of way;
- If the City acts as the developer, there are typically controversies with these activities related to conflict of interest associated with competing with private business, permitting, fair market value transactions and risking tax-payer money on business ventures to name a few;
- If the City develops and wishes to hold title to the property, the land would have to be leased to a developer. Larger franchised retails sometimes have similar arrangements and less concern about land title but this practice likely limits the market of interested parties.
- If the City develops and wishes to retain title to the land and lease to a developer, there would be concerns regarding land title, liens etc.



Figure 4.0
Commercial Zone Geography

Comparable Land Parcel

At the time of this report, there is a parcel of land currently for sale in proximity to the proposed commercial parcel within Kilcona Park. The parcel is located at the southwest corner of Lagimodiere Boulevard and Headmaster Road. The parcel of land is approximately 7,200 square meters and is listed at an asking price of \$2,150,000.

Of note this parcel:

- Has a paved access road
- Appears to have services readily available at the perimeter of the property
- Has substantial residential development immediately to the West and substantial commercial and retail development to the north and south



Figure 4.2
Land parcel for sale in proximity to Kilcona Park

City of Winnipeg Assessment

The City of Winnipeg Assessment and Taxation department has put together a very preliminary market assessment of the proposed commercial development site and estimates that if serviced, the parcel of land likely has a value of approximately \$1.7 to 1.9 million.

COMMERCIAL ZONE ESTIMATED MARKET VALUE

SALE VALUE	TOTAL
Total square metres	16,700
Revenue per square metre (serviced)	\$90 - \$100
Potential sale value (serviced)	\$1.5 - \$1.7 million
Less: site servicing	\$300,000
Net sale value	\$1.2 - \$1.5 million

Lease Revenue Generation

Other than selling the land there is potential to lease the land. Based upon comparables as available throughout the City, the following table has been prepared; however, it must be noted that these estimates are preliminary and based upon information available at this time.

The City Of Winnipeg Assessment and Taxation department has also suggested they could provide an estimate of ongoing tax revenue that could be generated by the property within assumed land uses (most likely commercial due to servicing limitations).

COMMERCIAL ZONE ESTIMATED RENTAL VALUE

RENTAL VALUE	TOTAL
Total square metres	16,700
Rental income per square metre (unserviced)	\$1.00 - \$2.00 per year
Rental income per year (unserviced)	\$16,700 to \$33,400 per year

Habourview Complex

It is proposed that within the Harbourview Complex redevelopment, that a conference space of approximately 2,300 square feet be retained. Depending on seating configuration, it is estimated this space could accommodate approximately 150 – 175 people. The current kitchen would be simplified to consist of a reduced café style operation, or a catering style kitchen. The space could continue to be used in a variety of ways and host a variety of events to generate revenue. Additional food services could be provided by food trucks and/or vending machines.

Based on Winnipeg comparables, it is estimated that space of this size can generate approximately \$500 per day. The following table demonstrates potential revenue generation based upon occupancy rates. Occupancy of approximately 15% represents one event a week.

Investment in this area would only occur if reliable flood mitigation were undertaken in tandem, such as pond expansion or a new pump station.

SUMMARY OF ANNUAL REVENUE POTENTIAL OF VARIOUS OCCUPANCY RATES AT \$500 PER DAY

ASSUMED OCCUPANCY	ANNUAL REVENUE GENERATION
5%	\$9,000
10%	\$18,000
15%	\$27,500
20%	\$36,500
25%	\$45,500
30%	\$54,500

The majority of Harbourview Complex's costs are fixed; therefore an increase in activity within the complex provides net income. Variable costs incurred with activity are expected to include: cleaning, minor maintenance and potentially a small amount so utility costs depending on how the building is utilized and operated in the future

Active Recreation Complex

It is proposed that increased activity at the east end of the park will assist with facilitating traffic to that lesser-utilized portion of the park. One of the most common propositions with potential is an indoor sports complex that could develop into a variety of options or opportunities.

Indoor soccer and hockey was looked at within this exercise but are being served elsewhere in the area. Other models that were looked at within the larger planning exercise performed by HTFC include a Wellness Centre, indoor climbing walls, trampoline and adrenaline sports. There have also been conversations with Tennis Canada regarding an indoor facility in the area.

In any scenario, it is assumed that the capital for such a development would be funded and the City of Winnipeg would not be expected to bear construction costs. However, throughout this exercise, diligence has been exercised to ensure that increased capital does not result in unforeseen increased legacy costs for the City in terms of utilities, maintenance and operations. As these proposals and concepts are developed, it will be important to analyse potential cost increases for the City that may outweigh any potential revenues.

Potential revenues are expected to come from a combination of leases, food services and other space rentals. At this time however, it is unknown what services might be included in such a building. As well, care must be taken in the analysis of these revenues to attempt to measure any cannibalization of revenues this particular facility may have on the revenues projected to be generated by the conference space in the Kilcona Complex.

In-Kind Contributions

Within Kilcona Park there are a number of significantly active groups raising and creating park-related revenue. There is some potential for clubs to become more involved both in financial considerations and in-kind services; however, their exact value is to date unknown. The table of Current and Potential In-Kind Contributions located on the following page summarizes these services.

A Final Note

Any development plans in the park will require approval from the Provincial Minister of the Environment due to the proximity to the landfill. Refer to: The Environment Act CCSM C. E125 Waste Disposal Grounds Regulation 150/91.

CURRENT AND POTENTIAL IN-KIND CONTRIBUTIONS

USER GROUP	CURRENT CONTRIBUTION	POTENTIAL FUTURE CONTRIBUTION
KILCONA PARK DOG CLUB	Tree planting (2009) – in kind Benches (2013)	Capital contributions for dog park development (i.e. lighting, water, signage)
PERFECT CIRCLE FLYING CLUB	Grass cutting of field circles – in kind	Soft surface installation on flying circles that double as a walking circuit – sponsorship or grant support from industry and club members
PHOENIX SOCCER CLUB	Some field maintenance	
ATHLETICS MANITOBA		Extended multi-purpose hard pathway for road race circuit - access to grants and sponsorships, provincial and national sport support
MANITOBA ASSOCIATION OF DISC SPORTS (Existing & Future)	Disc Golf Course maintenance - in kind	Capital contributions for field infrastructure and disc course Program delivery User fees and in kind support Access to sports grants and national sport support
MANITOBA PADDLING (Existing & Future)	Provide portable docks and boats for program	Capital infrastructure such as Boats, docks and accompanying equipment, maintenance, coaching instruction – user based fees and in kind contributions, sponsorships, provincial and national sport support
MANITOBA ROWING (Future)		Program equipment and delivery Program equipment and site maintenance User fees and in kind support, sponsorships, provincial and national sport support
MANITOBA CYCLING ASSOCIATION (Future)		Terrain park development, maintenance and program delivery – in kind volunteers and access to sports grants and sponsorship
VARIOUS COMMERCIAL PARTNERSHIPS (Future)		Mountain Equipment Co-op – paddling and other equipment, site rentals fees or sponsorships, community programs Wilderness Supply Company – similar to MEC Bikes and Beyond – terrain park development, program delivery and clinics and coaching – technical support, user fees and sponsorship

5.0 GOVERNANCE

5.0 GOVERNANCE

A Governance Approach for Kilcona Park

Meyers Norris Penny's (MNP) services on this project included a review of contemporary park governance models applicable to Kilcona Park. Following input from the first stakeholder workshop, it was decided that Kilcona Park would benefit from governance that allows access to private funds, provides a single point of contact for public, and actively manages programs and facilities.

It was determined by City officials that establishing a private or arms-length, agency who would manage the park in the immediate renewal phase is an ambitious and perhaps unmanageable goal given the many diverse user groups and development variables. City officials felt that the preferred approach would be to evolve park governance in step with the park renewal plan.

Start Up Governance Model

Relative to Winnipeg's other large parks, Kilcona Park is fairly straightforward in its operating requirements and the Strategic Renewal and Action Plan adjusts but does not materially change current patterns of use. A modest grass roots Advisory Committee is envisioned as a first stage of new governance. In discussion with City officials, there is support for establishing a Kilcona Park Advisory Committee to provide a fair, accessible and transparent process for park planning. Kilcona Park would benefit from standardizing and securing formal lease agreements with all organizations that have a stewardship role on an exclusive use of the park in the initial phase of redevelopment to provide consistency, correctness and equity between groups. Those user group leasees would be invited to sit on a newly formed Kilcona Park Advisory Committee that would meet regularly to discuss issues and opportunities and refine strategies to operate the park and implement improvements. Additional community members would serve on the Committee to see that the general public interests are protected. General citizen committee members may be selected from neighbouring resident's associations, community clubs, or senior's organizations. The Kilcona Park Advisory Committee would be supported by the City of Winnipeg Community Services and would report to the Manager, Parks and Open Spaces and make recommendations to the Executive Policy Committee.

Future Governance Model

In the future, after the six-year renewal phase, a more evolved governance model is recommended. Of the seven models examined by MNP, the forms that combined public and non-profit organizations showed the most promise. MNP states, "it appears that government ownership of land and resources, coupled with management and operation conducted by, or with, non-profit organizations, is a particularly productive formula for financial efficacy, community engagement, and

good general governance with respect to parks and protected spaces." MNP's complete Governance Model Review can be found in Appendix D. One of the major advantages of this hybrid model is financial freedom and efficacy. In particular, a hybrid model of governance has greater license to introduce other revenue streams. "It does so by being better able to define and act on its vision, which attracts private financial support from individuals, corporations and the general public. By being focused on one property, rather than a city-wide system, it can be more reactive and proactive to the public's needs. By being somewhat removed from government it can also run portions of its operations in a more business-like manner (for profit) without raising the ire of the public."

That said, there are limitations to what it can achieve. "It may be able to better raise donations, market itself and its vision and raise revenues in areas where it fits and reduce costs where it fits; however, public parks cannot become fiscally independent." In addition, a hybrid governance model will likely result in increased expenditures compared to the existing model.

There is still considerable work to do on this topic, including confirming the optimal number of members, establishing how individuals will be selected and from which sectors, clarifying the Board's activities and authority, and matching these activities to available resources.

The Kilcona Park governance structure should be reviewed and updated after the six-year renewal phase. More broadly, detailed study is required to answer the question posed at steering committee meetings and stakeholder workshops of how best to create a presence in the park that provides oversight, planning, management and improved public relations and access to private funding sources.

6.0 COMMUNITY ENGAGEMENT AND CONSULTATION

6.0 COMMUNITY ENGAGEMENT AND CONSULTATION

A plan to conduct community consultation regarding the Kilcona Park and Harbourview Recreation Complex renewal stems from the desire to provide an analysis of the current park use and to better understand the community needs based on a variety of feedback processes.

6.1 PROCESS

HTFC developed a comprehensive community consultation process to engage Kilcona Park and Harbourview Recreation Complex key user groups as well as the broader community. The City of Winnipeg Planning and Property Development Department provided coordination and technical support for some aspects of the consultation process. The following diagram illustrates the various methods and points of contact for consulting with individuals and representatives of the park user groups in the overall planning process.

HTFC used all of the information from the consultations in combination with applying their design expertise to create a plan that reduces current conflicts and attempts to increase usage of the park, while at the same time ensuring that the existing users of the park continue to enjoy what they currently use. The community consultation also provided a foundation of information to consider linkages between the findings and other City or local community-based plans, changing and new recreation and sport trends, and upcoming Winnipeg special events of significant profile.

The development of this community consultation incorporated a series of activities including:

Planning and Preparation:

- Review of related Kilcona Park and other CWPG documents, plans and studies
- Start-up meeting with City officials
- Planning meetings with the Steering Committee
- Identification of interview subjects and consultation participants with the Steering Committee. This mix included park user groups, neighbours, community organizations and interest groups, CWPG staff, adjacent businesses, elected officials, neighbouring rural municipalities
- Developing tools for connecting with stakeholders and collecting community feedback

Consultation:

- One-on-one interviews (telephone and in-person)
- Two community workshops (approximately 3 hours each)
- Consultation on specific focused areas and park activities. These meetings included the Kilcona Park Dog Club executive, Perfect Circle Flying Club executive, Sports Manitoba and Manitoba Paddling executive.
- Two Open House events (approximately 4 hours each)

Deliberation:

- Reviews of the planning process and outcomes with City of Winnipeg officials
- Meetings between the consultant team regarding analysis and testing of engineering, architectural, financial and operating concepts
- Meetings with the Steering Committee and City of Winnipeg staff to verify and seek approval of renewal and development directions

Communication:

- Web Site, On-line Survey and Comment Form
- Media, Announcements and Editorials
- Public Open House
- Inter User Group Organization Communications (websites, facebook, newsletters)

6.2 INTERVIEWS AND STAKEHOLDER GROUPS

Structured telephone interviews were conducted with key individuals representing park stakeholders to determine the goals and desires of the park user groups regarding assets, trends, needs, opportunities and future direction.

The Steering Committee developed an initial list of primary contacts associated with the park composed of recreation groups who currently use the park for programming and have existing relationships with the City, resident committees, neighbouring businesses and community organizations. Groups that had past association with the park or may have a future interest in running programming the park with potential new developments were also identified for interviews.

A standard set of questions was developed as discussion points with the stakeholders however, interviews did not restrict or limit participants to narrow topics, and all concerns were welcome. As a result, some of the input spoke to a vision for the park development beyond the scope of the mandate of this plan.

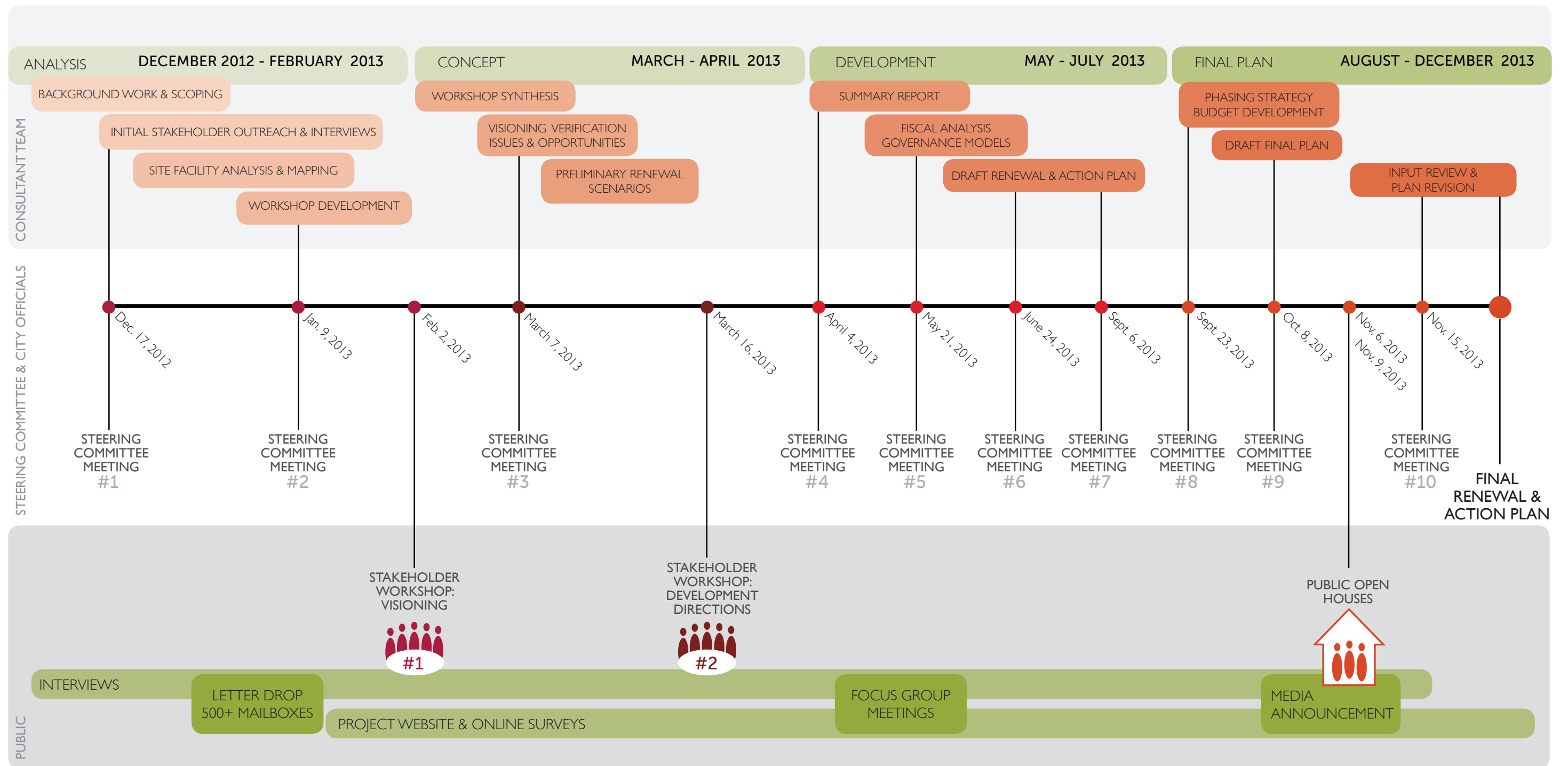


Figure 6.0
KILCONA PARK STRATEGIC RENEWAL AND ACTION PLAN
Community Engagement and Consultation Process

On these points, the participant's contributions were compiled for sharing with the Steering Committee, and various partners with the authority to take action on this feedback. The interview questions provided the basis for the on-line public survey (see Project Website section below). A sample of the interview questions is found in Appendix G.

Interviews were also conducted with various City of Winnipeg departments that have direct involvement and/or authority of Kilcona Park or CWPG services. Some of these included the City of Winnipeg Naturalist, Forester, Community Services, Flood Protection, Transit, Solid Waste Management and various park and recreation technicians. Summaries of these interviews are included in Appendix E. Interview participants were invited to attend the Workshops and Open Houses.

6.3 WEBSITE AND SURVEY

At the Steering Committee and Councillor start-up meeting, the consultant team was encouraged to expand the proposed public consultation process to ensure the broad public – not just select stakeholders – could participate in shaping the redevelopment direction for Kilcona Park. Suggestions included resident groups or a second open house earlier in the process. To reach the broader community, the community consultation included the following activities:

Direct Mail to Neighbours

The consultant team proposed to broaden the invitation list for the initial workshop to include all of the adjacent residences along Knowles Avenue and Countryside Way. A postcard mailer (refer to figure 6.1) was designed and delivered through a direct mail fulfillment company via Canada Post to a total 538 residences.

Representation through Resident Associations

Four residents' associations from the surrounding neighborhoods were identified and contacted to provide a representative at the workshops to not only speak for their neighbours and constituents, but report back to them and keep the dialogue going through their own consultation processes. The resident associations identified citizens to attend the workshops and information was shared within their internal communications such as meetings and newsletters.

Resident groups included:

- Winnipeg Regional Health Authority – Transcona Access
- Winnipeg Regional Health Authority – River East/East Kildonan Access
- River East Neighbours Network (RENN)
- Eaglemere Residents Association
- Transcona Community Network
- Valley Gardens Community Centre

Project Website

<http://www.winnipeg.ca/ppd/planning/KilconaParkHarbourviewRecreationComplex>

A project webpage was established as another tool in which park users and the general public could express their opinions, provide feedback and receive periodic project updates. HTFC and the City authored the content for the project web page that included background information, park plans, and workshop presentations and outcomes. The City of Winnipeg hosted the project information in the Planning, Property and Development Department under the 'What's New' section. The URL for the project web page was promoted on business cards and handed out at the stakeholder workshops to encourage additional participation from their communities.

Public On-line Survey

Within the project website (see above) was an invitation to solicit feedback to a park questionnaire or to simply provide general comments. Stakeholder representatives were encouraged to promote the web page and survey to their constituents through their own internal communications. Some groups, such as the Kilcona Park Dog Club and the Valley Gardens Community Centre, were highly active in promoting the website to their respective members to gain awareness of the project and participate in the feedback survey. Some groups used forms of social media such as Facebook to promote the survey. All of the comments received were taken equally into consideration. The consultant team and steering committee monitored the site regularly to incorporate the information and ideas into the planning process. Survey details may be found in Appendix G.

6.4 WORKSHOPS AND OPEN HOUSES

Introduction

Three events were organized to consult with the Kilcona Park stakeholders to receive input into the plan. During the telephone interview phase, representatives from the key stakeholder groups were invited to attend a Visioning Workshop. For this first workshop, the majority of the park user groups who were invited to participate were able to take part. Those who could attend not selected an alternate representative or ensured participation at the next event. It seems clear that the community was anxious to be heard and contribute to the visioning.

The stakeholder list was compiled based on input from the City of Winnipeg Steering Committee, park staff, sports field allocations and community bookings. Stakeholders were considered to be: park user groups; residents associations;

community organizations; interest groups; immediate neighbours, businesses on Springfield Road, and government. Individuals were identified to represent their constituents through participation in the planned workshops. Additional representatives were recommended from HTFC's network and vetted by the Steering Committee to include local contacts in sports and recreation, environmental organizations, active transportation groups, and like-minded businesses.

Workshop I was developed to share information, generate a vision for the park, explore options, test some big ideas and general receptiveness for development directions. This workshop was pivotal for bringing stakeholders together to listen and share feedback with fellow park users, many of whom had never met before.

Workshop II brought the stakeholders back together again to evaluate and prioritize options presented at Workshop I and determine a preferred direction for the final plan. Templates of various park options and features were developed for participants to cut-up, draw on and annotate to create their own hybrid versions of a preferred plan.



Figure 6.3
Workshop I



Figure 6.4
Workshop II

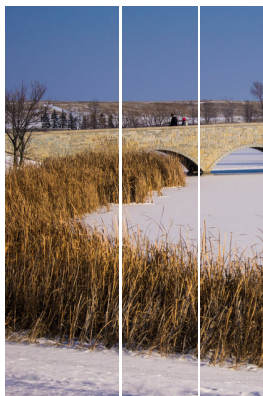


Figure 6.1

Please join us in a Visioning Workshop for the
Kilcona Park / Harbour View Recreation Complex
Strategic Renewal and Action Plan

February 2, 2013
10:00 am - 12:30 pm at the Harbour View Recreation Centre
RSVP to Maureen Krauss by Monday, January 28
email: mkrauss@htfc.mb.ca
phone: 204.944.9907

Hosted by the City of Winnipeg Planning, Property, and Development Department
Facilitated by Hilderman Thomas Frank Cram Landscape Architecture • Planning



Figure 6.2

You are cordially invited to join us at an OPEN HOUSE
Kilcona Park / Harbourview Recreation Complex
Strategic Renewal and Action Plan

Wednesday, November 6th
4:30pm - 7:30 pm at the Harbourview Complex (drop in)
or
Saturday, November 9th
10:00am - 2:00pm Kildonan Place (near the food court)

We want to hear from you!
Come and view the draft master plan and renewal strategy for Kilcona Park and share your thoughts. Input from residents, user groups, businesses and visitors is important to the success of the Plan.

For additional information visit:
<http://www.winnipeg.ca/ppd/planning>
or contact:
HTFC Planning & Design
204-944-9907 info@htfc.mb.ca



Workshop I & II - Summary

The following table is a summation of the design preferences and recommendations provided by the workshop participants that builds upon Workshop I development directions and findings.

Workshop I – Visioning Session	Workshop II – Development Recommendations
1. Harbourview Complex <ul style="list-style-type: none"> •Do something!. Buildings are iconic; connection to water is vital. •Current location has poor visibility/awareness. •Programming is important, so is quality of food and experience. 	1. Harbourview Complex <ul style="list-style-type: none"> •No group felt that just renovation/refurbishment to the buildings is enough. •If left in same location, the complex needs redevelopment to accommodate other community functions for varied, interesting programs or multi-purpose events centre, or even leaseable indoor space. Important to bring water and sewer services to the building. •The majority preferred the existing location for its seclusion and park-like setting while others felt relocating the building or some features to a new facility on the water but in the 'heart of the park' would be better. •Some support for relocating Harbourview closer to Lagimodiere for greater visibility and community use. •If relocated, proximity to the lake edge important feature. •Strong agreement that closer parking to the building is necessary. •Create a hub of activities for families, seniors and walkers around the existing playground area and closer to the buildings.
2. Lakes - Unanimous <ul style="list-style-type: none"> •Highlight and expand lakes and lake uses. •Opportunities: world class paddling facility, naturalization, water circuit, revenue generator. •Concerns: water quality and safety 	2. Lakes <ul style="list-style-type: none"> •Unanimous support for enlarging and looping the lakes. •Looping provides circulation for year-round recreation - paddling and boating for summer; skating, skiing and walking in winter. •A lake loop defines the recreation zones and isolates areas of potential conflict (i.e. dog park from other recreation). •Bridges add interesting connectivity and viewing opportunities. •Some concern about water quality and depth for recreation. •Removal of islands may reduce goose nesting sites.
3. Recreation and Zones <ul style="list-style-type: none"> •Keep Status quo or reduce shared uses. •Find better balance between high and low demand facilities. •Better scheduling, seasonal re-purposing will help. •Programming and publicity are key. •Favour passive forms of recreation. •Adrenaline' recreation okay if located to minimize conflicts. <p>No motorized activities.</p>	3. Recreation and Zones <p>Dog Park</p> <ul style="list-style-type: none"> •Support for dog park area to remain the same size or enlarge to the north •A fenced, gated and well-defined boundary of the dog park is very important – possible waterway around the hill in summer. •If dog park shares use of the hills with a terrain park or running trails, then fencing is essential. •Flat and sheltered areas for off-lease dog walking very desirable.

Workshop I – Visioning Session	Workshop II – Development Recommendations
<p>3. Recreation and Zones (continued)</p>	<p>Terrain Park</p> <ul style="list-style-type: none"> • Many unsure of what a terrain park may consist of and its size but there is general support for active recreation for youth and adults. • Likely a 'drive-to' destination – ensure kids safety accessing terrain park by bicycle. <p>Cross Country Running and Skiing</p> <ul style="list-style-type: none"> • Unanimous support to leave the cross-country running trails in place. • Bridges can connect trails from one landfill cell or trail system to another. • Skiing trails on golf course preferred with lighting. • Tobogganing could happen on the cross country running area. <p>Sports Fields & Other</p> <ul style="list-style-type: none"> • Fields could be added into the east side of the park near Harbourview. • An organized sports zone could be developed in the existing maintenance yard area. • Disc golf course and Flying club should remain. • Area between Lagimodiere Blvd. and the water should have softer recreation use such as picnicking. • Addition of a splash pad at Harbourview complex had limited support. • Cluster family recreational activities closer around Harbourview complex.
<p>4. Size & Development</p> <ul style="list-style-type: none"> • Stay the same size. Reorganize maintenance yard to gain space • Lease, don't sell. • Develop edges of park only. • Recreation-oriented business or restaurant/coffee shop okay. • Senior housing, small condos, multi-family off-grid. 	<p>4. Size & Development</p> <ul style="list-style-type: none"> • No support for residential development in park along edges. • A small amount of commercial development could occur along Lagimodiere Blvd. • Businesses should align with park user groups objectives. • Adult sports facilities with fields may bring more activity to the site and support for restaurant. • Greenspace has high community value and should be protected.
<p>5. Entrances</p> <ul style="list-style-type: none"> • Entrances need to serve all travel modes better. • Improve signage, safety, clarity and convenience. • New entrances could be considered. 	<p>5. Entrances</p> <ul style="list-style-type: none"> • Assume more parking nodes will create more access points into the park. • Access points along the edges of park with pedestrian gates are desirable. • Improve entry signage on Lagimodiere and Springfield (from both directions).
<p>6. Roads and Parking</p> <ul style="list-style-type: none"> • Maintain existing roads and use them more effectively. • Is lack of roads part of the identity of the park? • Add parking, and disperse it throughout the site in proximity to uses. 	<p>6. Roads and Parking</p> <ul style="list-style-type: none"> • Limited support for a driving road through the park, but most found value in better connections to other areas and for emergency and maintenance purposes. • Unanimous support for smaller parking nodes along Springfield, on the west edge, and closer to the activity centres. Keeping cars to edges of the park maintains its quality. • Create a dedicated and secure (fenced) parking area for the dog park users. • Several concerns about safety on Springfield Road and desire for controlled intersections into the park.

Workshop I – Visioning Session	Workshop II – Development Recommendations
<p>7. Trails</p> <ul style="list-style-type: none"> • Create wider range of trails for various modes and skill levels. • Use trails to connection park amenities. 	<p>7. Trails</p> <ul style="list-style-type: none"> • Strong support from trail groups to ensure an interconnected system of trails with good connection points to other city trail systems • Desire for more trails along the expanded water edge, south forest edge along Springfield, and the golf course – to serve year-round walking, cycling and possibly skiing. • Steep trails in dog park area and trail leading to existing Harbourview parking have accessibility issues. • Lighting is desirable for some trails in the dog park and cross country ski trails in winter – possibly solar or methane. • Some bark chip paths okay for secondary trails. • Connect cross country trails to other areas with new bridges. • Some trails should be wide enough for emergency access. • Design for direct AT route parallel to Springfield Rd. (but separate from) and connecting to existing AT facilities.
<p>8. Support Facilities - Unanimous</p> <ul style="list-style-type: none"> • Add more support facilities that are year-round and consistently open. 	<p>8. Support Facilities</p> <ul style="list-style-type: none"> • Unanimous support for more reliable, year-round washroom facilities closer to main activity centres. Off the grid or low-tech options are okay. • More shelters and gathering spaces necessary to be protected from the elements and closer to event staging. • Maintenance yard building could be re-purposed to serve the public for additional washrooms, change rooms or canteen.
	<p>9. Other Comments</p> <ul style="list-style-type: none"> • Controlled intersection on Lagimodiere at Springfield or McIvor desired. • Use plantings to mitigate noise from Springfield and Lagimodiere. • Maintenance yard could be relocated to south east corner of park. • Bridges are popular scenic features; enhance existing and add more to complete network. • Don't duplicate facilities found in other local parks (i.e. Kildonan Park). • Add and improve signage and wayfinding throughout park.

Table 6.0
Workshop I & II - Summary

Open Houses

The two Open House events were held on November 6th at Harbourview, and November 9th at Kildonan Shopping Centre. An invitation was circulated to all stakeholder groups who were encouraged to forward the announcement to their respective members through their own internal group communications such as websites, email, Facebook and newsletters. Survey respondents to the project website received an email notice from the City of Winnipeg. City staff who contributed to the plan and City officials also received invitations to attend the Open Houses. Additional email notices were sent via other resources such as the residents associations and community networks organizations. Posters were placed in all City of Winnipeg libraries and the key recreation centres in the area. Paid advertising was placed in the Canstar newspapers The Herald and The Times, which proved very effective. A staff writer from Canstar News attended the Harbourview Open House and published a story the following week (see Appendix H). CBC Radio also attended the Harbourview Open House and reported on the event.

A total of 13 Boards were displayed that graphically described the background to the study, the process, and the plan (see Appendix H). HTFC prepared 3D modelling of several key vistas of the park and created a virtual 'fly through' digital presentation for the Open House. The video and presentation boards are included on the project website. Members from the steering committee and the consultant team were on hand to answer questions, and when necessary, describe in greater detail some of the specifics of the plan for attendees. The two events attracted a diversity of attendees and comments. The Harbourview Open House had a strong showing of stakeholders from the previous two workshops, while the shopping mall event had a broader cross-section of local and non-area residents viewing the plans and weighing in with comments. Following the Open Houses, some groups rallied support from their member organizations to view the plan on the project website and provide comment.

Open House participants were asked to contribute by speaking with members of the steering committee or consultant team, and/or filling out a Comment Form, either at the Open House, or on-line through the project website. Over 80 Comment Forms were received. A summary of the input received can be found in Appendix H.

PLEASE PROVIDE US WITH YOUR FEEDBACK

visit the WHAT'S NEW section at
<http://www.winnipeg.ca/ppd/>



KILCONA PARK/HARBOURVIEW RECREATION COMPLEX STRATEGIC RENEWAL & ACTION PLAN



Figure 6.5
A QR code was generated and placed on the presentation materials to link viewers to more information on the project website.



Figure 6.6
Open House Event

7.0 SUSTAINABILITY

7.0 SUSTAINABILITY

In its essence Kilcona Park is a successful sustainability story. As a former City of Winnipeg landfill, the decommissioned landfill has been capped with a heavy layer of compacted clay and soil and developed into Winnipeg's largest park. • The park includes areas classified as grassland, wetland, and Aspen forest. Wildlife has been attracted back to this park including white-tailed deer, squirrels, chipmunks, rabbits, beavers, muskrats, songbirds, geese, waterfowl, amphibians and fish. The scale and continuity of these naturalized landscapes mean they are providing the city with valuable ecological services and help offset habitat loss due to development in other areas.

The large area of the park dedicated to ponds and lakes provide a means of stormwater management for a significant northeast portion of the City. Shoreline and lake vegetation act as a natural means to filter pollutants.

The park is surrounded by growing residential development, and thus helps to provide community connectivity and greenspace for North Winnipeg residents. The City of Winnipeg's Active Transportation System of trails have expanded bringing closer, more accessible links to the park for cyclists, walkers and runners. These links and connectivity will continue to be enhanced to bring more people to, through, and beyond the park boundaries.

Areas of the Kilcona Park are intentionally left unmowed, reducing emissions from maintenance equipment and aiding in carbon sequestration.

There is relatively little standardized lighting within the park offering dark skies and reduced light pollution.

To further the future sustainability aspect of the park, aspects to incorporate into the design can include;

Composting toilets - the site is currently unserved, so composting toilets are an option. Organisms found in the composter include bacteria, actinomycetes, fungi, arthropods, and earthworms and are added manually once the system is operating. They use no water in their processes, and the dry-end product can be used as fertilizer/soil conditioner. The nitrogen-rich liquid end-product is also intended to be used as a fertilizer. Composting toilets require electricity and periodic maintenance to remove and distribute compost. Seasonal composting toilets are another option, with lower maintenance requirements and can operate off grid.

Geo-thermal Energy - a potential source of energy to help run the buildings, geo-thermal uses thermal energy generated and stored in the earth converted to electricity to power buildings, or used to directly heat and cool buildings. There are two types of geothermal loops, vertical and horizontal and investigation into the site would determine which method would be appropriate for Kilcona Park. It is assumed a horizontal loop under the ponds would be effective, however further investigation is required.

Methane Capture and Re-Use - one of the by-products of the landfill is methane. Methane is considered a greenhouse gas, and in some instances has been used as a fuel. However the amount of methane produced by the landfill at Kilcona is reportedly not enough to use as a reliable fuel. It does require to be burned off before entering the atmosphere, and can be used as a torch in art installations or for incinerating dog waste, or for wayfinding.

Photovoltaics – may be employed as a source of energy for trail lighting and remote washrooms. Improvements to panel efficiency and battery technology are moving this alternative closer to viability.

Wind - Windmills may be used to aerate ponds and improve water quality, however the scale of the pond system would likely require several small mills or a few very larger ones. These may not be compatible with recreational and scenic goals.

Constructed Wetlands - Harbourview's black and greywater production could be treated on-site through a constructed wetland, offering an environmentally sustainable off-grid solution to managing waste at the source.



Figure 7.0
Constructed wetland for water treatment

Harbourview Complex and Other Buildings within the Park

Adaptive Re-use of Building Stock and Materials

The Harbourview Buildings were built in the early 1980's and have come to symbolize the character of the park. The iconic masonry park structures, and wood clad Harbourview Complex were recognized by stakeholders and the public as symbols that help define the park. A sustainable strategy for the regeneration of the buildings is to renovate and re-use rather than demolish and build new. In areas where the building may require selective demolition, materials can be saved and re-

used for repair of other areas of the buildings. Outdated mechanical and plumbing systems will be upgraded to energy efficient equipment and water efficient fixtures ultimately reducing the environmental and economic impact.

Examples of sustainable systems and practices to incorporate and highlight within the Harbourview Complex may include:

- Water use reduction by replacing outdated toilets and faucets with low flow, composting or waterless products and use of on-site pond water for grey water to feed toilets and landscaping irrigation
- Water efficient landscaping with drought tolerant and native plants
- Energy efficient lighting and lighting sensors
- New finishings derived from recycled or upcycled materials

The adaptive re-use of some portion of the Maintenance Building for public amenities has been considered and is included in Amenity Enhancements of the Renewal Plan. The development would include the conversion of washrooms within the building for year-round, public use and repurposing one of the service bay areas to a covered staging area for public use such as cross-country running events.

All of the sustainable systems, products and practices incorporated into Harbourview and Kilcona Park have the potential to be incorporated into formal and informal environmental educational messages and programs. Managed in an environmentally sensitive manner, Harbourview's renewal can be crafted into a model for sustainable living for school children and visitors and a proving ground for technologies and techniques that may be applicable in other city facilities.

APPENDICES

APPENDIX A

KILCONA PARK and CURRENT TRENDS

KILCONA PARK and CURRENT TRENDS

While many large cities are seeking to revitalize abandoned or derelict spaces for much needed greenspace, Winnipeg's parks and in particular, the four City of Winnipeg regional parks, offer an abundance of long term, open space throughout the city that contributes to all citizens' enjoyment and quality of life. The regional parks of Assiniboine Park, Kildonan Park, St. Vital Park and Kilcona Park provide expansive greenspace to accommodate a broad range of active and passive recreational pursuits. In keeping with *OurWinnipeg*, the Kilcona Park Strategic Renewal and Action Plan described within this report will focus design and redevelopment that support the *Complete Communities Strategy* key directions identified for Parks, Places and Open Spaces .

The following section highlights some of the issues and opportunities for Kilcona Park relating to current healthy and active living trends, new connectivity and community involvement. It also identifies real or perceived current deficiencies and limitations that may impact Kilcona Park as a destination of choice as well as community pride.

Growth, Sociographic and Demographic Trends

- The urban context enveloping Kilcona Park has significantly changed since the original master plan for the park.
- Local population growth in Eglamere neighbourhood is listed as Winnipeg's third fastest growing neighbourhood.
- Neighbouring rural municipalities such as Springfield are growing at a rate of 8% per year.
- A diverse cultural composition is found in surrounding neighbourhoods that bring new patterns of use and new energy to the park.
- Aging population – older adults are experiencing more active retirement lifestyles.
- Improved accessibility standards for disabled and aging individuals for active leisure and recreation.
- Desire for intergenerational activities to bridge gaps between age groups.
- Growing emphasis on individual fitness and wellness.
- Within the shift toward individualized recreation, urban markets have become focal points for socially oriented team sports, targeting younger single professionals that have limited leisure time but relevant disposable income.

Changing Trends in Activity, Sports and Recreation

- Shrinking participation in several sports with facilities in Kilcona Park (i.e. golf, lawn bowling).
- Growing number of adult sports now linked to charitable fundraising (i.e. road races, dragon boating, cycling), which are also larger, multi-faceted special events with spectators.
- Younger people are interested in more extreme sports and even older adults will seek safer versions of adventure activities.
- Participation in outdoor activities continues to grow but these levels are still not active enough for optimum health. Recreation activities compete with passive leisure alternatives.
- Access to safe parks, playgrounds and trails is an important factor for increasing activity levels.
- Governments understand the long-term benefits of healthy living and are investing in making and maintaining active lifestyles.
- Recent changes to the Manitoba Physical Education curriculum have increased student credit requirements to promote healthy and active lifestyles at home, school and in the community. The new physical education curriculum for Grades 11 & 12 offers educators and administrators flexibility for out of class delivery models to expose students to a variety of lifelong recreational and competitive sports.
- Active transportation in Winnipeg is on the rise and includes a rise in winter cycling.
- Growth in individual fitness and wellness means that these needs can be accessed at anytime of day or week, unstructured and involve less time commitment.
- New development neighbourhood populations (i.e. Eaglemere, Valley Gardens) may have higher demand for sports fields, while the mature neighbourhoods adjacent to Kilcona may seek more passive and nature related park activities such as birding.
- Museums, cultural attractions and family centres are being integrated into new parks as well as revitalized parks such as Assiniboine Park.
- Growing demand and support for trails is demonstrated by the number of organized community groups within the Winnipeg Trail Associations; several in close proximity to Kilcona Park.
- New connections via Chief Peguis Trail will bring new motorists, pedestrians and cyclists to Kilcona Park.

- Floodway Trail may bring 'long haul' cyclists looking for alternative to the North East Pioneer's Greenway.
- Provincial youth soccer is changing to foster greater skill development resulting in smaller teams (fewer players per side) which may in turn place greater demand on sports fields.
- Upcoming national and international sporting events scheduled for Winnipeg in 2015 and 2017 will bring increased training, sport development and competition needs. There may be opportunity for legacy capital projects associated with these events.

Trends in Capital and Organizational Resources

- Recent capital investment in Kilcona Park and Harbourview Recreation Complex has focused on urgent repairs.
- Some of Kilcona's deferred capital renewal projects are now reaching 'end of life cycle', creating larger and more significant redevelopment as well as visitor safety issues.
- Recent significant investment in Kildonan Park, St. Vital Park and Assiniboine Park renewal may have impacted major capital infrastructure investment in other City of Winnipeg Regional Parks.
- Many diverse user groups have well-established facilities and programming in Kilcona Park with memberships that range in numbers and demographics.
- Some Kilcona Park user groups report growing participation in their special area of activity (i.e. youth soccer; dog walkers, Manitoba Organization of Disc Sports).
- Longer-term user groups have established rapport with the Park Service staff (particularly maintenance staff) for programming needs and remark on positive working relationship.
- Unique qualities of the park (landfill site and lakes) require management oversight from a broader level of City of Winnipeg departments than other traditional parks. C of Winnipeg water; waste management, technical, engineering and community services must be included in park decision-making. There is also some overlapping that occurs within these authorities that impacts clarity and responsiveness to decision-making.
- Existing contracted services for program delivery within Kilcona Park (golf course operation, Harbourview food services) are not always in sync with City of Winnipeg resources.



Figure A.0
Harbourview complex with seawall, finger docks and paddle boats, circa 1990.

APPENDIX B

INVENTORY and ANALYSIS

INVENTORY and ANALYSIS

This section identifies characteristics of the park relevant to future planning, and highlights issues related to the operation of the park and the patron experience. Findings of the following previous studies have been incorporated:

- *Harbourview Recreation Complex Building, Courtyard and Shoreline Structures Study*, Genivar Engineering (June 2012)
- *Harbourview Recreation Complex Water Damage Mitigation Study*, KGS Group (2011)
- *Site Conditions Evaluation Study*, Dean Spearman Landscape Architect (May 2004)

Other documents that provided guidance include:

- Kilcona Park Off Leash Area Pathway Remediation (Dean Spearman, 2011), Kilcona Park / Harbour View Recreation Complex Site Conditions Evaluation Study (Dean Spearman, 2004)
- Harbourview Recreation Area Courtyard Restoration – Site Investigation (KGS, 2011)
- Harbourview Recreation Complex – Water Mitigation Study (Genivar, 2012)
- City of Winnipeg Active Transportation Study (Marr, 2005)

B.1 PLANNING CONTEXT

The Kilcona Park Strategic Renewal and Action Plan supports the key directions for parks and open spaces identified in OurWinnipeg municipal development plan:

1. Promote and enable opportunities for all age groups to be active as part of their daily lives.
2. Work with community partners to provide services that are responsive to the community's recreation and leisure needs.
3. Directly provide, or facilitate through partnerships, equitable access to a base level of recreation, culture and leisure services for all Winnipeggers.
4. With community partners, participate as a leader in planning and delivering recreation and leisure services in Winnipeg.
5. Provide or facilitate community development and recreation opportunities for vulnerable youth.

The Strategic Renewal and Action plan accomplishes this through strategies that preserve and improve existing facilities, accommodate changing needs, and enable partnerships to take advantage of new opportunities.

Studies currently underway or under review that will have a direct influence on park redevelopment include an assessment of the Kilcona Landfill site by KGS, and the Pedestrian and Cycling Strategies Study by Urban Systems.

B.2 SITE ANALYSIS

Figure B.0 summarizes the findings of the consultant team's site analysis, including spatial qualities, park infrastructure, lighting, access, circulation, signage, usage, context, vegetation and linkages.

The text in this section elaborates on observations related to site infrastructure, site drainage, the Harbourview building complex, and other 'issues', including some key implications and preliminary concepts to address the issues identified.

The section also includes a summary of the CPTED analysis that was completed in December: 2012.

Land Allocation Analysis

An axonometric projection of Kilcona Park was developed to illustrate the allocation of land for the various natural and built park features (refer to Figure B.1). Features identified include the Harbourview Complex, the landfill, the lowlands, the waterways, the maintenance yard and golf course for a total of 407 acres. This graphic analysis proved to be a beneficial tool to illustrate to the park stakeholders at the Visioning Workshop and demonstrates the relatively small amount of flat land currently available for recreational activities, sports fields, and casual programming.

Key Findings

- The combination of landfill and waterway area composes one half of the total 407 acres of park land. This has significant implications as a limited number of user groups have compatible activities for these park areas.
- 118 acres of landfill and lowland area of the park is dedicated to the off-leash dog park.
- Built facilities within the park such as the Harbourview Complex, the golf course and the park maintenance yard compose 21% of the park area. Again, these facilities have either dedicated or limited public use.
- Most significantly, only 27% of the park area is composed of lowland suitable for multiple recreational uses. Nearly all representatives from the user groups participating in the stakeholder workshops noted some use of the lowland area.

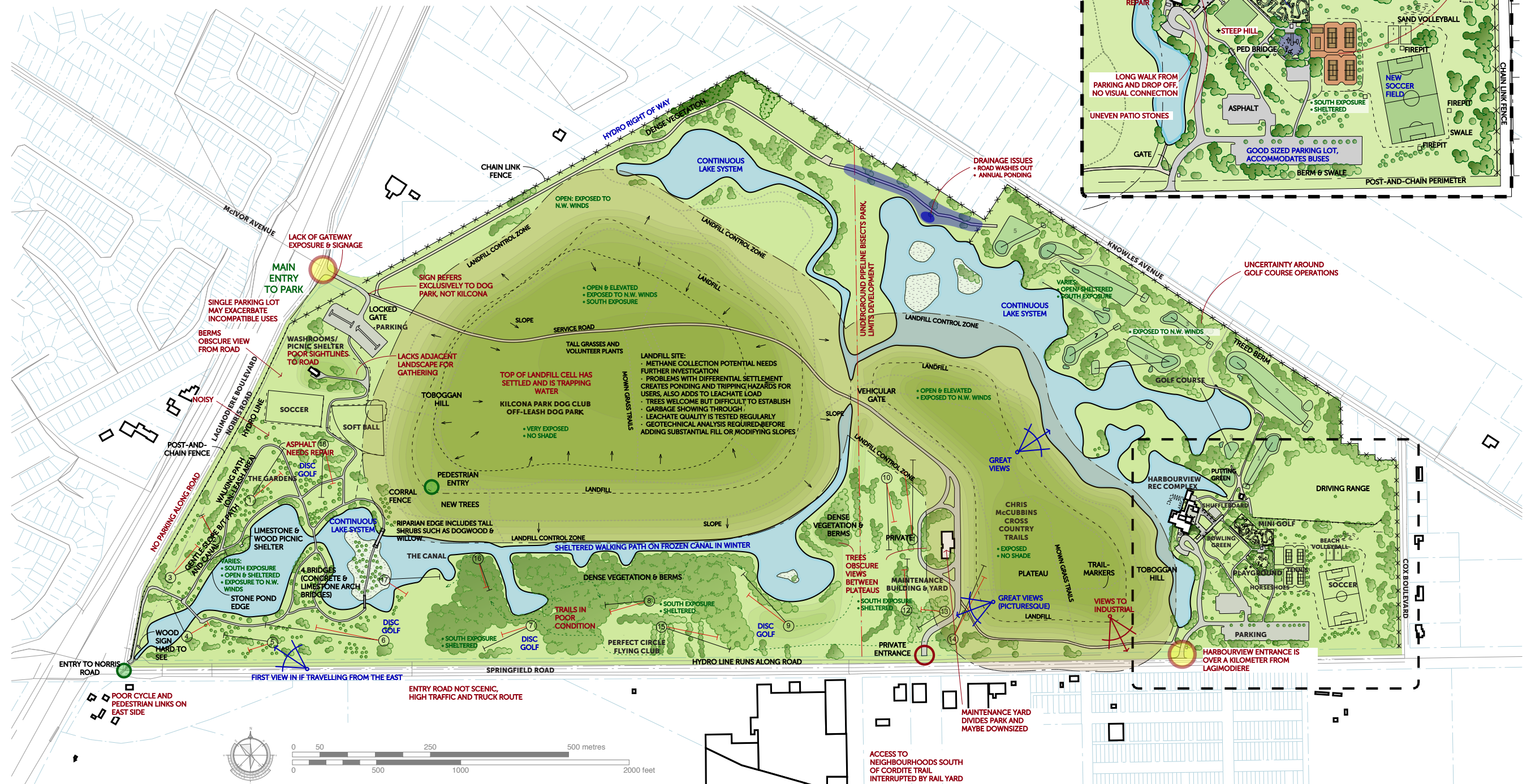


Figure B.0
Site Analysis - 2013

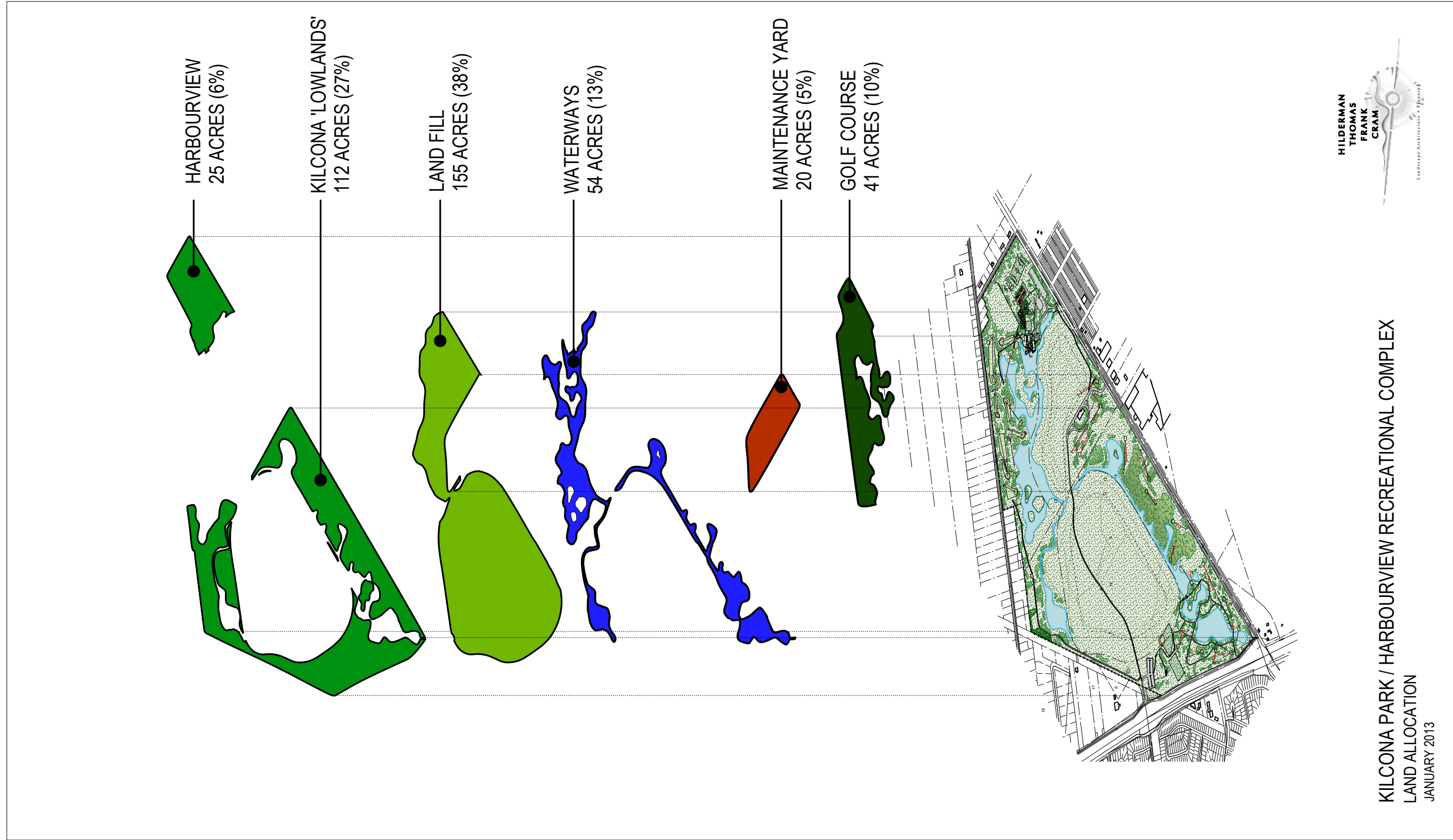


Figure B.1

B.3 SITE INFRASTRUCTURE

The following information has been prepared by MMM Group Inc.

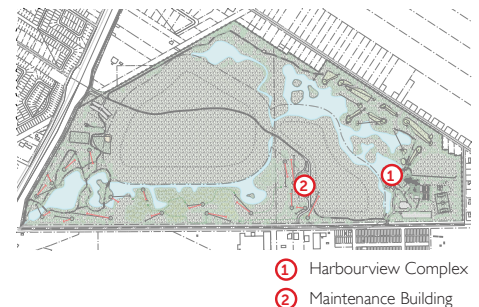
Kilcona Park is accessed from a number of locations by pedestrians, one main vehicle access entrance and parking lot off Springfield Road and a second parking lot off Norris Road. The access road and parking lot are paved with asphalt, which is showing its age: there is rutting and substantial surface cracking. Some repair and resurfacing work has occurred at the entrance to the park. The parking lot is graded from east to west with the run-off directed to Lagimodiere Boulevard and the service road ditches without any type of control.

There are two main internal granular roads; one along the west boundary from the parking lot leading to the north end of the park, the second road runs east from the parking lot over the landfill cell. The western road is in fair condition but does not stand up to vehicle traffic during and after rain events and most likely spring melt. The east end of this road dead-ends at the golf course and can become impassable in wet weather – one resident provided photographs of service vehicle tracks cutting across the turf to avoid a wet section. The road over the landfill cell is in fair condition but becomes very rutted after rain events and spring melt. Park staff noted that both roads require either grading or the placement of new granular material after rain events.

There are a number of internal paths that are paved in the southwest corner of the park. The paths are paved with asphalt which is showing its age. The pavement is cracked and the fine aggregates have worn away leaving a rough surface. The active transportation Chief Peguis path was recently constructed in the southwest corner leading out of the park to connect the park to the active transportation network in the area.

Site lighting in Kilcona Park is minimal, there four light poles in the parking lot, but only two lights were on during a site visit. A shelter building with washrooms is located south of the parking lot. The shelter has exterior lighting, but this only illuminates the area immediately around the shelter. There are no lights within the park area on top of the landfill cell or surrounding the landfill cell.

Between Kilcona Park and Harbourview is the park maintenance area that is accessed off of Springfield Road. The area has sufficient lighting with cobra-style overhead light fixtures. A number of City staff operate out of this facility, with peak staffing in the summer months. The pavement in the maintenance area is in decent shape, but does have cracking and rutting. Because this was formerly the weigh station and office for the landfill, the road section and geometry in this area is designed to handle large equipment.



Also accessed off of Springfield Road is the Perfect Circle Flying Club, which has only parking on the shoulder of Springfield Rd. and use a small wooden bridge to cross the ditch. This is not desirable. Members also park in the main parking lot which is a considerable distance.

Harbourview Recreation Complex is located at the east end of the site. A gate and wooden tower notify the user they are at the entrance. The entrance road leads to a fork in the road, to the east is the parking lot and to the west is the building complex. The road pavement is rutted and cracked and showing its age. The lighting in the area appears to be reasonable; the decorative light fixtures produce sufficient light to guide the user to their destination. Signage is decrepit and wayfinding substandard.

The parking lot area is surrounded by six foot berms, and is lit fairly well. There are two parking areas, one located along Springfield Road and one smaller lot located across the entrance road, but due to the earth berms, the sight lines between the two areas are very poor. The access road to the building complex is again lit fairly well with decorative fixtures. The pavement throughout the Harbourview area is consistent, with cracking, rutting and loss of fine aggregate material. The access road ends at the building complex with a turn around and reserved parking for roughly eight vehicles. There is a Fire Department connection located along the entrance road approximately 55 metres from the main building. The type or operation was not determined for this report.

The pathways and interlocking brick plaza are rutted and have differentially settled. During the site visit, trip hazards and were viewed with differentiating pavement heights. In wet weather there is substantial ponding in the plaza. The drainage in the area is mainly overland. In the tennis court area there are concrete channels with grates over them to capture and convey the storm water to the surface swales around the site. The surface swales work, but do have areas of standing water; especially in the mini golf area. This could be by design or as a result of sedimentation of the swales.

The park is not connected to municipal services. Water main and waste water sewer lines extend along Springfield Road but stop at the Kitchen Craft site. Within the park, the washrooms and maintenance building are serviced by a well that is reported to deliver about 10 Imperial gallons per minute. This is enough to service a few small washrooms (the equivalent of running 3 toilets and sinks simultaneously).

The lack of municipal services combined with the location of the park/recreation complex, (located at the upper end of the system near the city limits) creates challenges for servicing new developments. Multi-family housing in particular will be difficult to support. Waste water sewer servicing has some capacity (it is a 450mm pipe) but a water main extension would be a long dead end run which has diminished reliability – without a loop, a watermain break would leave everyone out of water. Water quality and attaining adequate fire protection pressure may also be an issue. Alternatives to create some redundancy could be very expensive. Small scale retail will be less challenging, as the demands are lower and the fire protection requirements less onerous. Development options discussed in this report include the costs of extending services, but do not allow for loops.

B.4 STORM DRAINAGE SYSTEM

The following information has been prepared by MMM Group Inc.

The Kilcona Park was designed to be serviced by a series of storm water retention basins (SRB) located in Kilcona Park. These SRBs are an “integral part of the land drainage system and services approximately 162 hectares within the park itself and approximately 190 hectares to the north and west of the park boundary” (Genivar, 2012). The storm water then drains south-west through the SRB and is regulated by a concrete weir located at the north-east corner of Springfield Rd. and Lagimodiere Boulevard. Finally, the storm water runs south and then west by surface ditches and culverts into the Bunn’s Creek Pond (BCP) located west of Lagimodiere Blvd.

The SRB’s also serve important year-round recreational and image functions in the park and Harbourview.

Over time, lack of maintenance in the drainage system has allowed for over vegetation in ditches and damage to the ends of culverts, has affected the discharge from the SRB. This has diminished the performance of the overall system and has been known to prevent the drawdown of the SRB in an adequate time to prepare for the next rain event. Since the time original design of the Harbourview drainage system, “significant industrial development has occurred along Springfield Rd. east of Lagimodiere Blvd. and in the upper reaches of the Cordite Drain” (Genivar, 2012). This, with the addition of the poor state of the culverts under Springfield Rd. has caused the water to stay at higher levels in the north ditch along Springfield Rd. compared to the SRB. In large rain events, storm water has been back flowing into the SRB. All of the above mentioned problems are causing periodic flooding in the park subjecting the clubhouse and surroundings areas in Kilcona Park/Harbourview Recreation Complex to damage.

Genivar's report titled *Harbourview Recreation Complex 1867 Springfield Road, Winnipeg, MB Water Mitigation Study - Interim Final Report* suggests that "simply cleaning channels and repairing culverts would not mitigate the issue". They recommend that the following options be considered by Water and Waste, in addition to channel cleaning and repairing culverts.

- Repair or replace the existing outlet culverts together with adding flap gates at culverts along Springfield Rd.
- Piped connection from the SRB directly to the Bunn's Creek Pond west of Lagimodiere Blvd. in conjunction with the surface ditch drain system.
- A separate control structure could be installed at the SRB that could provide the option to operate the SRB at a lower normal water level whether it is temporary or permanent, thus providing additional storage capacity.
- Isolating a separate basin adjacent to the complex to control peak water levels near the complex with the option of a permanent pump station to further control water levels.

It should be noted that since the report was published, some upgrades have been made to the SRB outlet. A large diameter culvert has been installed under Springfield Rd. east of Lagimodiere Blvd. plus significant ditch improvements at the intersection of Springfield Rd. and Lagimodiere Blvd.

The following options merit exploration to improve the performance of the SRB that do not rely on increasing how quickly the storm water leaves this system for the next basin, but improve the SRB and should have minimal impact downstream.

- Widening of the main SRB channel in the northern area to increase the available storage volume and create larger area for water related recreation.
- Installing and maintaining underground storage for the run-off from the Harbourview parking lot to reduce the peak flow.
- Increasing the water run-off travel length through swales from the Harbourview parking lot with meandering swales with specific plantings, both to improve the discharge water quality and reduce the peak flow.
- The installation of permeable pavements in the parking lots could be investigated; this could again have the dual benefit of increased water quality and reduced peak flows.
- Re-grading the Kilcona Park parking lot to discharge into a maintained vegetated swale, this could have two positive outcomes by improving discharge water quality and increase the travel time to the basin, possibly reducing the peak flow.
- Noteworthy green approaches to improving the water quality and reducing the loading on the already overtaxed drainage infrastructure

outside of the park are a combination of wetlands, deep soil plantings (rain gardens), and rain barrels.

- Reducing or limiting the area of hard surfaces that currently exist in the park.

B.5 WATER QUALITY

Some questions were raised about the landfill and the quality of surface and groundwater. The City of Winnipeg Water and Waste Department will be posting a report in 2014 on the Solid Waste website regarding surface and groundwater quality in Kilcona Park. The intent is to make this information available online at the Water and Waste website: <http://www.winnipeg.ca/waterandwaste/>

B.6 PARK ISSUES AND STRENGTHS

A graphic summary of locations within the site afflicted by multiple and/or profound problems was developed to illustrate the issues and conflicts (refer to figure B.2). This summary was presented at the first Stakeholder Workshop to confirm the Consultants observations and receive further input on any additional issues requiring attention. Descriptions of the main issues are found here.

Entrances

Two main entrances located along the west and east edges service the park. The Lagimodiere Blvd/McIvor Avenue (west) entrance is demarcated as access to the off leash park only; however, this entrance also serves the sports fields, toboggan hill, picnic pavilion and trails. Numerous comments regarding this entry have been received. Several surveys and stakeholders recommended the installation of a controlled (traffic light) intersection.

The east entrance, leading to the Harbourview Recreation Complex, is located on Springfield Road. This entrance is difficult to find and first-time visitors arriving from Lagimodiere are inclined to turn in to the maintenance yard entrance, which precedes the recreation complex. The recreation complex entrance is a long way – approximately 2 km - from Lagimodiere Blvd. The wayfinding to and within the park for main entrance, parking lot and the golf course are not highly visible upon entry.

Parking Lots

A large parking lot with entrance off Lagimodiere Blvd and Norris Road, is primarily used by dog park, picnic shelter and sports fields visitors but also serves the softball diamond, picnic shelter, soccer sports fields and toboggan hill users. The shared use of this parking lot sometimes exacerbates incompatible user groups. As an example, many dog park users begin their 'off-leash experience' at the parking lot. This issue was raised as a personal safety concern at the stakeholder workshops and through the website feedback. The parking lot can be very busy on weekends when peak numbers in the dog park and sportsfields. Sports teams and other non-dog park visitors parallel park along Norris Road which does not have a suitable parking shoulder. This could block emergency vehicle access on Norris Road.

The Harbourview Recreation Complex is serviced by a large parking lot accessed from Springfield Road however, the lot location is a long distance from the complex. The Harbourview operators, stakeholders and the broader community raised this as an issue for accessing the complex. It is especially a deterrent in winter with little wind protection. It should be noted that the Harbourview parking lot can easily accommodate a large number of school buses and is currently used in this way for school field trips and cross-country meets taking place at or near the complex.

Signage

There are multiple signs within the park composed of a variety of materials and differing graphic styles. They include interpretive, wayfinding, regulatory, and informational signs. The City oversees the production of the park signage while various user groups have developed additional signs over time. Signage within the park lacks overall consistency and hierarchy, resulting in ambiguity for visitors entering and moving throughout the park as well as uncertainty pertaining to specific uses (as examples: on leash and off leash dog areas; trail lengths and destinations). Stakeholders and general public feedback noted this concern many times over. From an image perspective, the random and assorted signs detract from any cohesive park identity.

Maintenance Yard

The park maintenance yard encompasses a significant area in the heart of the park. As the former entrance and service yard for the landfill operations, the road and circulation are generously designed for large vehicles. A park administration building is also located here. The land surrounding the maintenance yard is generally flat with many mature trees making it a desirable area of the park for other activities or future development. In its current configuration and operation, the maintenance yard divides the park into two distinct halves that are unlinked for pedestrians, cyclists or vehicles traveling through the park. A nuisance yard is visibly located and would need cleaning up and buffering if this area is developed for park users.

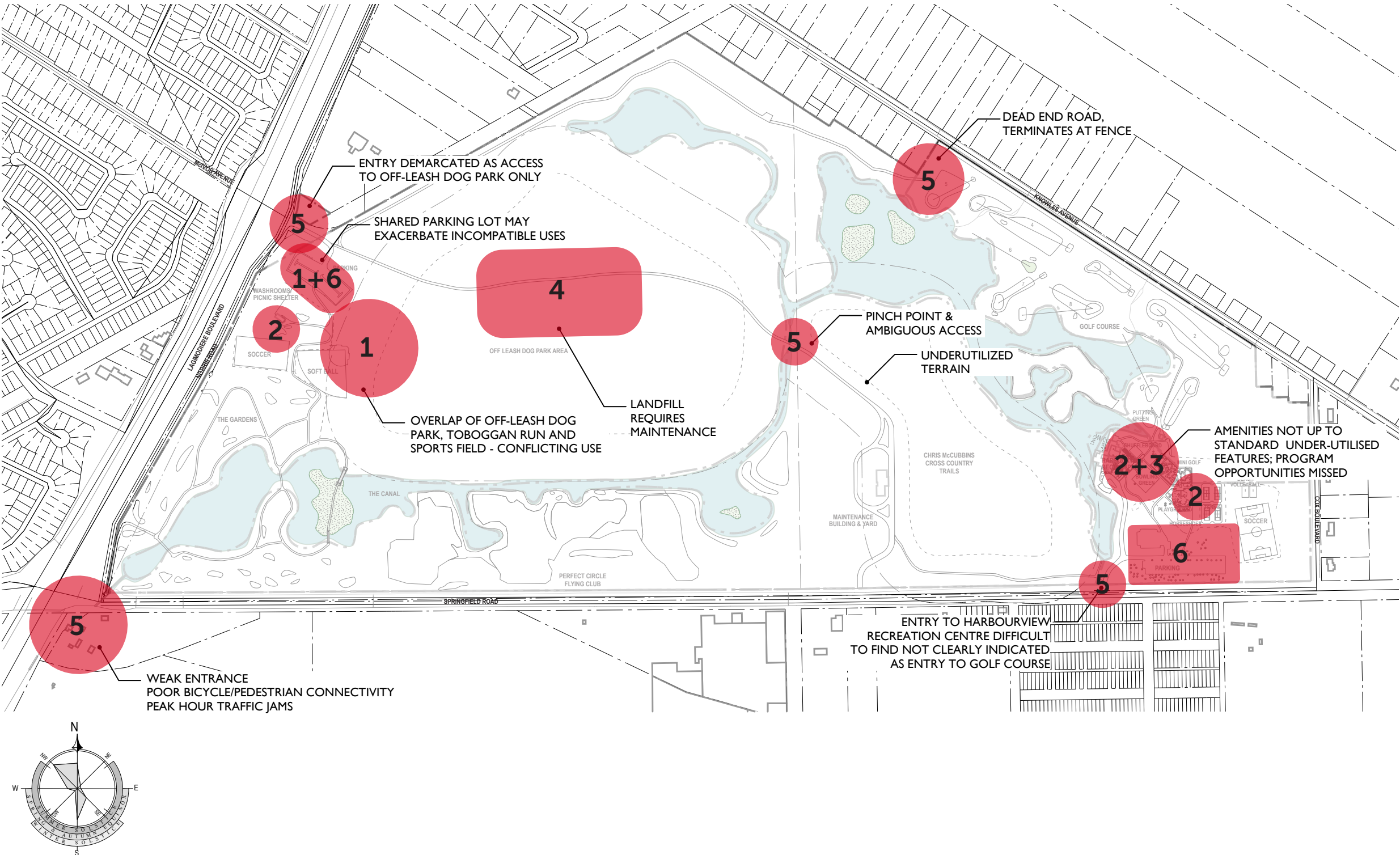


Figure B.2
Issues and Strengths

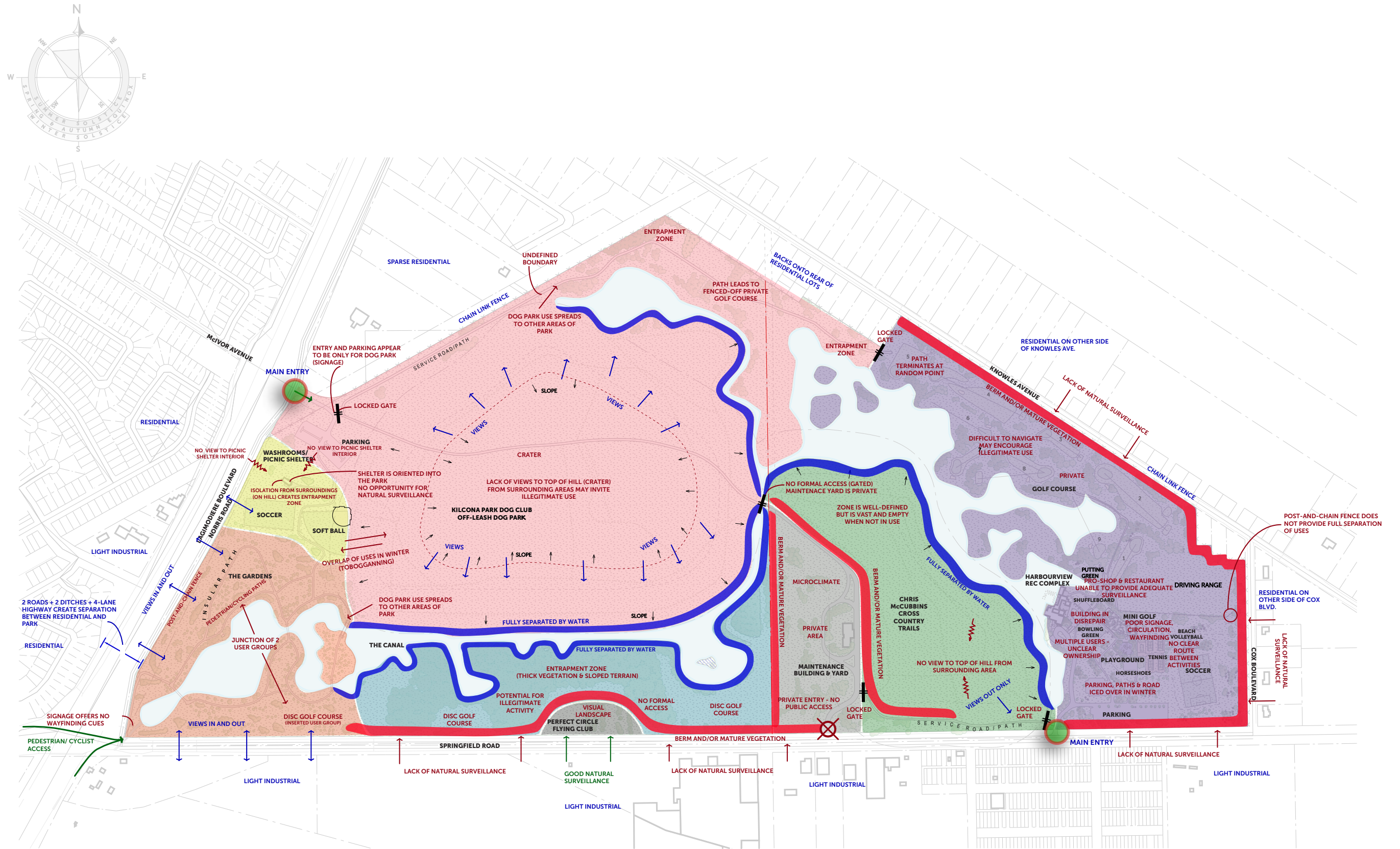


Figure B.3
CPTED Analysis



Figure B.4
Kilcona Park Dog Club
source: City of Winnipeg website

Park Use and Programs

For over three decades, Kilcona Park has benefited from community groups who develop programming within the park and consider it a home site for their preferred recreational or sporting activity. These user groups animate the park throughout the year, providing vibrancy and a sense of ownership and stewardship. There are several long-standing park user groups that have made a commendable effort to make meaningful contributions to the park, often with limited resources and through in-kind volunteer support. The main detractor from these initiatives is that the improvements and developments mainly reflect the interests of the user group. Consultation with the park user groups revealed that there is little interrelationship or communication between the groups. This results in minimal sharing of resources and on occasion, when there is overlap, there is potential and real conflict. As well, the active use of the park spaces such as the flying club, sports fields, golf course and dog park are often incompatible with more passive park use such as walking, cycling or picnicking.

B.7 SAFETY ANALYSIS

HTFC conducted a Crime Prevention Through Environmental Design (CPTED) Safety Analysis of Kilcona Park on December 4, 2012. The primary focus of the visit was to review the existing park design, conditions and use in relation to the guiding CPTED principles for crime prevention. Additional anecdotal information was collected from neighbouring residents and interviews with the park services staff. The following is a summary of the key issues and recommendations.

Key Issues and Recommendations

The Kilcona Park and Harbourview Recreation Complex site operates as a collection of separate entities with particular functions and programming specific to each, rather than as a cohesive, holistic system. This insularity is noted as being one of the overarching issues hindering the park's success.

Physically, the lack of a park-wide pathway system and comprehensive wayfinding discourages passive pedestrian activity and shared use. While some of the areas operate successfully on their own (i.e. the off-leash dog park), others are left almost abandoned. This situation has both positive and negative effects; while those areas that are well used have a strong culture and sense of territoriality, deterring illegitimate and undesired activities, this strong culture and territoriality also inhibits cross-pollination and shared use within the park itself, breaking the park into pockets of high use and under-utilization.

Programmatically, the park is structured as a series of activity specific zones. Each zone focuses on its particular set of uses discouraging a broader range of functions, traffic and users to move between zones. Often, these zones are used at certain time of year or day, leaving the area un-used and empty during off times. Lack of alternative or additional programming leads to areas that appear abandoned; this can encourage illegitimate and undesired activities. This condition also encourages the more highly active functions to encroach into these underused zones. While, superficially, it seems logical to move into these areas, conflicting use and an expanded sense territoriality inhibit these zones from operating as originally intended (i.e. the off-leash dog park expanding into the sports fields and disc golf course).

The site, located at the outskirts of the city, is bordered primarily by light industrial uses to the south and high traffic roadways to the west. There are adjacent residential neighbourhoods to the north and east, but these lots are generally separated by berms, mature vegetation, chain-link fence, and in some cases, a roadway. Many of these lots also back onto the park. The location of the park and the adjacent land uses greatly inhibit the implementation of fundamental CPTED principles. Tools such as natural surveillance; land use mix; cohesion and connectivity require certain relationships geographically and socially.

The general location of the park inhibits passive pedestrian and bike traffic. The site is isolated and far removed from the city; it is not part of a greater system that would encourage through traffic or passive use. Only recently have active transportation trails come within proximity of the park (Chief Peguis Trail). The selective commercial activities both within and outside the park do not lend themselves to opportunities for natural surveillance or shared use. There is no

relationship between the light industrial businesses and park. The businesses within the park operate sporadically, appear to get limited business, and do not attract additional traffic or use to the park. Relevant links and partnerships with the surrounding neighbourhood and the business community need to be made before the CPTED principles of natural surveillance, land use mix, cohesion and connectivity can be employed.

In talking to the park patrol the Harbourview Golf course operator, and the City of Winnipeg maintenance staff, the park does not see a lot of criminal or dangerous activity. The park patrol reported some history of vehicular break-ins and indecent behaviour at the Harbourview parking lot, but since the park patrol have increased their presence, this has come to a stop. One of the representatives from the maintenance staff speculates that this illegitimate use is caused by the location of the parking lot; even though the gate at the entry to the Harbourview Recreational Complex is locked at night, surrounding berms and mature vegetation obscures the parking lot.

The maintenance staff reported some minor vandalism at the Kilcona Park entry/off-leash dog park; the gates at this entry are not locked. The picnic shelter/washrooms have been vandalized periodically, with the majority of the damage revolving around the burning inappropriate materials in the fireplace and attempts to break into the locked washrooms. The maintenance yard has not been a site of criminal activity or vandalism; this may be due to that the access points into the yard are locked from late afternoon till the morning and there is a constant staff presence during operating hours. The golf course reports minor vandalism mostly associated with the golf hole flags.

The maintenance staff representative relayed that this park had very little criminal and illegitimate activity relative to other parks in the city, and cited this mostly to the remote and isolated location of the park. The site is difficult to access and not linked to any greater parkway system, deterring both legitimate and illegitimate use. The large scale of the park has negative and positive implications. Advantages include increased capacity, ability to hold large events, vast open areas for activities that require a lot of space, and potential for various event and activities to occur within the park at the same time. Disadvantages include the cost of providing and maintaining continuous pathway and wayfinding systems, and ensuring for programming, events and activities that keep the park regularly engaged and in use. Due to the size of the site, focus and renewal in one area may prove to simply displace illegitimate or undesirable activities rather than eliminate them.

B.8 HARBOURVIEW RECREATION COMPLEX

The Harbourview Complex is a cluster of 10 connected building forms that were designed in the early 1980's along a theme that reflected back to a Icelandic fishing village along a harbour as a homage to Manitoba's significant Icelandic population. The buildings are clustered together in a comfortable town centre setting of steeply pitched black roofs, weathered wood lap siding, large roof overhangs and timber docks (recently removed) along the water's edge of the HarbourView lake and waterway system. The interior of the buildings are exposed wood ceilings, exposed knob and tube wiring, heavy timber beams, large glazing looking out to the park and water. The infrastructure of the buildings is old, original and inefficient with most equipment and services nearing the end of their life expectancy. This 'town centre' is located at a remote end of the park, 2 km off Lagimodiere Boulevard. The access to the buildings themselves is somewhat remote from a related parking area.

The intent of the town centre building complex is for a variety of functions including a restaurant and dining area, a conference hall, a golf pro shop, a washroom building, storage facilities and a viewing tower. It likely was intended as a destination facility in the initial days of the park but the buildings have not aged gracefully and do not seem to be responding to public interest. There has not been a lot of upkeep in the buildings over the years and the condition is currently very deteriorated – the walking surface of pavers is rough and uneven hindering accessibility; the lap siding is warped and discoloured; the building suffers from chronic water damage due to a failing seawall, the roof was never properly detailed

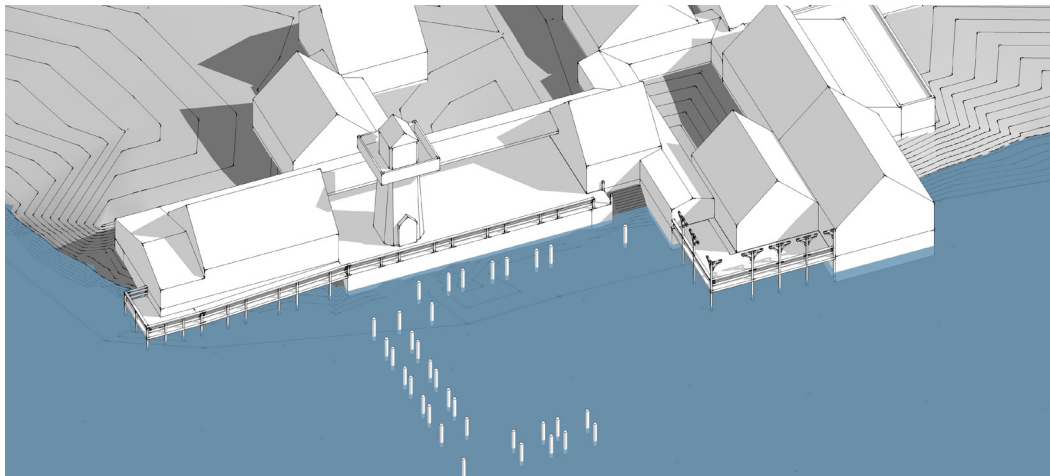


Figure B.5
3D Model of Existing Harbourview Complex

for our climate thus has left the siding exposed to water damage, the buildings or land has settled exposing pile caps and grade beams; the dockside area has been removed due to rot and deterioration. The interiors are dated, dark and worn.

The Harbourview Complex viewing tower is presently closed off to the public due to accessibility issues arising from the condition of the paving in disrepair surrounding the tower.

The viewing tower is also leaning. The engineering study of the seawall and viewing tower prepared by Genivar outlines the necessary construction work to realign the tower. As one of the most iconic features of the park, it is recommended that this work be undertaken to retain this feature. This information is a summary of findings from the Genivar report.

The Observation Tower has shifted out of plumb and is not currently open to the public due to access and safety concerns due to the close proximity to the retaining wall and water's edge. The Observation Tower is constructed with a wood framed superstructure, concrete base slab founded on concrete friction piles. There are no exposed piles which could be observed. There is minor deterioration in the concrete slab at the ground level, which is not deemed a structural concern. The wooden wall framing and wood stair do not show any apparent structural concerns. The vertical alignment of the tower is measured at 127mm out of plumb west towards the water. This is not a structural concern but should be monitored at least once every two years to confirm that no additional movement has occurred.

Genivar concluded that no remedial work is necessary at this point.

B.9 OTHER BUILT FACILITIES

Maintenance Building

The current Maintenance Building in the park is a 9000ft² single storey structure with 3 service bays, maintenance and carpentry areas, offices, and washrooms (not open to the public). The building originally provided administration and servicing requirements for the landfill when it was operational. The building does not share the Harbourview complex character. It has been noted that a continual maintenance presence in the park is still required despite with the new City of Winnipeg East Yard facility. There is, however, an opportunity to re-purpose some or modify the scale of the maintenance building.

Picnic Shelter

The picnic shelter at the West side of the Park sits atop a hill and it the only structure visible from Lagimodiere Boulevard. It has large masonry columns in the covered shelter area, wood siding, and also a sharp-pitched wood shingled roof that resembles the Harbourview Complex. The picnic shelter includes a fireplace, which is decommissioned and the masonry is deteriorating, and public washrooms, which are open on a seasonal basis. The facility suffers from occasional vandalism and is underutilized. The structure is beginning to show its age and has a prominent presence.

B.10 KILCONA PARK USER GROUPS

Kilcona Park benefits from a broad range of user groups, both seasonally and year-round. Many groups use the park for recreation and programming activities tailored to specific interests and membership base. Some of the user groups operate under the umbrella of a provincial sport organization body, while other recreational groups have formal and informal club structures. User groups also become associated with the park through the City of Winnipeg Community Services sports field allocation process.



Figure B.6
images source: Kilcona Park Dog Club website

Kilcona Park

Kilcona Park Dog Club

The Kilcona Park Dog Club is the largest user group within the park. The KPDC is operated with a Board of Directors and Executive membership. The area dedicated to the off-leash dog park is approximately 118 acres. In consultation with the Club's Executive, better data of dog walker numbers and user patterns will be collected over the coming year to be shared with park administration. According to KDPC, an estimate of dog park users per week, year-round is approximately 2,000 people.

Kilcona Park Disc Golf Course .est 2001 A MODS Disc Golf Course - 18 chain baskets

Winnipeg, Manitoba, Canada.
Manitoba Organization of Disc Sports (MODS)
www.mods.mb.ca www.modsgolf.com
Disc Golf Coordinator: Darin Watson p. 204.996.3966 e. modsgolf@shaw.ca
You can purchase Golf Discs at: www.epicdiscs.com

Date: _____

Weather: Temp _____ °C. Wind speed: _____ km/h. Rain/Snow: _____

You can purchase Golf Discs at: www.epicdiscs.com

Hole	1	2	3	4	5	6	7	8	9	1 to 9 Total	Hole	10	11	12	13	14	15	16	17	18	10 to 18 Total	1 to 18 Total	
Distance to Basket Position	m	78	105	61	75	211	118	127	130	154	1059m	m	103	98	74	120	87	160	89	93	100	924m	1983m
	ft	256	345	199	247	692	388	416	426	505	3474'	ft	338	323	244	393	285	524	291	305	328	3031'	6505'
Beginner Par		3	3	3	3	5	4	4	4	4	+/- 33	Beg. Par	3	3	3	4	3	4	3	3	3	+/- 29	+/- 82
Advanced Par		3	3	3	3	3	3	3	3	3	+/- 27	Adv. Par	3	3	3	3	3	3	3	3	3	+/- 27	+/- 54



Figure B.7
Source: Manitoba Organization of Disc Sports

Kilcona Park Disc Golf Course

The Manitoba Organization of Disc Sports (MODS) oversees two permanent chain basket disc golf courses, the Lakes 18-hole, and the Outback 9-hole. The MODS disc golfer membership number is relatively small in relation to the balance of members who play other forms of disc sports – specifically the game of team Ultimate, however they are a dedicated and cohesive group. MODS have expressed interest in using the sports fields for Ultimate league play.

Perfect Circle Flying Club

The Perfect Circle Flying Club maintains and programs a permanent control line model aircraft flying field located at the south edge of the park along Springfield Road. The club members meet regularly on Wednesday evenings and Saturday and Sunday afternoons for flying and competition events from May through October; as well as public demonstration events for youth and school groups. Membership numbers are small, however; the club are long-time stewards of the park and are dedicated to maintaining the grass and flying area.

Athletics Manitoba

Athletics Manitoba, the provincial sports organization for track and field, have established the series of cross country running trails located on the east landfill cell. The trail circuit, is named the Chris McCubbins Cross Country Trail in honour of the late, cross country Olympian and former Winnipegger, who helped establish the trail circuit. The primary season for cross country events occurs in September and October. School events and provincial meets can bring hundreds of athletes and spectators to the park. The trails are also used by high performance and university athletes as well as a large contingent of recreational runners.

Manitoba Paddling Association

The Manitoba Paddling Association offers Dragon Boat instruction for school groups and competitive training from the Harbourview Recreation Complex. These events are coordinated through the Parks & Open Space Division. . Manitoba Paddling provide their own portable docking system and equipment storage.

Winnipeg Youth Soccer Association

Youth soccer leagues and Phoenix soccer clubs utilize the soccer fields in Kilcona Park. League play is coordinated through community centres (North Kildonan, Gateway and Valley Gardens) and the City of Winnipeg Field Booking. The Park maintains the grass fields.

Harbourview Recreation Complex

Managment Contracts are currently maintained by the City of Winnipeg for food services and golf services at Harbourview Complex.

Harbourview Golf Course – Lakeland Golf Management Inc.

A nine hole, par 3 golf course with driving range composes 41 acres of the park. The City of Winnipeg operates the golf course as a management contract. There are six leagues (all women) that play four weekdays and two evenings. The balance of players are casual golfers who book tee times through the Pro Shop or the City of Winnipeg – Golf Services on-line or by telephoning 311.

Restaurant & Banquet Room

There is no current management contract for food and banquet services. The café style restaurant was managed until January 2014 under contract with the Winnipeg chain, Salisbury House. The banquet room is well equipped to host private rental events such as weddings, family celebrations, corporate events and golf tournament wind-ups. Currently, facility bookings are made through Golf Services.



Figure B.8
image source: City of Winnipeg website

Sports Fields, Ball Diamond and Site Rentals

The City of Winnipeg Community Services Department facilitates contracts and rental bookings for organized sports teams such as men's slo-pitch baseball, women's soccer leagues, school field days, cross country run meets and community events such as picnics and barbecues. These bookings typically occur from the beginning of May to the end of October.

Lawn Bowling Leagues

There is one lawn bowling league with regular play. Casual lawn bowling may be booked through the Pro Shop. Recreational Bocce is also played on the lawn bowling greens.

Other Amenities

The balance of the Harbourview Recreation Complex existing amenities includes: a children's playground built in 2007; tennis courts, horseshoe pits, sand volleyball courts, mini-golf, shuffleboard, cross-country ski trails, lake skating, and broomball. These facilities are casually used by park visitors and are not programmed by any one particular group or organization. Limited sporting equipment is available for rental through the Pro Shop. Some activities such as Shuffle Board and Horse Shoes have little uptake. The most popular amenities are miniature golf, tennis, and the children's play area.

APPENDIX C

CIVIL ENGINEERING REPORT

CIVIL ENGINEERING REPORTS

Kilcona Park / Harbour View Strategic Renewal

Winnipeg, Manitoba

Class C Cost Estimate Assumptions

Proposed Site Civil Works

GENERAL:

- All costs are in 2013 dollars, no allowance for inflation
- Unit rates based on Manitoba Heavy Construction Association 2012 Equipment Rental Rates Guide
- No allowance made for:
 - Bridge construction
 - New utility services:
 - Manitoba Hydro (Gas and Electric)
 - MTS Allstream
 - Shaw
 - Terraspan
- Imperial Oil has been contacted in regards to:
 - The feasibility of widening the waterway in the area of the pipeline and the impacts on the pipeline
 - The cost of adjustment to the pipeline, if required
 - Specifications for construction near pipelines
 - Required clearances and separation for new municipal utilities and road work construction along pipelines

Fill Material for Settlement Areas on Landfill Cells

- Excavation cost based on 1.5m depth of pond channel
- Assumed maximum fill depth of 0.50m at the centre of the west cell sloping down to zero fill around the perimeter of the cell to ensure positive drainage
- Localized fill in settled areas of the east cell
- No allowance made for:
 - Topsoil and seeding
 - Vegetative plantings along the shoreline
 - Shoreline protection (stone rip-rap)

Asphalt Roadway Construction:

- Asphalt roadway construction consists of:
 - Full depth excavation
 - Subgrade compaction
 - Geotextile fabric
 - Sub-base material
 - Base course material
 - 7.5m wide asphalt pavement
- No allowance for concrete curbs

Norris Road Asphalt Pavement Construction

- Asphalt roadway construction consists of:
 - Scarification and compaction of base
 - 50mm of 20mm Limestone for levelling
 - 9.0m wide asphalt pavement
- No allowance for concrete curbs

Pathway Rehabilitation:

- Asphalt pathway rehabilitation consists of:
 - Removal of existing asphalt
 - Base preparation and shaping
 - 3.0m wide asphalt pavement
- Site restoration costs for heavy equipment damage and construction access related repairs have been included

New Pathway Construction:

- New asphalt pathway construction consists of:
 - Full depth excavation
 - Subgrade compaction
 - Geotextile fabric
 - Sub-base material
 - Base course material
 - 3.0m wide asphalt pavement
- Topsoil and sod along new pathway
- Site restoration costs for heavy equipment damage and construction access related repairs have been included

Proposed Harbour View Complex:

- Municipal main extensions
 - Water main construction consists of:
 - Extension of 300mm PVC main along Springfield Road
 - 150mm PVC branch onto the site
 - Fittings and appurtenances
 - Hydrant assemblies
 - Gate valves
 - Hydrostatic leakage testing and disinfection of water mains
 - Connection to existing main
 - Sanitary sewer main construction consists of:
 - Extension of 250mm PVC main and branch onto the site
 - Manholes and manhole frames and covers
 - Fittings and appurtenances
 - CCTV inspection
 - Connection to existing main
- Municipal building services
 - Water service consists of:
 - 50mm copper service pipe

- 50mm corporation stop
- 50mm Minneapolis pattern curb stop and curb stop box
- Sanitary sewer service consists of:
 - 150mm PVC service pipe
 - 250mm x 150mm PVC Tee
 - 150mm PVC Plug

Proposed Commercial Development:

- Municipal main extensions
 - Water main construction consists of:
 - 150mm PVC branch toward the site
 - Fittings and appurtenances
 - Hydrant assemblies
 - Gate valves
 - Hydrostatic leakage testing and disinfection of water mains
 - Connection to existing main
 - Sanitary sewer main construction consists of:
 - Branch 250mm PVC main toward the site
 - Manholes and manhole frames and covers
 - Fittings and appurtenances
 - CCTV inspection
 - Connection to existing main
- Municipal building services
 - Water service consists of:
 - 50mm copper service pipe
 - 50mm corporation stop
 - 50mm Minneapolis pattern curb stop and curb stop box
 - Sanitary sewer service consists of:
 - 150mm PVC service pipe
 - 250mm x 150mm PVC Tee
 - 150mm PVC Plug

APPENDIX D

GOVERNANCE MODEL REVIEW

GOVERNANCE MODEL REVIEW

Introduction

Parks play an important aesthetic, ecological and social function within municipalities. The benefits of municipal parks are numerous and often include enhanced social and physical health, decreased crime, improved civic engagement, community bonding and increased social capital.

In recent years, the cost of maintaining and improving these important civic spaces has increased dramatically. In response, communities have looked to alternative governance and leadership models focused on increasing community engagement and the financial efficacy of these public spaces.

This preliminary review of park governance models briefly outlines the principles of good governance, examines major park governance models and examines their strengths and weaknesses.

The second part of this report provides commentary on the financial efficiency of public parks, how it fits into governance models and the resulting funding options.

Lastly, this review puts both of these components into context with regards to Kilcona Park.

Governance

The Canadian Institute on Governance utilizes the following definition to define governance and its three most salient components: authority, decision making and accountability:

“Governance determines who has power, who makes decisions, how other players make their voice heard and how account is rendered.”

How to best fit the model of good governance within the complexities of operating public park spaces is a relatively new subject. However, there are some good analyses and assessments that apply good governance models to park governance vis-a-vis good governance standards and principles. The Toronto Public Space Initiative (2012) used the United Nations Development Program’s ten principle characteristics of good governance as a basis for which to measure park governance models. They are:

THE TEN PRINCIPLES OF GOOD GOVERNANCE (UNITED NATIONS DEVELOPMENT PROGRAM)

GOVERNANCE PRINCIPLE

Participation	- Citizens should have a voice in decision-making, either directly or through mechanisms that represent their interests
Rule of Law	- Legal frameworks should be fair and enforced impartially
Transparency	- Built on the free flow of information directly accessible to stakeholders. Information needs to be sufficient enough that stakeholders can understand and monitor results. The openness under which an organization.
Responsiveness	- A productive and consistent system needs to be available to respond to public criticism or concerns
Consensus Orientation	- Require the ability to mediate differing interests to reach broad consensus on what is in the best interest of the group.
Equity	- Fair and equal accessibility to the public and treatment of each particular case or circumstance
Effectiveness and Efficiency	- Must have processes and institutions that produce results while making the best use of resources
Accountability	- Decision-makers must be accountable to all stakeholders including the general public. Officials or governors must take account of their own roles, responsibilities and actions.
Strategic Vision	- The ability to look forward with a coherent plan that has a broad and long-term perspective. The ability to act on that plan.

The Toronto Public Space Initiative (2012) work identifies that the Eagles (2008) report on the governance of recreation and tourism partnerships in parks and protected areas provides a necessary starting point for exploring how contemporary park governance approaches can be assessed in light of the principles of good governance. The following information is based on that study.

There are seven predominant governance models of parks and protected spaces. The following table describes the two highest scoring of the models and their relative strengths and weaknesses. Eagles' scoring system gives each principle merit five possible points in total. The model scored closest to 50 can be said to reflect the highest level of good governance, in accordance with this assessment framework. The following table outlines the two most pertinent models. A comprehensive listing of models is included in Appendix A.

SCORING RESULTS OF PERTINENT PARKS GOVERNANCE MODELS (EAGLES 2008)

MANAGEMENT MODEL	DESCRIPTION	POINTS	STRENGTHS	WEAKNESSES
Public, Non-Profit Combination	Government-owned; management and financing undertaken by a combination of private and public bodies—these include “Friends of” groups and local volunteer-run agencies; such groups are often contracted out and are involved in stewardship and education.	41	Accountability Consensus Equity Effectiveness Financial efficacy Rule of Law Public participation Responsiveness Strategic vision Transparency	
Non-Profit Organization	Private, non-profit agencies take on ownership and management; growing rapidly in the UK, US, and Central America; emerging with more frequency in Canada and Australia; research shows that this model can help strengthen civil society due to its collaborative dynamic.	40	Consensus Financial efficacy Equity Public participation Responsiveness Rule of law *Strategic vision (varies depending on context) Transparency	Accountability

The bottom line is that private and public models left unto themselves exhibit weaknesses inherent to their design. Therefore, it is not surprising that combining the two models results in a stronger public entity governance model.

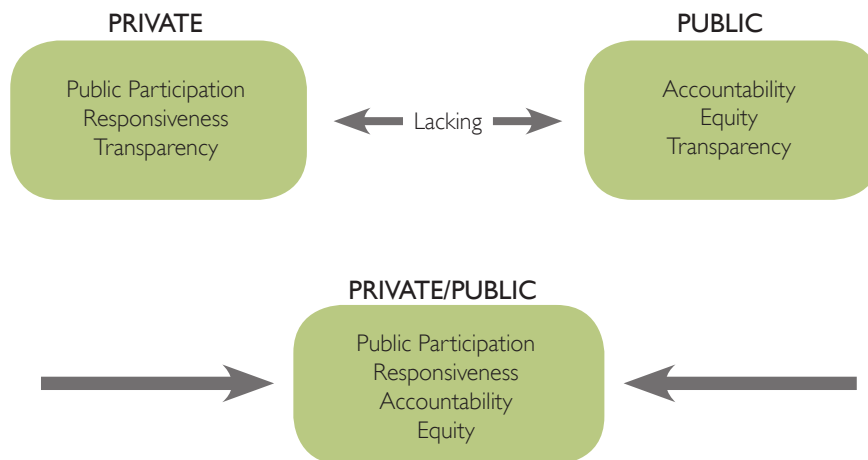


Figure D.0
Combining Public and Private Models Mitigates the Weaknesses of each

Based on this assessment, it appears that government ownership of land and resources, coupled with management and operation conducted by, or with, non-profit organizations, is a particularly productive formula for financial efficacy, community engagement, and good general governance with respect to parks and protected spaces. This is only closely followed by the non-profit model which was scored only slightly lower in accountability. However, it seems evident that with the appropriate ownership model and management agreement, that accountability should be a relatively basic concern to mitigate.

Each of the governance models did not score high for transparency. However, caution must be used when determining transparency's definition within context. In any case, it is possible to provide all information to every stakeholder under the pretext of transparency; however, this is not typically a reasonable activity because of logistics and cost. It is also not reasonable because the majority of stakeholders within a given jurisdiction will display large variations in their interest and concern. It is more common for vocal minorities to have a much higher expressed concern and to demand higher transparency. Efforts can be made to provide these groups with as much information as possible; however, it is not a guarantee that any one stakeholder will feel decision making and governance are transparent by their individual definition or perception.

Financial Efficacy

In this analysis, each criterion was attributed equal importance. However, Eagles (2008) found that in practice, governance criteria were given notably different levels of consideration. The most evident criteria were, in order: financial efficiency, public participation, strategic vision, and responsiveness. The least evident criteria were accountability and transparency.

For example, various stakeholders involved in the transformation of Ontario's Rouge Park from an urban green space to an official National Park likewise pinpoint fiscal efficiency as among the top criteria for the success of the park (StrategyCorp-Hemson Consulting, 2010).

A general finding that emerges from Eagles' analysis is that fiscal efficiency is lowest among parks that are wholly government-owned and run, due in part to centralized and inflexible budgets. The fact that financial efficiency appears, in practice, as the most-valued criterion of park governance, helps explain why alternative approaches are becoming so often adopted in management models throughout the world.

Park finances (like other public entities) fall along a spectrum that is defined by how the entity is funded. At one extreme end is a Public Entity. In this scenario, the public pays taxes into a pool that then funds the entire park's operation, regardless of activity and cost. At the other end lies User Pay. In this scenario, parks would have an entrance fee equal to the per unit cost of maintaining, operating and enhancing the park and separate activities requiring more intensive funding may have separate additional fees.



In Canada, our municipal parks traditionally lie just to the right of Public Entity on the funding continuum. For the most part parks are publicly funded; however, there are some activities in which the user pays for at least some, but often not all, of the operating cost (sports field rentals, picnic sites etc).

Although the financial strain of operating public parks within a limited budget has been around a long time, recent increases in the cost of capital related to construction, infrastructure development and repair and general related maintenance has increased exponentially in Canada due to relative increased demand for related trades. The rise in costs has made it even more difficult for governments to maintain parks in a manner in which they wish, especially within the context of a relatively invariable budget.

Three valid choices exist: cut costs, increase revenues, become more financially efficient and combinations of the three. Costs can typically be cut by decreasing the level of service(s). Revenues can be increased by increasing general taxes or through increasing revenue from specific stakeholders (taxes, fees, increased business activities). Becoming more financially efficient is ultimately more complex.

Therefore, a hybrid model of governance with a streamlined and focused management and operational model has some advantages. This model tends to be able to more easily move incrementally along the funding spectrum to the right. It does so by being better able to define and act on its vision which attracts private financial support from individuals, corporations and the general public. By being focused on one entity, it can be more reactive and proactive to the public's needs. By being somewhat removed from government it can also operate portions of its operations in a more business-like manner (for profit) without raising the ire of the public.

However, in the case of a public park, the organization can only move to the right along the spectrum to a degree. It may be able to better raise donations, market itself and its vision and raise revenues in areas where it fits and reduce costs where it fits; however, public parks cannot become fiscally independent. They are still public entities and they can only generate a finite amount of revenue. They also need to be accessible to everyone, further limiting the revenue they can generate.

Therefore, the public/private model of governing parks has advantages to overall governance, but also has specific, if limited, advantages to what is often determined to be the most salient of governance principles when it comes to public parks – financial efficacy.

Kilcona Park Context - A Future and Evolved Governance Model

In order to fully take advantage of the public/private governance model within the context of Kilcona Park, the governance body must be, in time, separate enough to create and act upon its vision without obstruction. This is typically done by creating a separate non-profit organization with a separate governance structure that then has virtually complete authority within the park. Base funding is provided by the municipality and the non-profit organization acts upon its vision within an approved budget.

However, the governance models discussed in the sections above relate to relatively large park operations in which there are multiple moving parts, integrated services, multiple formal institutions, large development plans and likely a number of private and public/private business interests. Because of their complexity, a more sophisticated governance model bears results.

In the case of Kilcona Park, there are a number of user groups but their park usage is neither onerous nor complex. Although there are plans to reinvent elements of the park there are not major capital undertakings that will either profoundly affect park operations or materially change usage patterns. The landfill legacy dictates land use restraints to a great extent and although some park components may be moved or expanded to better suit user flow and enjoyment, the changes are not complex. Therefore, it is likely a scenario where the straightforwardness of the park should be reflected in its governance model.

Kilcona Park is a large space (just under 100 hectares) with multiple and diverse user groups. Each has interest in the park and specific interest in the geographic areas of the park they hold dearest. One of the common sentiments is that each user group should participate in the park's governance. Although this might provide

the governance group with valuable insight into user-group wants and needs, each of these groups has a vested interest in a particular area. Truly successful governance requires acting in a manner that derives no personal benefit or gain. A governor's personal wants and needs have to be left off the table when acting in the best interest of the organization. Therefore, each user group does not need to be represented within a governance model, because each governor should act in the best interest of the park.

In the same way that the governance model should reflect the park's needs so to should its management. Kilcona likely only requires a small management team (compared to must larger models like Assiniboine Park Conservancy) ; however, it has been suggested by many that a separate organization represented by a physical presence in the park, even if it's a small presence, would greatly increase the park's usability and appeal to the public. This management team would reside in the park and oversee day-to-day activities within the park. This focus provides for the ability to operate the park as an entity and provides for more attention to detail than is currently allowed. Respective managers across departments that currently operate within the park are passionate, informed and skilled in managing their teams and related activities; however, that are tasked with managing large operations that cover numerous parks throughout sections of the city, making it difficult.

Therefore, based upon best practices research and related discussions throughout this project it seems that the most effective governance structure for Kilcona Park is a Not-For-Profit corporation led by a Board of directors with a small management team, both of which work with the City of Winnipeg's current administration and management within an agreed upon budget to act in the best interest of the park and its users. Unfortunately, this model will undoubtedly cost more than current budgetary resources.

The ideal governance size is typically 5 – 7 individuals (odd numbers are common to facilitate voting). Larger groups become cumbersome and struggle to make effective and timely decisions.

At this time it is likely to early to plan out operations in detail; however, based upon the parks activities and proposed capital development, the park likely requires a small management team that reports directly to the Kilcona Park Board of Directors and works with the Board and the City of Winnipeg to effectively manage funds and activities within the park.

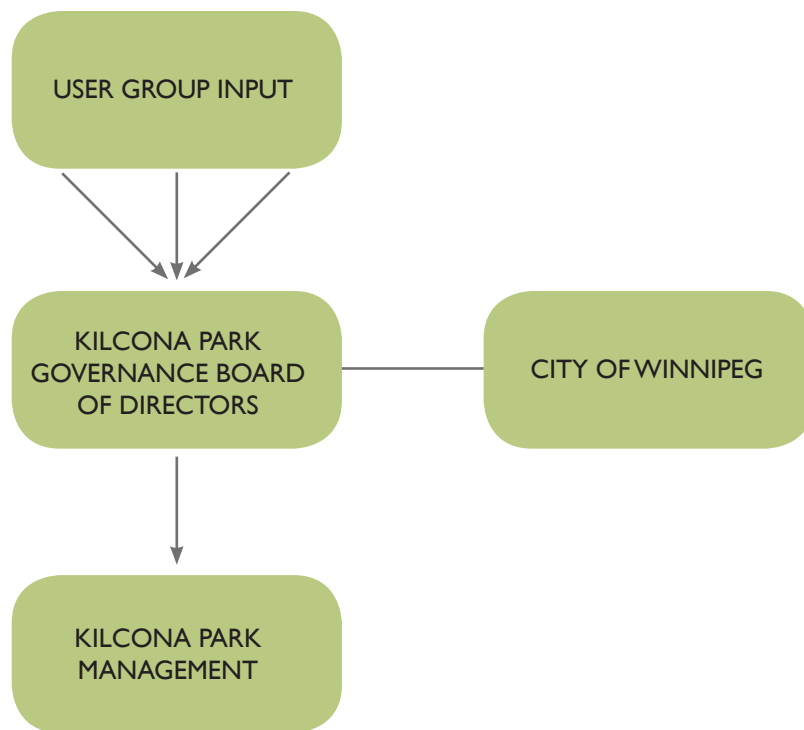


Figure D.1
Kilcona Park Future Governance Model

Reference Documents

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APPENDIX E

STAKEHOLDER INTERVIEWS

Kilcona Park Harbourview Recreation Complex Stakeholder Interviews

	Kilcona Dog Park Club	Perfect Circle Flying Club	Manitoba Organization of Disc Sports	Athletics Manitoba	Winnipeg Youth Soccer Assoc. - Phoenix Soccer Club	Manitoba Cycling Association
How do you/your group use Kilcona Park?	Kilcona Park Dog Club celebrating its 10th year at the park. Off-leash dogs began back in 2003 with key member Wayne Lesparance. By 2009, use of the park had dramatically increased but things also began to de-rail. Trails were eroding. Big rally coincided with civic election - some action. In 2011 a report was prepared by Dean Spearman with recommendations for improvements. Membership comes from across the City when looking at postal codes. Chief Peguis Trail has opened up a whole new cohort of dog park users from west Winnipeg. Users even come from the	20 members not a registered charity Small operating budget \$1,000. Only control line flying club in Winnipeg.	MODS has 4100 members of which 30 are exclusive to disc golf representing more than 3,000 adults. MODS Manitoba 2nd largest in Canada Ultimate and Disc Golf very different sports and membership cohort. Ultimate is a very fast growing sport over 80% membership growth in last 4 years. Also very accessible for newcomers or as an opening point for all cultures and ages (affordable, not highly competitive, don't need a lot of hard skills). Mostly 20 and 30 year olds but now experiencing growth in kids leagues as first	Harbourview is the main training venue for UoM and many high schools for cross-country running. Two provincial championships held at Harbourview with over 2000 participants (athletes and spectators).	Phoenix Soccer Club is a high performance team. Incorporated not-forprofit. Gateway Community Club is the permit holder and they oversee field scheduling and administration through the Soccer Convenor. Mini soccer to 18 year olds.	Some cyclecross events held in the past. Currently no programmed events at park. Park in the present plan is not conducive to road cycling. Some recreational road cycling groups may meet informally for group rides - staging area for longer rides to Birds Hill area.
What times of day/seasons do you use the park?	Park is used by members and non-members 365 days a year and weekends are peak use times. The dog park is in need of a good visitor survey to really understand the patterns of use. Ideally a student could take this on. It is estimated that approximatley 3,000 people use the park per week.	Wed evening, Sat, Sun afternoons. With a few special events per year. Weather dependant	MODS operate an 18 hole and a 9 hole disc golf course located on south edge of park. Currently no Ultimate fields allocated at Kilcona For Ultimate: general play has very low damage to turf and field as compared to flag football Can put 2 fields on 110 yards x 40 yards wide	Training in early summer. Racing in fall. Generally July - October.	May and June is youth teams. July and August have a women's league playing in Kilcona.	April and May are peak times for organized Kids of Mud cycling program.
What area or facilities do you use most?	The landfill cell is great because big dogs need big space. The main parking lot is used by the dog park and on busy days parking overflows onto the access road (Norris Rd). The forest trails are good 'on-leash' areas for people who are working to socialize their dogs.	Only area and flying circle field. Maintenance shed - club owned.	Disc golf courses, parking along Norris Road.	Chris McCubbins cross country course, Harbourview building and parking lot for school buses. Can have up to 30 buses in the parking lot for large events.	Soccer fields only. Provincial soccer in a transition phase. 9-12 yr olds play on a 3/4 field (9 players per side) 13 and up play on a full size field (11 players per side). Move to smaller teams per side to build player development. In 2013 for 9&10 yr olds and 2014 will be 11&12's. Definitely will require more fields.	
What is well done or the best things about the park?		Very good relationship with park maintenance.		Park maintenance people are great. Always helpful for big events. Mowed trails are well maintained.	Field turf in generally good shape	
What would make it an even better destination for your group?	Trails need fixing - in spring trails are impassible especially on the top of the hill. Accessibility greatly in need of improvement - some members in skooters cannot get into the off leash area. Trails require leveling - hard for many people to get up the hill. People ask about the water quality in the ponds - don't recommend letting dogs use it.	Washroom facilities are far away Parking on the road a potential hazard - Springfield big trucks 70Km Need to carry gear - planes, chairs, bbq sometimes Not enough shade - maybe a picnic pavilion would be good Picnic table not anchored so move about	Access to free parking and toilets. Quality of field (even surface) and access to water (for field and athletes). Access for emergency vehicles with good signage very important for large scale events.	Access to washrooms always a serious problem - long way from the start line (athletes need something closer).	Portable goal posts, reliable washrooms	A Terrain or Bike Skills park is of significant interest - particularly for youth. BMX like a dirt track pump track, dirt and berms. Kids of Mud program could operate from the Park. Significant membership with organized event and training schedule. Skills Parks do not require a huge space. Youth and adult recreational cyclecross could also have a permanent course and become stewards of the facility.
On behalf of your constituents what are the problems you see as a Park user?	Sports teams parking on the access road. Need cover on hill - more evergreens required. Invasive plants taking over the hill.			No place for registration of events close to the course and out of the wind. Washrooms distance a huge obstacle. At the 2012 Milk XC Championships an ambulance was called when an athlete fainted - it took 25 minutes for an emergency vehicle to get clear instruction to the hill	Field was a great pristine secret before more groups discovered them.	
What fails to enrich your park experience?	Washrooms are a big issue. Survey of members (2012) say this is one of the most important. The toboggan hill on the south side of the ballfield - safety danger with people potentially running over dogs. Bottom of the hill is the 'doggy play area'.	Dogs not supposed to be there - sometimes happens Possible conflict with MODS sometimes using the field	Off leash dogs on disc golf course		Soccer fields were a great secret for a long time but now more people playing on fields impacts the turf	
What would be on your wish list for the park?	Repair trails, more shelter (trees), washrooms, solve toboggan run conflicts, post more signs for users, perimeter fencing, more picnic tables, security cameras, washing station for dogs, potable water standpipe, dedicated forest trail, shelter or gazebo for non-walkers, beach area for the dogs, staircase up the hill, agility course for dogs.	A paved circle would be ideal - level and smooth		Shelter at the base of the starting area with washrooms. Parking variance allowing parking on Springfield would allow Athletics to increase capacity at provincial events and give consideration of hosting larger events such as the Manitoba XC high school championship and even bid on national championship. Permanent kilometer markers would help with training and is beneficial to both xc skiing and running.	Portable goal posts, reliable washrooms Buhler Park has showers and changerooms (privately run operation - user fees higher than city facilities)	
Can you think of a role you or your organization can play in Kilcona Park's revitalization?	KPDC is an incorporated non-profit but is not interested in seeking charitable status. Club has three main roles: stewardship, advocacy, education (dog etiquette, safety). Club organizes park clean-up events, other smaller park fundraisers (tables and benches), planting trees a possibility. Club can provide education and mentorship for new dog owners. Also develop programs for users for dog pick-up compliance and monitoring (#2 Clue Program).	Member grooms the field - have own equipment stored on site but a ways away. Do an annual spring clean up.	Disc Golf has signage to demarcate the course Ultimate has capital in reserve from fundraising and membership fees to invest in the development of new playing fields.		Winnipeg is one of six Canadian cities chosen to host the FIFA Women's World Cup in 2015 (June). This soccer event is recognized as the world's most important and largest international women's sporting competition. Redevelopment of the fields could be a legacy project. Fields could be part of practice games. FIFA standards would demand artificial turf and lights for regulation play. Standards also require stadium seating for 7,000.	
Do you have any fundraising strategies to help support these ideas? Or financing ideas?	KPDC worked to obtain lighting in parking lot - Western Diversification fund via Dean Spearman. Installed membership bulletin board in parking lot. Use revenues from dog licensing from the City to support park improvements and no-kill shelters.	Club executive investigating recycled rubber product for flying circle. Links to local manufacturer and product development funding and marketing dollars.	Recently built 11 fieldsfor Ultimate at Maple Grove (south east Winnipeg) - 80% of capital development paid by the sports organization (through sports organization and membership fees). In next 2-3 years, looking to build in the west or north east quadrants of the city. MODS Ultimate is looking to host national championships in 2016 which could bring some legacy money.			Local Kids of Mud program has an active membership. MB Cycling has access to community grants. Private business (cycling shops) may also be a source of support. Cycling is a large, active community composed of all ages and cycling interests.
Have you seen other examples or precedents?	Great precedents of lighting the trails with methane digesters - novelty alone is a great idea. Visit the Park Spark Project. Other cities such as Calgary more advanced in their off-leash dog park allocation. Refer to Spearman report	Flying Circles located in Fargo, North Dakota, Richmond, BC, and Toronto.		If a portion of the xc- course could be on an asphalt surface, Kilcona Park could become a road racing circuit for some of the 50+ races held in Winnipeg. Assiniboine Park roads permits and facility rental fees are increasing more expensive for charitable organizations. Maybe provincial sports money for this type of capital improvement. Current facilities and venue not possible to bid on national events (that have games money).		Many good models in BC - pump courses, terrain parks, skills parks. Langley BC has Penzer Skills Park - good example of City and private group partnership. A private funder is interested in establishing a velodrome - it is also an Olympic sport that could garner funding - especially with the Clara Hughes legacy.

Manitoba Paddling Association	Sail Manitoba	Manitoba Rowing Association	Cross Country Ski Association of Manitoba	Other	
Dragon Boat paddling for up to 1000 school age students (could be up to 6 dragon boats at a time)	Sail Manitoba have not conducted sailing programs in past 15 years at Harbourview. As a provincial sporting organization, cannot really use CWPG retention ponds but currently use similar facilities such as FortWhyte Alive.	No rowing in park at this time	No formal programming in park. Do not provide any ski trail maintenance. Have been involved in the past with various winter special events.	(1) Winnipeg Regional Health Authority River East/Elmwood, and Transcona Access - through community resident's associations. Involvement in community events held in the park - SnoTrek and SunTrek somewhere between 300-400 participants. (2) Kilcona Park Alliance Church - hosts church events such as family picnics	How do you/your group use Kilcona Park?
In April, May, June - generally whenever the water on the Red River at the MB Paddle club is too high/fast. Have used Bunn's Creek for a 950 m straight away when river was not conducive for training venue for paddling (canoeing and kayaking). Lake Shirley used for Dragon Boating, but the lake is often drawn down to levels that make paddling difficult. Not a pleasant venue.				(1) Once a day per season for events (2) A couple of time throughout the year	What times of day/seasons do you use the park?
Access to washrooms, gathering space for events, change rooms. Places for spectators to view events. Lots of parking for events.				Gathering spaces, indoors and out. Picnic areas, and Harbourview Complex, trails for snowshoeing and skiing	What area or facilities do you use most?
					What is well done or the best things about the park?
A launching facility for canoes, kayaks and dragon boats. Finger docks but MB Paddling can bring their own (they bring their infrastructure to Lake Shirley). At a minimum, a 500m straight course with space for turn around at each end (approx 150m).	A launching facility for small dingy boats and a coach boat (possibly a zodiac). A finger dock. Temporary parking for boat trailers. Area for conducting lessons - can be indoors or outdoors.	Launching facility for skulls, finger dock. Temporary parking for boat trailers. Area for conducting dry land training.			What would make it an even better destination for your group?
				Washrooms are unreliable Disappointed the docks are no longer in place. Need more signage at the entrance/road and better signage inside the Park.	On behalf of your constituents what are the problems you see as a Park user?
			The Harbourview ski rental equipment is outdated.		What fails to enrich your park experience?
			A training grid would helpful to run a Jack Rabbit style program or lessons. Grooming of training grid is a must. Sheltered trails arealso important as well as a clubhouse for changing.		What would be on your wish list for the park?
	A mobile Optimist sailing program could be hosted from Harbourview. Sailing courses for youth could run in early and mid summer. Could be promoted through Sail Manitoba and CWPG Community Services. It is a different corner of the city vs FortWhyte.	Training for competitive rowing may be an option with lake expansion. It would be a competitive venue if the length of the course.	Can disseminate information on park programming, developments through community networks.		Can you think of a role you or your organization can play in Kilcona Park's revitalization?
Partnering with Foundations such as Cancercare and Variety The Children's Charity to help with capital for infrastructure. Hosting national events every 4yrs a venue is needed for Games. Growth in areas with Special Olympics for paddling - great need for flatwater racing. Provincial sport organization with access to national body funding for sport development.					Do you have any fundraising strategies to help support these ideas? Or financing ideas?
Minnedosa paddling facility in PanAm - 1997 Canada Games then 1999 PanAm Games \$11m investment Regina has an ideal paddling facility downtown. Burnaby, B.C. - on slough of Fraser River.	Sailing instruction revenues can be shared. Currently operate in a partnership agreement for similar program delivery at FortWhyte under a MOU. Provincial sport body can occasionally access grants for sport development.		The Windsor Park Nordic Centre/Golf Course model is an example of similar shared model. A second Nordic Centre of this scale in Wpg would be hard to envision as an operational undertaking by the CCSAM but that is not to say there isn't the demand.		Have you seen other examples or precedents?

INTERVIEWS WITH THE CITY OF WINNIPEG

Ten City of Winnipeg departments were contacted to gain specific information pertaining to current operations, programs, facilities and maintenance in Kilcona Park. Through interviews and email responses, valuable content was provided that was formative to shaping the Strategic Renewal and Action Plan. Representatives from the various departments were invited to further contribute at the community workshops and public open houses. Highlights of this consultation are noted here.

Public Works Department

I. Parks and Open Spaces Division

- There is work underway for a new planning framework for regional parks. Parks will be on a identified on a system related to amenities and condition. Winnipeg is working on defining its baseline services and the associated costs so that requests for changes by citizens or council can be properly evaluated.
- Our Winnipeg (Council approved document) should be used as the basis for planning direction.
- Tree planting on the landfill was tried, and it appears the soil was not conducive to supporting trees. Will probably need amend and add soil over the existing cap to grow.
- Consensus building among the park interest groups regarding changes to the park will be key to the renewal plan.

i) Urban Forestry Branch

- It has proven difficult to grow trees in Kilcona Park- could be the dog population, soil compaction, soil quality, exposure to wind and sun.
- There has been some interesting research into using plants to remediate landfill sites: alders and poplars were two species valuable for this sort of work;
- There is an opportunity to improve the soil through aeration and addition of compost. If there was a compost depot on site, the composted material could be directly incorporated into the park. This is a long process, but fits the planning horizon for this study.

ii) Parks Services - East Area Branch

- Dog park is the major user group. Understand the need for shelter in the dog park and desire for further shelter attempts. Dog owners/dogs are not staying within the area and going onto trails and wooded areas for shelter.

- Skating rink does show signs of use after a reasonable winter weekend.
- The golf course driving range net needs repair. The soccer pitch is covered in golf balls.
- The golf course serves well for cross-country ski trails.

iii) Naturalist Services Branch

- Plantings within the off-leash area done with dog park member volunteers. Not much success because it was a very dry year. Plantings were bareroot stock whips - Green ash and Manitoba maple.
- Leafy spurge invasion is a problem – especially on the cells.
- If the landfill cells were to be recapped (cleared and regarded) – then a possibility for tall grass planting.
- Brady Road – Native Plant Solutions have done seeding trials. Needs a lot of compost because the clay cap keeps clumping up. Summit Road landfill is the same conditions – seeding into heavy clay.
- The lakes 'emergent zone' could be broader. Kilcona could be a good site for growing trials for this condition.
- The park is a wildlife corridor with plenty of habitat. Common carp found in the water; bullhead catfish, painted turtles. There are forage fish such as fathead minnows. Beaver are a problem – regularly dams the outlet. There are resident geese on the golf course. Migratory geese pass through. Deer have heavily browsed new trees at Summit Road. Same could possibly occur at Kilcona.

II. Land Drainage and Flood Protection Engineering Branch

- There are limitations with the adjacent drainage along Springfield and Lagimodiere sometimes result in water backing up into the park, creating havoc with the low-lying buildings and structures at Harbourview. A flap valve halfway through the park would prevent this. This is a low cost project that the City is likely to undertake shortly.
- Future drainage improvement costs will be borne by developers working the area
- Constructed wetlands - could be more effective as habitat and for water treatment if the lake edges were shaped to include shallow benches so there is a broader belt of emergent aquatics than the relatively narrow cattail fringe that exists now.

III. Solid Waste Division

- Kilcona landfill was closed in 1988-89, with a standard one metre clay cap.
- Current operations include pumping leachate, testing it, and hauling it to the North End Treatment plant; and methane gas detection.
- No gas is collected, as there is very little produced by this landfill given its age. Methane collection and reuse potential is low.
- Leachate is hauled a few times a year and tested before it is hauled.
- There is a lot of differential settlement of at Kilcona, presumably due to the way it was worked while in operation.
- A reliable vegetated cover over the landfills, including trees, is desirable, but there has been little success establishing trees.
- There are test plots at Brady Road landfill to see what kind of groundcovers work best: they are having some success. Tests will continue through the year, and the results can be applied to Kilcona.
- Seeing some garbage poking through the grass is not necessarily a sign the cap is deteriorating – this happens due to a kind of buoyancy of some waste materials. They work their way through the cap.
- Leachate testing occurs at the treatment plant. Solid waste also has its own testing equipment.
- Over time, landfills become more stable and the leachate gets cleaner. This one is aging well.
- The idea of adding significant fill over the existing cap will require further geotechnical analysis.
- Same is true for working with the sides of the mounds: with require further geotechnical analysis, however, shaping could improve drainage and keep the landfill site drier.

IV. Community Services Department

- If there were more soccer fields they would be booked. Bookings occur 7 days a week. Youth groups in May and June. Adult leagues in July and August. Often two bookings per night.
- Gateway Community Club main client for youth soccer – Phoenix Soccer Club operated by the Winnipeg Youth Soccer.
- Contracts are signed with each user groups. Groups are supposed to have a copy with them on-site. No abuse of the fields – generally it is self-policing.
- Greenspace is highly sought after, touch football leagues looking for places to play. Ideally share resources with sports such as soccer and Ultimate.
- Community Services receive calls mostly regarding the concerns with the condition of the park. Mostly dog waste pick-up issue.

- Hours of operation of the restaurant not in sync with the park users – often closing too early in evenings and weekends.
- AT crossings at Lagimodiere to trails is very desirable. Public transit service is near impossible.
- Families need more reasons other than the play structure to draw them to the park. Park benches with shade and places to view activities and keep an eye on children in play areas are important.
- The park could use more picnic shelters and fire pits away from the main activity areas.
- A Grand Toboggan slide could be a winter destination. Snow tubing area with specific multiple lanes could also be a possible activity.
- Increased public in all seasons will generate longer operating hours of amenities in the park .

City of Winnipeg Contracted Golf Service - Harbourview Complex

NOTE: Analysis of the Harbourview Golf Course operations is not included in the Kilcona Park Strategic Renewal and Action Plan project scope, however, the golf course and its clients share common use of the greater Harbourview Recreation Complex. Several additional sport and recreation services (i.e. equipment rentals, court bookings) occur through the Golf Pro Shop. For this reason, information gained through consultation with the golf course management is included in this section.

- Use – 6 weekly leagues of approximately 60 women each. Some golfing for 25+ years at Harbourview. Three leagues are run through the Pro Shop. Many are area residents. The Pro Shop will organize lessons, banquets. Very social and not highly competitive based.
- Issues relating to golf course are compaction and lack of irrigation – currently inoperable system – infrastructure needs addressing. Watering of greens is done, but often during play time – not in sync with users
- Contract nature of golf course operations difficult for long-term planning. Issues outside the contract can be overlooked.
- Removal of the docks and closure of the tower make public access to water impossible. Former pedal boats added activity and scenery – an activity not found elsewhere in the city
- Fencing around lookout tower makes facility looks derelict – sends the wrong message about being open for business
- 311 Booking system not as customer service friendly for booking tee times – customers and long time clients prefer a relationship with the golf course staff
- Trees (poplars) on the course and around complex are 30+ years and

reaching life expectancy. Succession planting is not happening.

- Naturalization of pathways on golf course and around complex occurring
- Drainage of plaza is poor – groups not coming out or cancelling for programs because of high water levels
- Water needs to channel away from patio area – brick pavers are heaving. The best shaded areas to picnic close to the complex have poor drainage.
- Volleyball court not in a good location for access
- Winter operation of the restaurant is fickle. Harbourview needs to act as the hub to winter activity to keep it viable. Skating and tobogganing activities help.
- Lawn Bowling – only a few leagues left. In June lawn bowling operates as an overflow activity for school groups along with shuffleboard and mini golf.
- Tennis courts need resurfacing – 20 years old. Viable activity as there is not a lot in the area.

APPENDIX F

WORKSHOP I & II

WORKSHOP I - VISIONING & DEVELOPMENT DIRECTION

Kilcona Park Workshop I was held on February 2, 2013 at the Harbourview Recreation Complex. Workshop invitations were extended to representatives who compose existing park user groups, interest groups, residents associations, adjacent neighbours, community organizations, businesses and government. The steering committee and consultant team also participated in the workshop and were disbursed throughout the round table discussions to receive the stakeholder feedback. Workshop invitations were extended to the following list, however not all groups responded or were able to attend.

The workshop opened with a brief introduction from each participant. HTFC followed with an overview of the top findings revealed through advance research and interviews between the consultant and the various user groups. (Pre workshop interview details by respondent found in Appendix A). The following is a summary of what we heard from the stakeholder's during the interview phase and confirmed at the workshop.

Some of the Best Things about Kilcona Park

- Multiple User Groups have evolved and consider Kilcona Park home for their activity, bringing stewardship and in-kind support to the park
- Attentive Staff - user groups praise park staff to willingly accommodate user groups and special events. Having access to on-site park staff is favourable
- Year-round use already occurs and can be greatly enhanced
- Sports fields have good use/bookings and are in generally good condition
- Safety – no major issues concerning crime or personal safety
- Terrain is a big plus for fun and recreation not found elsewhere in city

To Make it an Even Better Destination

- Need more trees and plantings to buffer winds and provide shade
- Trail upgrades urgently needed – especially muddy in the dog park in spring
- Reliable and closer access to washroom facilities
- More parking closer to activities and off roadways
- Shelters for events
- Additional lighting to extend the park use
- Bring public transit to the site
- Expand on winter activities

Problems Identified

- Some multiple use areas have conflicting activities creating 'hot spots' in the park
- Non-compliance to dog pick-up can be an issue - even in on-leash dog areas
- Accessibility issues on trails
- Some management issues between contracted operators and city maintenance
- No clearly defined entrance off Lagimodiere – ambiguous wayfinding

- Active Transportation links are poor
- No close or easy public transportation
- No access to on-water activities – docks removed
- Some of the best Harbourview features: tower, docks - no longer functional
- Facilities are generally 'tired' and not in sync with park activities
- Awareness issue – 'a whole generation of people' not aware of the park

Recreation Insights

- Considerable growth in dog park use and membership
- Some sports organizations are willing to consider capital investment into the park
- Large number of parents and families come to support sports
- Youth soccer is transitioning to smaller fields (9/side play) creating a need for more
- Desire to access water within the city during flooding events or high river levels (unpredictable and safety concerns)
- Canada Summer Games 2017 – possible infrastructure opportunities
- Women's World Cup Soccer - Summer 2015 - possible infrastructure opportunities

Reasons for Optimism

- City and neighbouring RM's are experiencing growth (hundreds of new homes)
- AT trail networks are extending closer and beyond the park
- Growing public desire for greenspace – sports fields bookings demands exceed current availability
- Many new technologies, innovations and programs for sustainable parks
- The park is maturing, many areas with large trees
- People care about the park

Following this review, stakeholders were presented with the findings from the site analysis of 'hot spots' and land allocation mapping for background information. These drawings were well received and proved to be very insightful for the participants who identified additional 'hot spots' within the park.

Mapping Development Direction

The intent of the Visioning Workshop was to determine development directions for the site that best reflect the collective aspirations of stakeholders. To help generate a character profile to guide the renewal plan, the HTFC identified 20 unique attributes for the park and Harbourview. Each attribute was represented by a sliding scale with growth-oriented development directions at one end and consolidation/reduction options at the other. In an intensive, and fast-paced process, participants worked in small groups to deliberate and map the appropriate

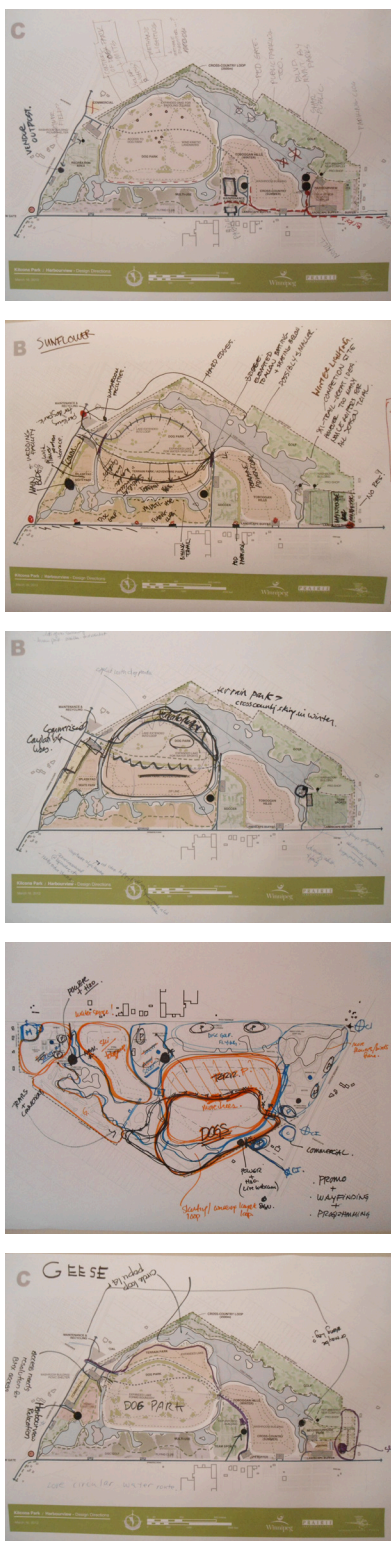


Figure F.0
Workshop II - group design exercise, using
templates to create a park plan

point along the scale for each attribute. Individuals were encouraged to listen to one another and work together to provide the development direction that best reflected the collective aspirations of the stakeholders. When consensus was not reached, worksheets were annotated with additional information, qualifiers and comments. Working together, listening and seeking common ground was integral to the process. The workshop concluded with participants viewing the posted worksheets and comments from each group.

The information gained from this exercise provided the foundation for the consultant team to develop the preliminary park renewal templates presented in Workshop II.

Workshop I - Summary

Table 4.0 is a summation of the development directions for each park attribute that was explored in small groups at the workshop.

Complete detail of the workshop development directions mapping and the participant's feedback is found in Appendix B.

WORKSHOP II - DESIGNING A KILCONA PARK PLAN

The second stakeholder workshop was held on March 16, 2013 at Harbourview Recreation Complex. The intent of the Workshop II was to bring participants together once again to provide a project update and to present the various development scenarios informed by Workshop I. In attendance were the majority of participants from the first Visioning Workshop plus a few additional individuals, identified by the user groups.

At Workshop II, participants were divided into small groups to review the proposed design options and deliberate on the development direction and specific park components. Three templates were developed with varying levels of renewal and intervention. The intention was to offer a range of development to provoke discussion and build consensus on specific components.

Participants were encouraged to modify the design by taking the most favourable elements from each of the templates and either annotate the preferred design option to recombine or incorporate features from all three into their own hybrid design. One member from the consultant team facilitated discussion and recorded comments on the plans. A participant from each small group was selected to present and their preferred design options to the whole group.

Template A

General Attributes:

Emphasis on existing user groups with passive and soft-use recreation areas requiring moderate amount of sporting infrastructure. Harbourview building relocated to Lagimodiere for increased visibility and uses. Commercial and residential developments flank each end of the park.

Features:

- Expanded lake for paddling
- Reduced dog park enclosed with perimeter fencing and waterway
- Terrain park development north of dog park area
- Commercial strip development along Lagimodiere
- Multi-purpose internal pathway/road
- Expanded trail system
- Repurposed maintenance building for community
- Residential development at east end along Cox Ave.
- Neighbourhood park development at Harbourview with access to new residential
- Decommissioned Harbourview buildings to washrooms and Pro Shop
- New Harbourview multi-purpose building lakeside near Lagimodiere Blvd
- Toboggan Hills relocated to cross-country running trail hill
- Parking lots and nodes distributed throughout park near activity centres



Figure F.1

Template B

General Attributes:

Increased emphasis on adventure and active recreation opportunities. More sports fields, larger water course, and park attractions such as a splash or skate park. Commercial development along Lagimodiere. New relocated Harbourview at Lagimodiere or central location in park with restaurant and multi-purpose rooms for community and rental events.

Features:

- Expanded lakes with 1000m straight-away for competitive water activities.
- Circular lake loop for winter skating trail.
- Commercial development along Lagimodiere Blvd
- Splash park or skate park in zone along Lagimodiere
- Internal asphalt road for driving
- Dog park with perimeter fencing on half of landfill cell and expanded west and north to Lagimodiere Blvd. and Knowles Ave.
- Terrain/Adventure park development on south half of landfill cell separated by fencing to dog park
- Soccer fields relocated to maintenance yard area



Figure F.2



Figure F.3
Workshop II design session with stakeholders

- Maintenance buildings relocated outside but adjacent to park
- New lakeside recreation complex central in park and adjacent to sports fields
- Additional new sports fields, ball diamond at east end of park
- Harbourview decommissioned to washroom building and Pro Shop
- New Harbourview multi-purpose facility either at Lagimodiere or in central (maintenance yard) location
- Parking nodes along Springfield and distributed throughout Park

Template C

General Attributes:

Balanced approach with existing and new user groups, passive and active recreation. Residential, senior housing and commercial development along and/or inside the park. Dog park area remains the same, demarcated by a natural perimeter of water and plantings. Harbourview complex is renovated and maintenance building remains.

Features:

- Expanded lakes with 1000m straight-away for competitive water activities.
- Circular lake loop for winter skating trail.
- Dog park encircled by water feature with bridge access
- Enhanced sports fields along Lagimodiere
- Multi-purpose internal access road
- Maintenance Building with Public Washroom Access
- Renewed Harbourview Complex with Seniors Housing
- Residential development on east side – access off Springfield
- Tobogganing hill relocated to Cross-Country Running Trail area
- Commercial development outside park boundary but adjacent
- Expanded trails on golf course and in forest area along Knowles Ave.



Figure F.4

WORKSHOP I ATTENDEES

Park User Groups

- Perfect Circle Flying Club
- Kilcona Park Dog Club
- Manitoba Organization of Disc Sports - Disc Golf
- Athletics Manitoba - Chris McCubbins Cross Country Running Course
- Winnipeg Youth Soccer Assoc. - Phoenix Soccer Club
- Manitoba Cycling Assoc. - various cycling interests
- Manitoba Paddling Assoc. - Dragon Boat

Harbourview Complex

- Harbourview Golf Course Pro Shop
- Lakeland Golf Management
- Salisbury House Caterers

Interest Groups, Neighbours, Other Resources

- Eaglemere Residents Association
- Beautify Eaglemere
- WRHA Transcona Access
- WRHA River East Access
- River East Neighbours Network (RENN)
- Transcona Community Network
- Transcona Trails Association
- Gateway Community Centre
- Valley Gardens Community Centre
- North Kildonan Community Club
- Kilcona Park Alliance Church
- Bike to the Future
- Physical Activity Coalition of Manitoba (PCAM)
- Manitoba Paddling Association - paddling
- Sail Manitoba
- Cross Country Ski Assoc. of Manitoba
- Bikes and Beyond
- OURS Winnipeg
- Neighbours

Government

- City of Winnipeg - Councillors
- City of Winnipeg - Steering Committee and various Departments
- RM of East St. Paul

Consultants

- HTFC Planning & Design
- Prairie Architects
- MMM Group Ltd.
- MNP

WORKSHOP II ATTENDEES

Kilcona Park Dog Club
Buhler Recreation Park
Bike to the Future
Eaglemere Residents Association
OURS Winnipeg
Bikes and Beyond
Manitoba Cycling Association
Transcona Trails Association
Transcona Community Network
Athletics Manitoba
River East Neighbourhood Network Trail Committee
River East Residents Association
Kilcona Park Alliance Church
Neighbouring Residents – Knowles Ave & Countryside Way
Cross Country Ski Association of Manitoba
Perfect Circle Flying Club
Lakeland Golf Management
Manitoba Organization of Disc Sports
Physical Activity Coalition of Manitoba
Rural Municipality of East St. Paul

Government

City of Winnipeg - Councillor
City of Winnipeg - Steering Committee and various Departments

Consultants

Prairie Architects Inc
HTFC Planning & Design

VISIONING WORKSHOP RESULTS

On February 2, 2013, more than 50 stakeholders representing a wide cross section of park user groups gathered together for the Kilcona Park/Harbourview Recreation Complex Strategic Renewal and Action Plan Visioning Workshop. In a half-day session, recent stakeholder interviews, background research and existing site analysis information was reviewed for consideration by the workshop participants.

The intent of the Visioning Workshop was to determine development directions for the site that best reflect the collective aspirations of stakeholders. To help generate a character profile to guide the renewal plan, the consultant team lead by Hilderman Thomas Frank Cram identified 20 unique attributes for the park and Harbourview. Each attribute was represented by a sliding scale with growth-oriented development directions at one end and consolidation/reduction options at the other. In an intensive, and fast-paced process, participants worked in small groups to decide the appropriate point along the scale for each attribute. Comments and qualifiers were also recorded. Working together, listening and seeking common ground was integral to the process. The workshop concluded with participants viewing the posted worksheets and comments from each group.

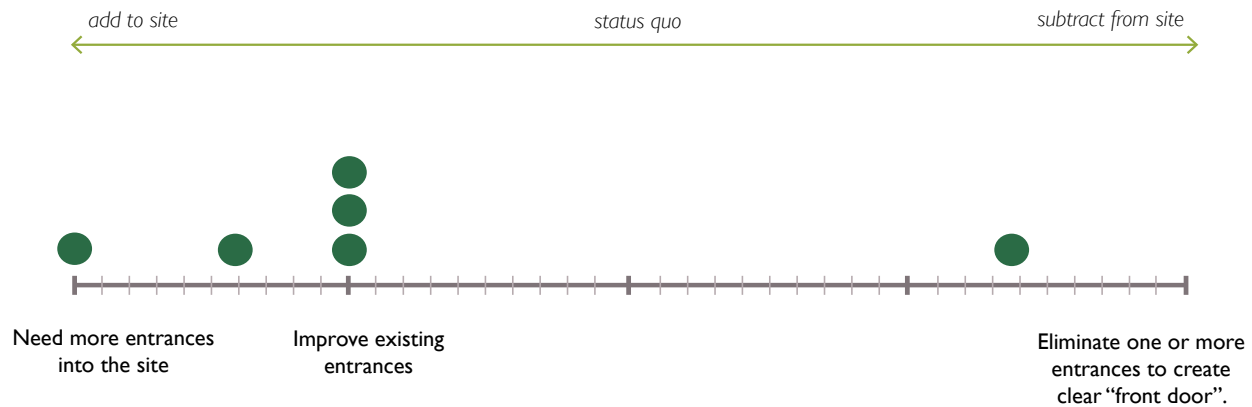
This document summarizes the participants' preferred renewal directions and includes key comments from each group. The consultant team will use these findings to develop the draft renewal and action plan for further review and refinement by the stakeholders and the City of Winnipeg.



Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop
February 2, 2013

1. ENTRANCES



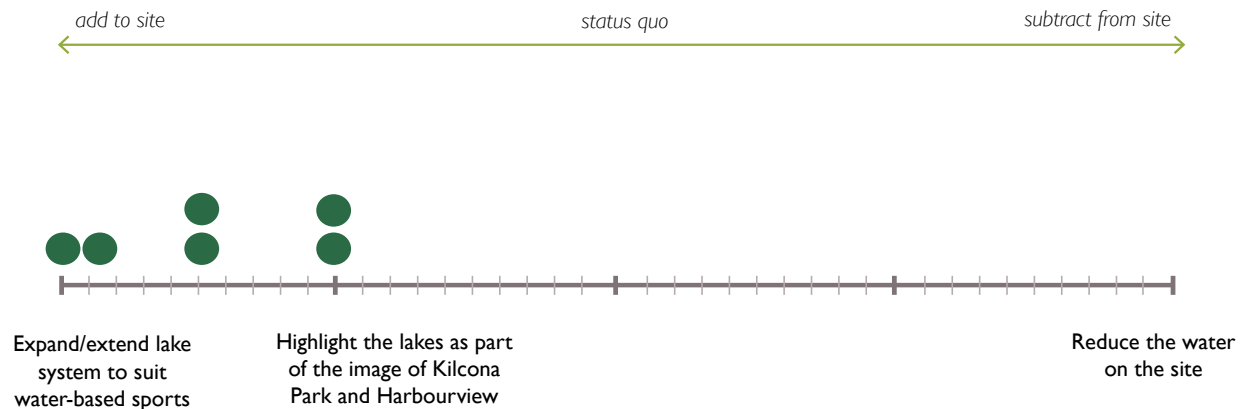
COMMENTS HEARD:

- each entrance should be a portal to a distinctive area
- currently difficult to find entrance
- improve approaches depending on mode of transportation
- more entrances and parking for specific uses
- lighting and security
- how to best combine different modes of transportation for safe entry
- more pedestrian and bike entrances (possibly through hydro corridor)
- would like pedestrian entrance / ambulance access near golf course 5th hole
- improve the exits from golf course
- hide Maintenance Yard entrance
- add dead end connection on the east side of Knowles Avenue (secondary)
- would like entry on Knowles for community
- better signage at entries and common signage
- improved signage on Hwy 59
- dog-park entrance difficult for non-dog users
- more connectivity between the two sides of the park
- use the visibility of Lagimodiere Avenue to draw people to the park

Kilcona Park/HarbourView - Strategic Renewal and Action Plan

Results from Workshop No.1
February 2, 2013

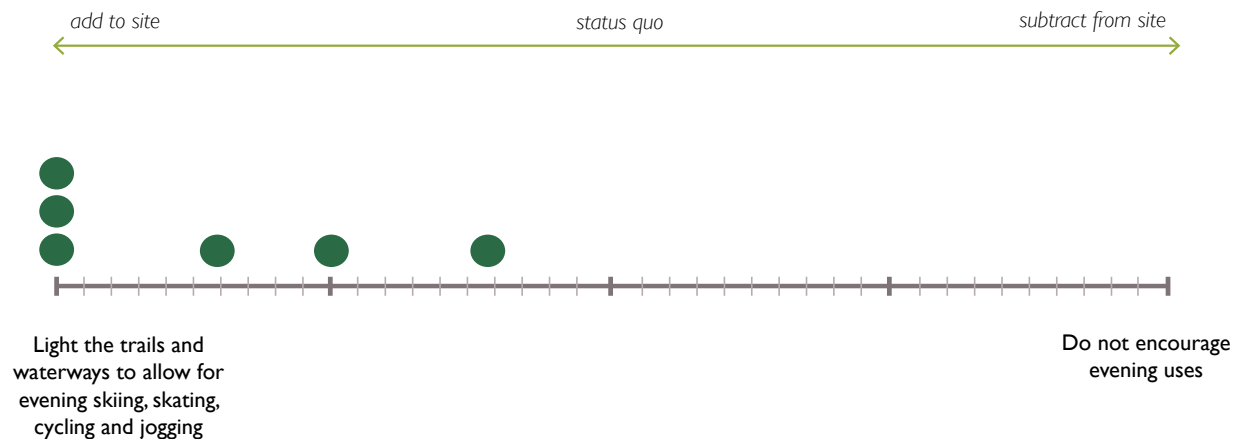
2. LAKES



COMMENTS HEARD:

- the lakes are a unique part of this park
- definitely do not reduce the water on site
- highlight and expand while being cognizant of other uses
- the water is a cost-effective amenity that can be enjoyed by a lot of people
- water becomes a great backdrop for photos and events
- important to have views to lake; difficult to see water through the plants
- deal with water quality and algae bloom
- provide adjacent facility/building to enhance water use
- naturalization vs. aeration (from water and waste point of view)
- enhance water for boating access
- create a circuit route around the site
- offer and promote canoeing, dragonboating, paddleboating, kayaking and sailing
- use water for training purposes (sports & safety)
- girl guides / cub scouts paddling
- events bring money and revenue
- bring world-class opportunities for sport
- ponds in north area off-limits
- infrastructure issues at docks
- paddleboats conflict with geese
- safety for children
- dogs want access to the water

3. NIGHT LIGHTING



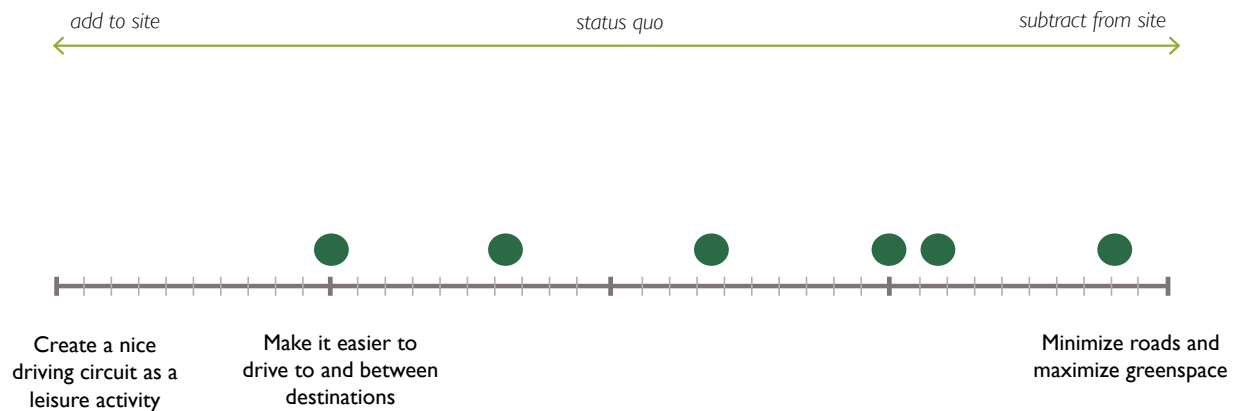
COMMENTS HEARD:

- interest in lighting of high-use areas
- lighting goes hand in hand with usage or improvement of infrastructure
- lighting could expand usage of facility, specifically during limited winter light
- as a budget item it should come last
- would provide sense of security to Harbourview parking area
- more lighting in parking lots
- better lighting for signage
- if park is open at night will there be staff there and washrooms open?
- additional safety for late-night dog walkers
- lighting for toboggan hill
- lighting for all cross-country ski and walking trails once trail improvements have taken place
- signage posted with lighting hours
- at Windsor Park they turn lights out at 11pm; lighting on timers
- look into solar lighting
- Manitoba Paddling is willing to make applications for lighting funding

Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop
February 20, 2013

4. ROADS

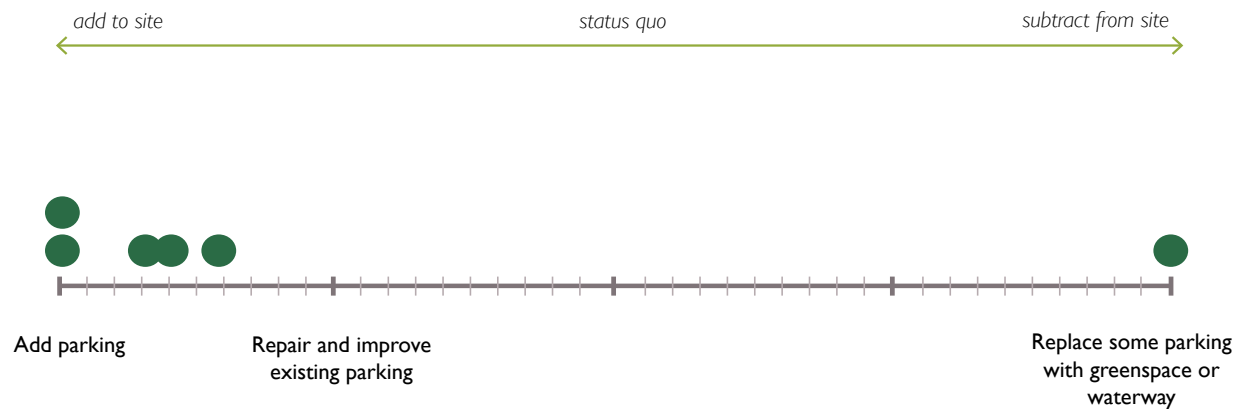


COMMENTS HEARD:

- enhance and maintain what roads we have
- no additional roads; they compartmentalize the park
- roads are far apart currently
- a ring road would provide better access
- do not establish a perimeter / ring road
- create a road system that disperses parking, such as in Birds Hill Park, along a perimeter road
- not a driving park like Kildonan or St. Vital Park
- keep more rustic feel to park; not formal
- east - west connection importance; more of an active transportation connection (3.5m wide)
- look at establishing a connector road
- open Maintenance road to connect to more activities
- need a road through part of the park at least
- establish secondary roads off parking lots
- connectivity between uses
- improve Springfield Road and signage
- fix access from parking area to Harbourview
- seniors cannot always walk great distances between parking lots and buildings / fields
- enhance service road for public use and combine with bike path
- most users are walking / cycling
- prefer bike trails over roads
- need emergency access
- small parking lots
- consider safety of pets and children

Action Plan

5. PARKING



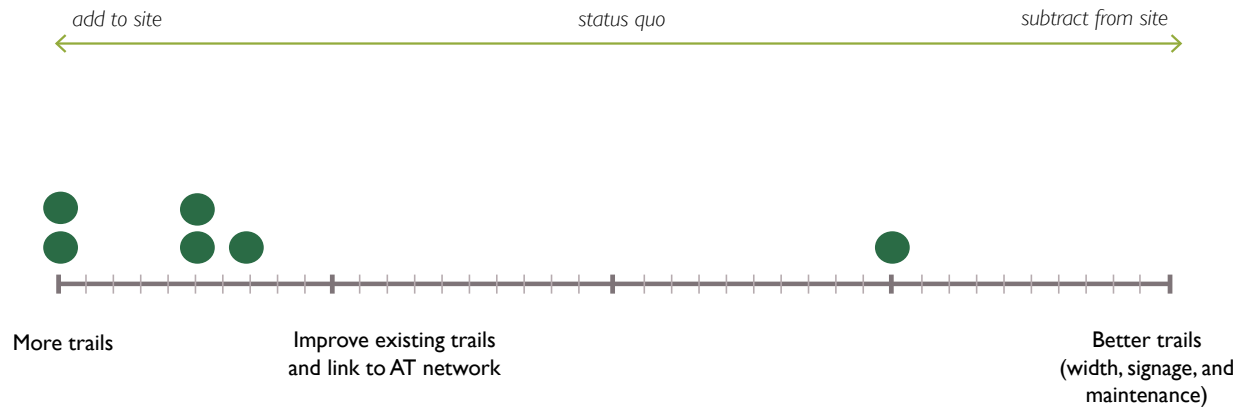
COMMENTS HEARD:

- provide more parking in proximity to uses
- parking is too concentrated along park edges
- can parking be purchased outside the park?
- more Handicapped parking at entrance to paved trails
- make Maintenance Yard parking public
- more access along Springfield to add parking
- more designated angled parking on service road parallel to Lagimodiere
- add parking between separate uses
- conflict between users who start activity at parking
- lack of parking for western soccer field during busy season
- relocate parking lot near eastern soccer field and turn the area into more fields
- Harbourview parking lots too large, located far from building, and not easily visible
- don't reduce parking lot size; we need to accommodate school bus parking
- need to accommodate traffic overflow for large events outside of park (church events)
- drop-off for boats and trailer parking
- established parking needed at flying circle
- more parking needed at dog park
- McIvor Avenue parking may need fencing because of dogs
- tied to signage and wayfinding
- when booking facilities people should be told if they are using lot A, B, C, etc.

Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop
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6. TRAILS

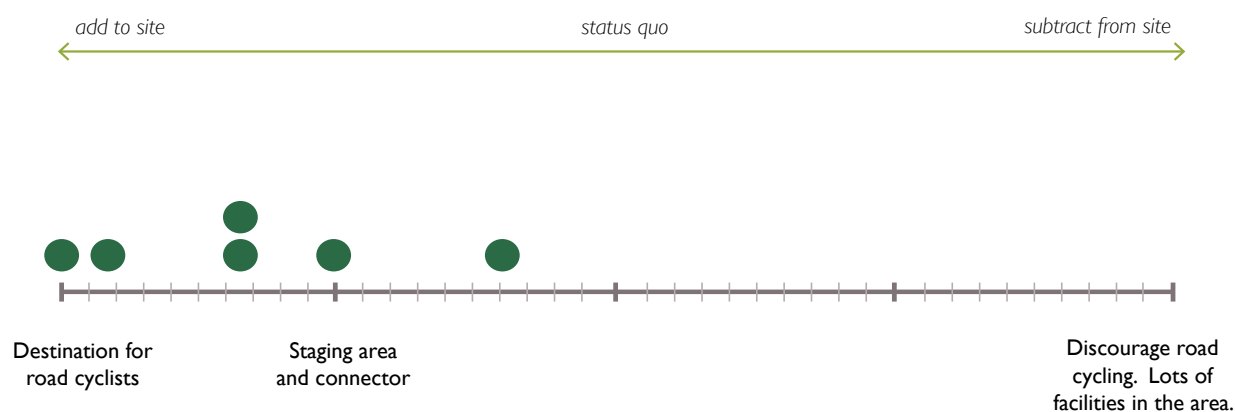


COMMENTS HEARD:

- need a connection with defined lanes across the park
- need one good quality trail connecting everything inside park and wider city
- there is currently limited connectivity
- need links between existing trails
- offer a spectrum of trails (from accessible to extreme uses)
- both upgrade and link trails
- accessibility can be improved by the connection and extension of surfaces
- put trails in lower areas (not on exposed hill)
- build trails in proximity to uses
- provide mountain biking trails
- use the paved shoulder of a roadway as a walking trail (like in Kildonan Park)
- link service roads for emergency vehicle access
- separate dog-walkers and other trail users
- create designated cyclocross trails (both a course and cross-country)
- establish a connection from Lagimodiere for cyclists
- need signage on trails (emergency points and distance markers)
- improved trail maintenance
- currently mostly mud trails and few paved trails
- provide benches and trees along trails for shelter
- trail layout map
- dog park too big
- bike trails need caution signs at flying field
- get user groups involved in funding

I Action Plan

7. ROAD CYCLING



COMMENTS HEARD:

- provide a loop for cyclists
- destination for road cyclists, but not on internal roads
- what roads? There are none inside park now.
- park is not for road cycling
- recreational cycling preferred
- the park is more of a staging area and starting point, rather than a destination
- needs washroom / restaurant facilities
- facilities for washrooms and staging should be closer to Trans-Canada Trail start or end point
- needs a 3m path along Springfield for road cyclists
- need a flat path
- water fountain required
- need to coordinate uses between cycling and dogs
- tie into the Floodway Trail (use hydro easements)
- connect to Edward Schreyer Parkway (extension of Chief Peguis Trail)

Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop
February 20, 2013

VISIONING WORKSHOP RESULTS

On February 2, 2013, more than 50 stakeholders representing a wide cross section of park user groups gathered together for the Kilcona Park/Harbourview Recreation Complex Strategic Renewal and Action Plan Visioning Workshop. In a half-day session, recent stakeholder interviews, background research and existing site analysis information was reviewed for consideration by the workshop participants.

The intent of the Visioning Workshop was to determine development directions for the site that best reflect the collective aspirations of stakeholders. To help generate a character profile to guide the renewal plan, the consultant team lead by Hilderman Thomas Frank Cram identified 20 unique attributes for the park and Harbourview. Each attribute was represented by a sliding scale with growth-oriented development directions at one end and consolidation/reduction options at the other. In an intensive, and fast-paced process, participants worked in small groups to decide the appropriate point along the scale for each attribute. Comments and qualifiers were also recorded. Working together, listening and seeking common ground was integral to the process. The workshop concluded with participants viewing the posted worksheets and comments from each group.

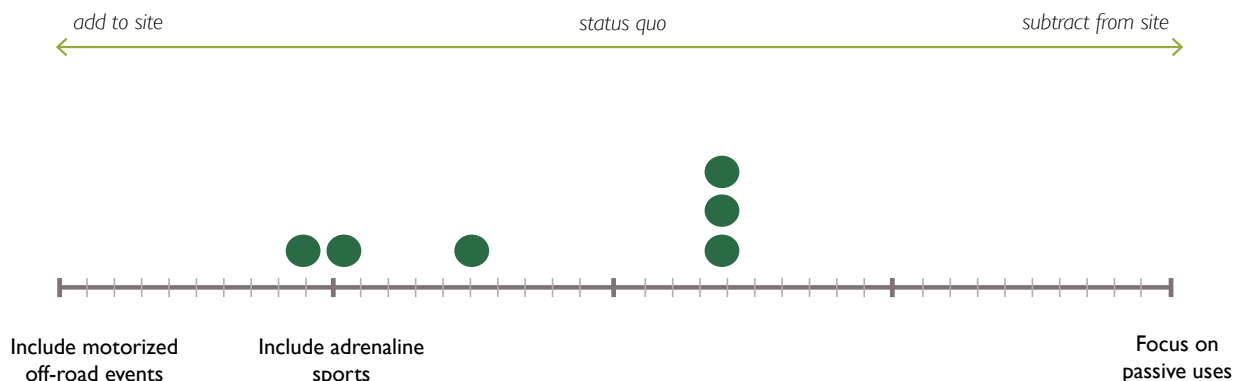
This document summarizes the participants' preferred renewal directions and includes key comments from each group. The consultant team will use these findings to develop the draft renewal and action plan for further review and refinement by the stakeholders and the City of Winnipeg.



Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop
February 2, 2013

9. TYPE OF RECREATION



COMMENTS HEARD:

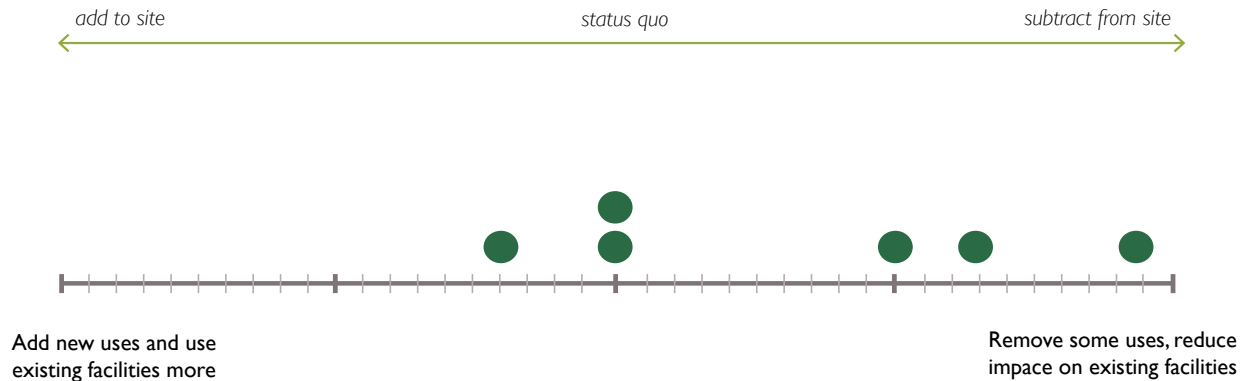
- promote active lifestyle
 - the park is so large that you can accommodate both adrenaline and passive recreation
 - include adrenaline sports (BMX, zipline, winter snowcross, skateboarding)
 - should adrenaline sports be located in a corner of the site to minimize noise disturbance or on top of the landfill berm?
 - do not include motorized off-road vehicles; not even as a staging area
 - motorized vehicles could use the park for short-term events
 - develop sites for multi-use activities if possible
 - accommodate passive / quiet walks
 - passive uses such as birdwatching will happen instantly if we have the right habitat
- more passive uses should be located on landfill
 - promote skill training (sailing, skiing, skating, etc.)
 - move soccer fields
 - radio controlled races
 - wading pool and splash pad
 - park would need a zamboni to maintain a skating area

Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop

February 20, 2013

10. MULTI-USE FACILITIES

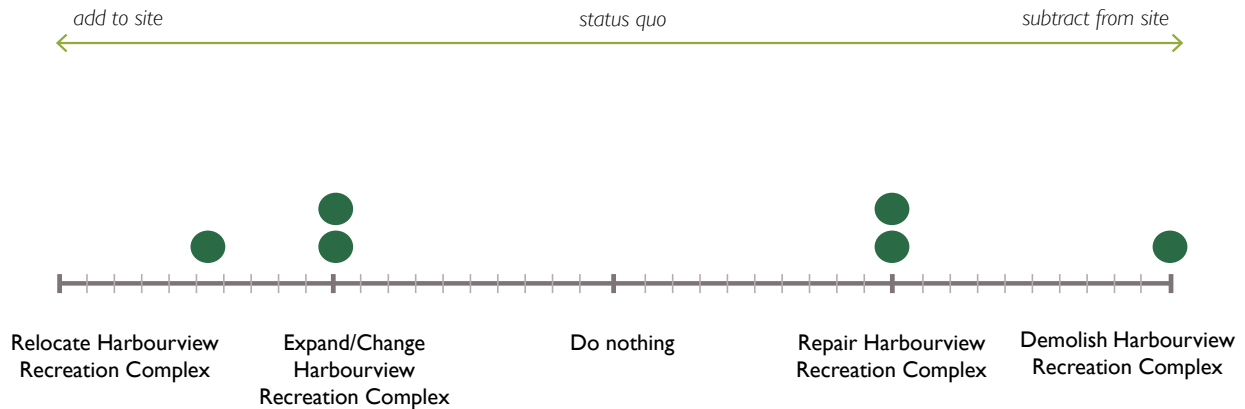


COMMENTS HEARD:

- need for improved multi-use facilities
- want to encourage shared facilities
- promote the park as a destination
- more multiple-use shared areas, especially the dog park
- it is nice that there is already room for separate users
- move uses to the front of the park
- cooperation and scheduling
- remember seasonal uses
- better wayfinding is needed to direct people to various uses
- pods with interconnectivity - watching, observing, moving, etc.
- pods with links and programming
- change access; restructuring of entrance to off-leash dog park area
- currently tobogganers and soccer teams have to weave through dog-walker socializing area
- toboggan hill doesn't mix well with off-leash dogs
- some uses don't mix (bikes and dogs)
- dogs require some separation for safety
- flying area should not overlap with other activities

Action Plan

11. HARBOURVIEW COMPLEX



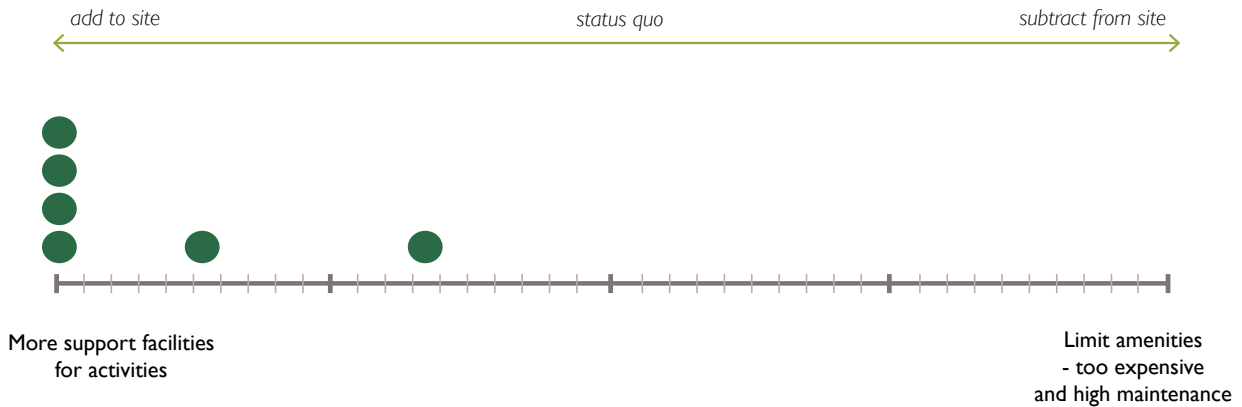
COMMENTS HEARD:

- it is not an option to do nothing with it
- the existing complex has so much potential
- repair the iconic complex and expand
- expand on amenities outside the building (docks, boat rentals, etc.)
- if new, it should still be located on the water
- new complex should be close to Lagimodiere
- best location for a new one would be Maintenance Yard
- signage and entry to complex are too far apart
- current complex not well advertised; people don't know where it is
- programming of complex is important
- opportunity to offer a fine dining experience or nice family restaurant
- washrooms need to be open at all times
- needs closer parking
- needs a facelift
- courtyard space doesn't work
- Salisbury House is not a good fit
- needs a café and canteen

Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop
February 20, 2013

12. SUPPORT FACILITIES



COMMENTS HEARD:

- more support facilities are needed that are easy to use and low maintenance
- at each parking and entrance we need facilities for people
- keep existing facilities consistently open and make that information available to the public
- more diverse facilities
- if building new, centralize the new facility
- existing facilities are seasonal - we need them to be open all year long
- facilities need to be scattered throughout the park
- the park doesn't require much infrastructure
- there is no phone number to call to find out when buildings/facilities are open
- vandalism is an issue
- need water in the park - city pipe system vs. holding tanks
- centralize everything for waste and water
- additional picnic shelters and shade structures
- upgrade picnic outdoor seating and firepits
- tables / benches / garbage bins every 200m
- install a web cam in parking lot
- hold a design contest for the washroom buildings
- washrooms need to be sustainable, low-tech, clean, and safe
- portable washrooms in the summer

Action Plan

13. ATTRACTIONS



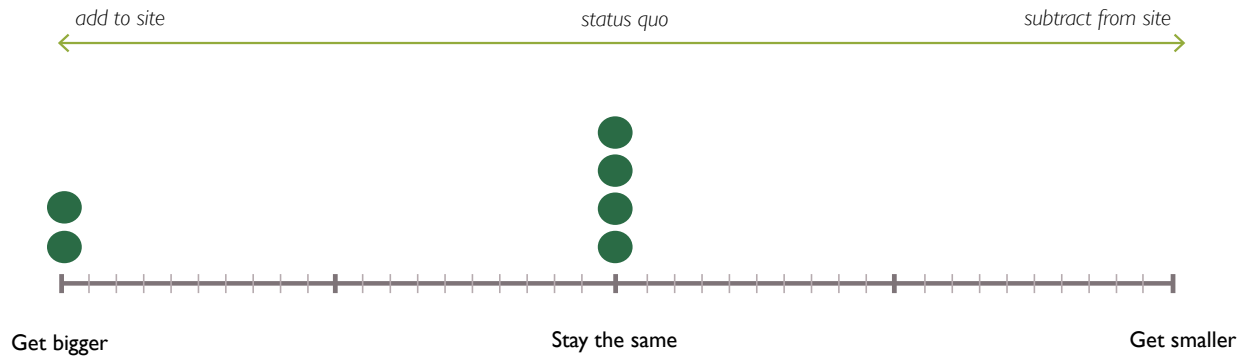
COMMENTS HEARD:

- only once we are great at our existing attractions should we be thinking about additional attractions
- concentrate on doing a few things well
- add small amount to enhance what we have
- upgrade our existing facilities
- no development of new, large areas
- new passive attractions
- re-brand the park as Harbourview rather than Kilcona
- develop a new theme - what is the park known for?
- do not compete with nearby community clubs
- people do not know what is available
- use water as an attraction
- urban farm - help children understand farming
- add wading pool and splashpad
- enhance waterways with prairie feel
- outdoor café and water fountain
- build a coffee / teahouse closer to dog park

Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop
February 20, 2013

14. SIZE

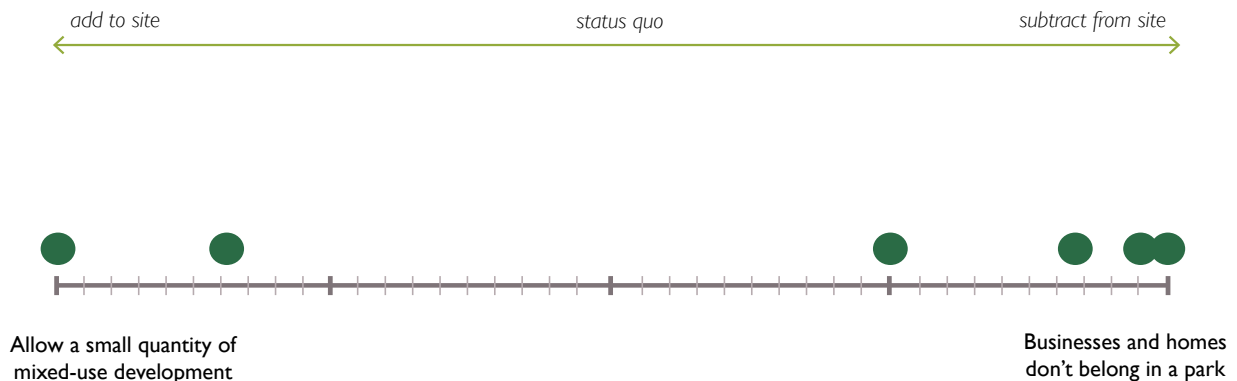


COMMENTS HEARD:

- buy land to enhance access, parking and programs
- expand if possible, as we need more field space
- purchase additional land for parking, coffee place, and a quiet spot in grove
- stay the same size, as this is the only large park in this end of town
- stay the same and reorganize the lands
- do not sell any land; once it is gone we will never get it back
- sell some areas / remove Maintenance Yard
- remove Maintenance Yard and turn over to park

I Action Plan

15. DEVELOPMENT



COMMENTS HEARD:

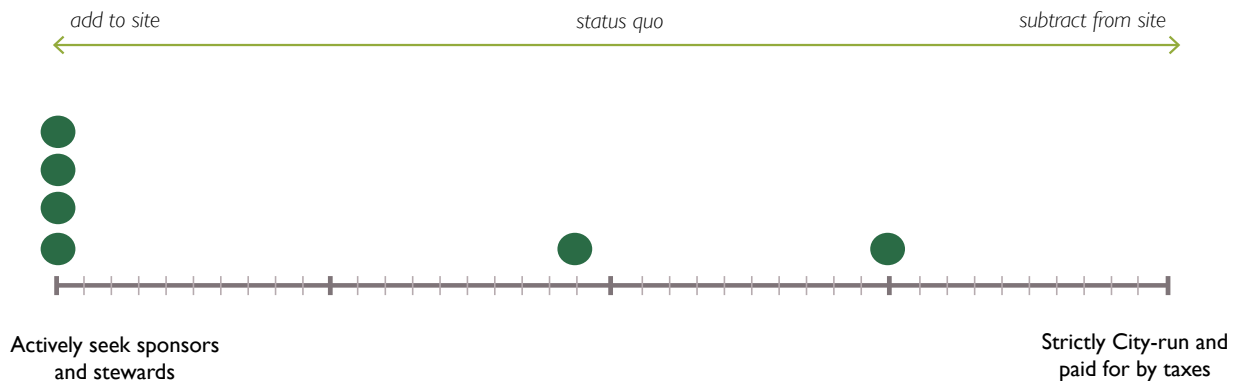
- do not expand upon existing retail uses
 - allow new development, but do not remove existing Harbourview businesses
 - mixed-use would bring in money
 - only lease the land; not sell
 - okay with services for park users, such as coffee shops, equipment rental, etc.
 - do not take away space from recreation
 - no services (water and waste) available
 - compatible mixed use on edge of park
 - related retail, such as Wilderness Supply, etc.
 - great to have a high-end restaurant in Harbourview
 - having a meeting place, such as a restaurant, is key
- no residential development
 - build seniors housing on golf course
 - residential should not be a 20-storey condo
 - multi-family co-op housing; could be off the grid
 - coffee shop on Lagimodiere
 - urban camping

Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop

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16. PARTNERSHIPS

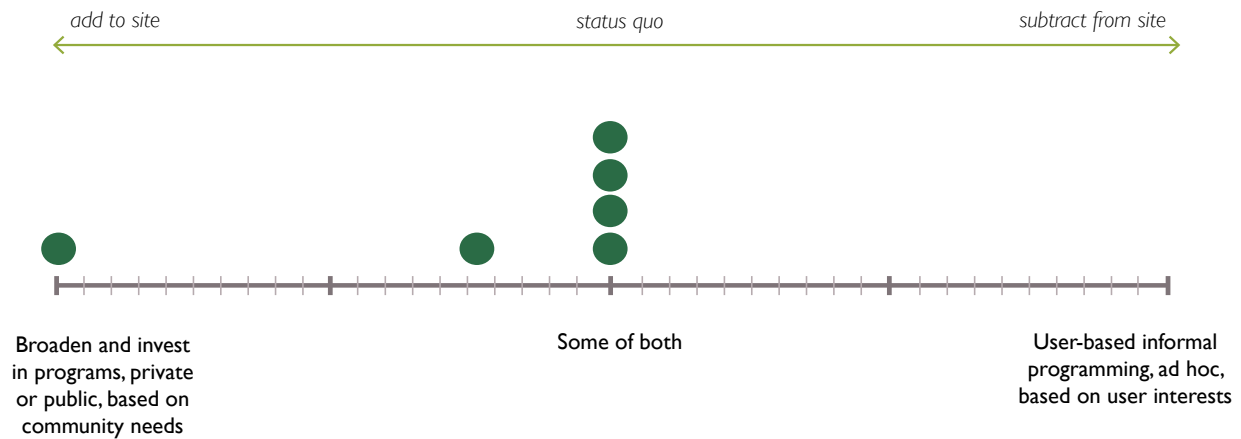


COMMENTS HEARD:

- it is an economic reality that you need sponsors and stewards
- collaboration is the way to go
- the City needs to have majority control; partnerships should not take over the park
- see if existing user groups are interested in partnerships
- all user groups making park bookings should be considered partners
- lots of red tape and rules regarding partnerships
- City can group / liaison people together
- need complete park board to run it - coalition runs park
- needs to be public representation on the boards
- financial model needs to be developed
- organizational structure needs to be developed
- concern that sport organizations may take ownership and then not let go; as soon as a sport organization comes in you lose control
- potential for cross-country skiing partnerships
- volunteers help
- need capital
- bring new audiences/visitors
- helps with park awareness
- hot air balloon launches from top of landfill

I Action Plan

17. PROGRAMMING



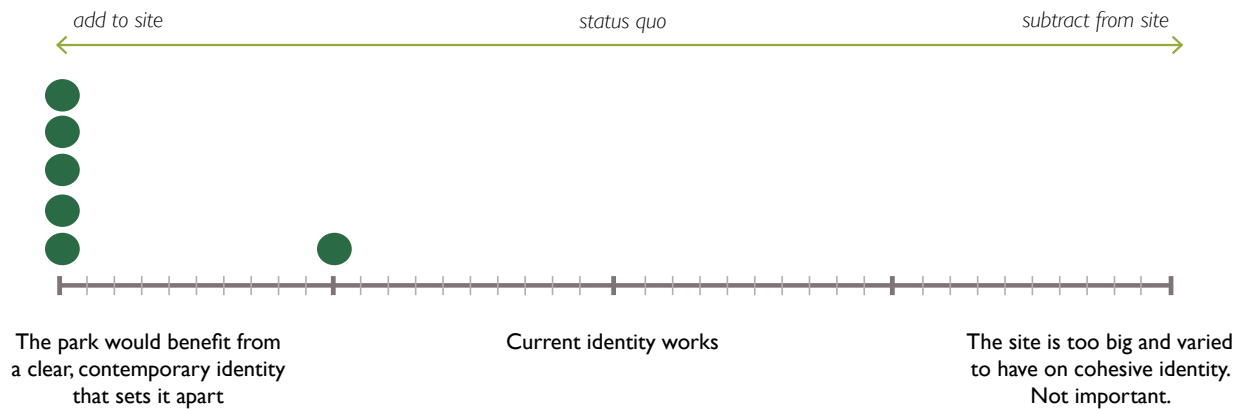
COMMENTS HEARD:

- need an organizing body that promotes, coordinates, and takes care of both types of programming
- programming could bring more users and action to the park
- pulling together the City, partners and volunteers
- Community Services can not take on the programming - need another group to do it
- do not overly program the park
- we want both programming and ad hoc uses to be allowed
- enhance existing programs
- public needs a place to access events and programming information
- better promoting is key
- offer group bookings and facility management
- the park's programming needs to be included in the Leisure Guide
- conflicts between programming can arise
- program empty spaces
- park for picnicing
- community events would be nice
- rent out facilities for events
- ad hoc use occurs on weekends
- open fire pits v.s bookings
- would need enforcement
- youth development

Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop
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18. IDENTITY

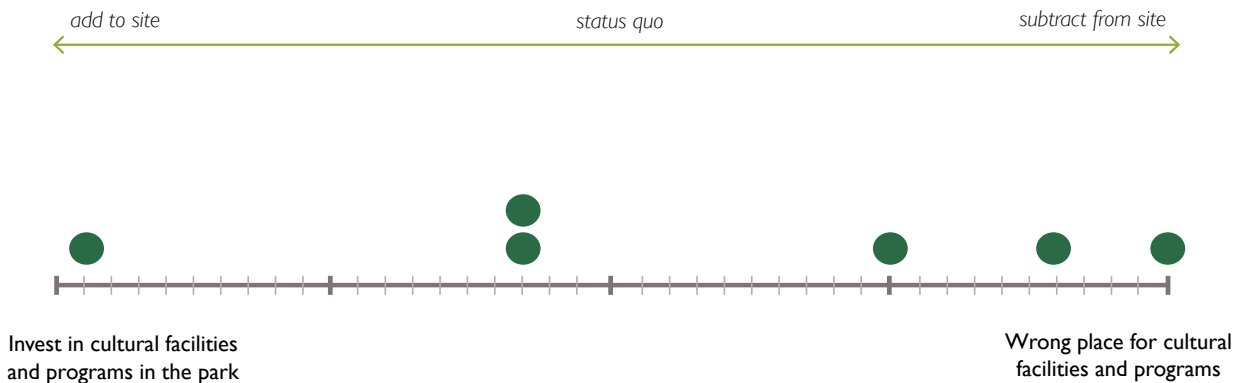


COMMENTS HEARD:

- people do not know about this park
- huge visibility from Lagimodiere that could be capitalized upon
- better signage is needed
- most people, due to signage, think of Kilcona as a dog park
- confusion between Kilcona and Harbourview; the park needs only one name!
- name is too similar to Kildonan Park
- clear branding required
- brand the whole park with one identity
- cannot have an identity without promotion
- identity will depend on how the park plan develops
- website/programming key
- “Harbourview Family Park”
- “Active Living in a Nature Park”
- identity of an eco-park; sustainable
- build off the story of the landfill
- identity of nature
- play off the rural atmosphere
- host the Canada Summer Games

I Action Plan

19. CULTURAL



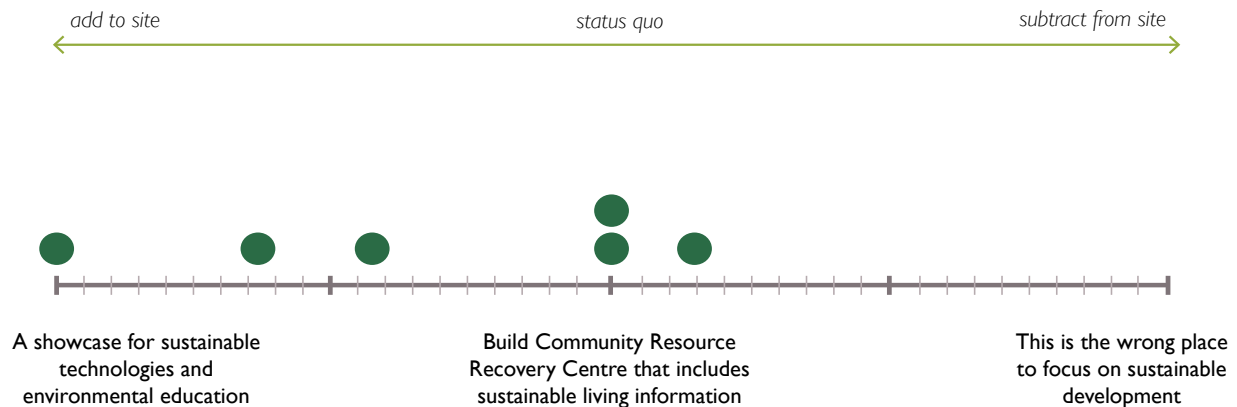
COMMENTS HEARD:

- art and culture should not be the focus of the park; focus on nature and recreational needs
- this park is for everyone to enjoy the outdoors, not cultural pursuits
- event-based cultural activities can exist here within existing facilities
- cultural activities should be privately run
- no opposition to art groups / other groups
- bring art into existing facilities / developed area
- no need for a stage; already Rainbow Stage and Lyric Theatre
- stage would be good here because it brings people
- establish family areas and group use areas with shelters
- clusters of picnic areas and fire pits
- have floating event
- bbq event on Canada Day with fireworks
- music at firepit area
- greenhouse (horticulture)
- lack of high end restaurants in this part of town

Kilcona Park/Harbourview - Strategic Renewal and Action Plan

Results from Visioning Workshop
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20. SUSTAINABILITY



COMMENTS HEARD:

- enhance existing development rather than build new infrastructure for that sole purpose
- we do not need to build new infrastructure to be sustainable; renovation is sustainable
- showcase what we have
- expand our current facilities by building a greenhouse
- need maintenance and staff to take it on
- do the “right thing”
- a Community Resource Recovery Centre (recycling depot) could go in the Maintenance Yard, closer to the industrial side of the park
- recycling depot should be located in an industrial area, not in this park
- do not have a recycling depot here because commercial junk will be left there
- current bio-diversity worth celebrating
- like Living Prairie Museum or Fort Whyte Alive, but in this part of Winnipeg
- it would be a shame to not build off the story of the landfill
- education on the reality of growing plants on a landfill
- landfill not part of identity
- a place to bring kids to learn about sustainability
- incorporate green technology in buildings and park management
- greenhouses could grow the plants for all the City parks
- look into opportunity to use methane from landfill

I Action Plan

VISIONING WORKSHOP I

Synopsis of Slider Exercise Findings

March 6, 2013

Entrances

Strong support for improvements to entrances and some support for additional entrances. Clear message that entrances need to serve all modes better. Other issues included signage, safety, clarity and convenience. Specific opportunities suggested: bike/ped access at Hydro corridor, new access off Knowles, and new access at highly visible southwest corner.

Lakes

Unanimous support for highlighting and expanding lakes and lake uses. Concerns: about water quality, loss of docks, child safety and dogs wanting access to the water. Opportunities: world class paddling facility, naturalization, water circuit; lakes can be a revenue generator.

Night Lighting

Strong support for the idea of night lighting, but may not be a priority for budgeting. Concerns raised about logistics: will staff and washrooms would be available at night?

Roads

Responses varied widely. No support for the 'ring road' idea, not a driving park. Seems lack of roads is part of the identity of Kilcona? Many comments about the need to better connect things, maintain existing roads and use them more effectively.

Parking

Strong consensus on need to add parking, and disperse it throughout the site in proximity to uses. The Harbourview lot was particularly problematic: too large and too far away from everything. Stakeholders related their specific parking needs and wants.

Trails

Desired a wider range of trails for various modes, surfaces and difficulty levels offering better connection between park amenities. Connections to points of origin and destinations beyond the park need improvement.

Road Cycling

The dots show good support for offering better facilities for road cycling, but comments were more polarized – some thought recreational cycling would be more appropriate. Seems it was viewed as a staging area or stopping point within the growing network of long-distance cycle options, but probably not a primary destination.

Quantity of Recreation

Participants recognized the current quantity of recreation has some issues – lots going on in the park but many areas are underutilized. Activities that are not serving the community well should be eliminated (some said updated). Whatever the final blend, programming and publicity are key.

Type of Recreation

The balance for this slider was toward passive activities. There was acceptance of more active, 'adrenaline' forms of recreation in the mix as long as they are well located to minimize conflicts, but there was no support for motorized activities, (though one responded thought in might be suitable for special events).

Multi-Use Facilities

Support tended toward either the status quo or reducing shared uses. It seems sharing was seen as a source of conflict rather than a means to improve efficiency and foster cooperative stewardship. Some creative ways to share without conflict such as better scheduling and seasonal re-purposing were mentioned.

Harbourview Complex

Unanimous agreement that doing nothing with the Harbourview complex is not an option, however opinion was divided on repairing the existing complex or expanding, changing and possibly relocating. Existing complex considered iconic with potential for redevelopment by some. Signage, entry and parking area too far away from existing building. Current location suffers from poor visibility/awareness. Preferred relocation options are closer to Lagimodiere or the maintenance yard. A new facility should be adjacent to the water, or existing amenities for water experiences expanded. Programming of the complex is important to draw visitors. Notable desire for better dining experience such as a nice family restaurant or café.

Support Facilities

Unanimous agreement for more support facilities for activities that are year-round and consistently open. Facilities should be closer to activities and scattered throughout the park. Good support for facilities that are sustainable, low-tech, low infrastructure, clean and safe. Upgrades necessary for picnic tables, seating, garbage and firepits.

Attractions

The dots show a range of support for minor to fewer attractions. No interest in adding a major attraction. Concentrate on doing a few things really well. Use the water as a main attraction. Don't compete with other local parks and community centres.

Size

Greatest support for staying the same (status quo). Support for increasing the size only if land purchase is for parking and programs. Field space is important to retain.

Reorganization preferred with maintenance yard removed and being turned over to park. Instead of selling off land, lease it.

Development

Responses varied widely with both ends of the proposition (add mixed use development/no businesses and homes in park) supported. Mixed use development should not detract from the park recreation use and be located on the edge of park not in the park. Good support for restaurant/coffee shop as a meeting place. Favour compatible businesses such as recreation/equipment retail. Residential could be senior housing, small condos, multi-family off the grid.

Partnerships

Very strong support for actively seeking sponsors and stewards of the park. Participants agree collaboration is key. Little to no support for a strictly City-run park. Significant recognition that a well-developed organizational/governance structure is necessary with partnerships. The City needs to play a major role and majority of control. Partnerships can bring new capital, volunteers and audiences./visitors.

Programming

Very strong support for keeping with status quo. Maintain opportunities for both community based (private and public) programs and informal programming. Greater promotion and coordination is necessary between the City, program partners and volunteers.

Identity

Unanimous support that the park would benefit from a clear, contemporary identity that sets it apart. Branding and signage is of great importance. Confusion between the names Kilcona and Harbourview. Family park, active living, nature park and eco-park suggested.

Cultural

The dots show a broad range of opinion for cultural facilities and programs within the park. Greater support for the park to maintain a focus on nature and recreational needs. Support for family areas and group use more important for cultural gatherings. Cultural happenings could be event based. No need for theatre or stage. Art can be incorporated into existing areas.

Sustainability

Mixed opinion for creating a showcase for sustainable technologies. Sustainability practices and features should be highlighted through education and incorporated into park management. Moderate to low support for a Resource Recovery Centre in the park. Current biodiversity worth celebrating.

DEVELOPMENT DIRECTIONS WORKSHOP II

Summary of Cattail Groups Discussions

Facilitator: Monica Giesbrecht, HTFC

Participants:

Kilcona Park Dog Club
City of Winnipeg Community Services
Bikes and Beyond
Manitoba Cycling Association
OURS Winnipeg



Lakes:

- Make water a full loop and widen it – all agreed great idea on many fronts - definition of space, separation of conflicting uses, better all season opportunities!
- Islands are great.
- Add bridge high enough for boats to go under it mid way down the new (north) 1000m waterway to connect the 2 sides of the park and for people to watch the boat races.
- No concerns about water quality raised by anyone at our table –
- One person really wanted to add fish to lakes.

Trails:

- Interconnected system of trails with a varied degree of accessibility throughout the park is essential.
- Some trails could be wide enough to be emergency access.
- Add winter (and maybe even summer along the expanded water edge) trails through the entire golf course. Does the golf course really need to stay (a few people asked)?

Circulation and Parking:

- Lots of new access points into the park around the entire S and W edge but no full driving road through the park.
- Add a bunch of smaller parking pods near activity centres (car at the edges approach).
- Make sure parking is set back and safe to get in and out of especially along Springfield where big trucks run.
- Need controlled intersections at Springfield and Lagimodiere + McIvor and Lagimodiere (lights). McIvor is especially unsafe turning on/off Lagimodiere.
- Discussion of a pedestrian overpass over Lagimodiere came up late in the discussion.

- Some concern over the service road along Lagimodiere being too little and congested for the car traffic. The rest of the group did not agree. Road could be widened and improved as an access road for that side of the park.

Recreation Zones

Dog Park

- Dog park needs to stay as big as it currently is but it would be great to move it's boundary to the north taking advantage of the lower lying wooded area in the NW corner. This way the dogs and their owners can also have varied topography including the open prairie on the hill they have now and the forested wooded areas with access to the water to the north. The golf course would be great too if it closes.
- Separate access for the dog park through the north part of church property with dedicated dog parking facility.
- If this area could be serviced with hydro and water including a washroom and maybe even a webcam that would be great!
- Put the entire dog park within a fenced well defined boundary reinforced by more planting. Plant trees on the landfill please.
- If the dog park shifts north then the southern half of the existing dog park can be converted into a dedicated terrain park. Dog Park Association representative ok with this.

Terrain Park

- Who will take care of this new extreme sports zone? 2 people in the group who represented groups who would take care of it and run it. The park could have zip lines and high ropes running across the water SE to a new rec area in the old maintenance yard zone.
- One person resistant to the idea of any extreme sports –really wants Kilcona to be the Assiniboine park of the North side of the city –was not sold by the others on their idea that this park has the opportunity to be something different
- The existing access to the dog park off McIvor and its parking lot would become dedicated to the Terrain Adventure Park.

Cross Country Running & Skiing

- Build another small bridge and connect Harbourview via trails to the smaller landfill cell. Use this cell for cross country skiing, tobogganing, snowboarding and less extreme summer mountain biking courses. Connect these to a larger linked trail system.

Maintenance Yard and Sports Fields

- The maintenance yard and recycling depot should move to the far SE corner of the site.
- The existing maintenance yard should be converted into a multi sports field zone with as many new soccer and ultimate fields as can fit here.

- Use the existing mid century maintenance building and renovate it into a clubhouse.
- Build a BBQ shelter (like the large ones in KP) on the water in this zone looking across to the terrain park. Make a small bridge over to the terrain park from here and connect with trails.

Harbourview:

- Renovate or gut the existing Harbourview complex.
- Make the location as the new multipurpose events centre (big focus on paddle sports, extreme sports and winter activities).
- Attract someone like wilderness supply to operate from the location – paddling courses, bike maintenance workshops, survival 101 workshops, winter snowshoe, skate and ski rentals etc.... Get a better food service provider.
- Bring water service to the complex came again and again throughout the session (mostly Lise).
- Move parking way closer to Harbourview and redo the surrounding site reshaping for better sight lines and accessibility. Bring all the family uses closer - connect better to the playground, move tennis, beach volleyball within view / short walk of the building. Convert places where parking, volleyball and tennis are now into more soccer and baseball fields.
- Add more family/community passive recreational space – make it interesting for seniors, families and leisure walkers too. This discussion led the group to consider removing the soccer and baseball from their existing locations on the west side of the site completely (rationale -now that there are many other new fields in the old maintenance yard and SE corner of the site this would not be a big loss –especially since this area has conflicting users). This would allow the entire SW corner of the park with it's existing winding paths, trees, and watercourses to become the community picnic / garden area. Suggestions included more small nature play zones, more vegetation (maybe different from all the other parks –more naturalized prairie and aspen bluffs), art installations, bird houses etc...
- Additional small lots off the service road along Springfield would service the community BBQ/Park area. One person concerned that this road would be overloaded.

Development:

- The small parcel the city owns on the way in off McIvor just south of church property north of access could be converted into a small commercial development – coffee shop + washrooms.

Support Facilities and Amenities:

- Harbourview would still be the key building location but each other activity area needs a smaller BBQ shelter or gathering space protected from elements with more accessible washrooms.

- Washrooms can be off the grid and portable in pods systems or modules.
- Keep disc golf and flying club –give them small pods of parking and signage.
- The entire park needs better signage and way finding everywhere- comprehensive legible system. Need a big sign for the park much closer to the corner of Springfield and Lagimodiere (in the median or on the east side of the ROW. Also need a sign south bound at Knowles or even before that as you are coming into the City – lots of people drive around the north perimeter to the park.
- The entire park needs a website and a friends of organization – programming will really make this park work! Take a page from the dog park website or look at how well the study website is working right now to get the word out.

Summary of Prairie Grass Group

March 16, 2013

Facilitator: Shauna Prociuk, City of Winnipeg Urban Designer

Participants:

Neighbour resident
Neighbour resident
River East Residents Association
City of Winnipeg
Neighbour resident
Kilcona Park Alliance Church
Cross Country Ski Assoc. of Manitoba/Kids of Mud
Perfect Circle Flying Club



Circulation and Parking & 6. Development (commercial/residential)

- The group liked the idea of a trail around the entire site, including through the golf course land -
- Discussion of getting rid of the golf course – no one had concerns about that – but didn't want to lose cross country skiing activity nor sell park land, wanted to keep this area recreation.
- There was discussion about selling land for housing along Knowles, as a means of raising money for improvements to the park. This was mainly unsupportive because the group wanted to keep the current amount of green space in that area as well as the fact that this would create extra costs for the residents who lived along the street. This was because sewer and water would have to be brought down the street and thus each existing home would be charged a large amount of money for this, even though they have already paid to install a septic system and well.
- There were other people who just didn't like the idea of getting rid of green space. Although they were amenable to leasing land on Lagimodiere to appropriate commercial businesses a means of making money for the park as well as serving the users of the park – ie coffee shop/ ice cream – washrooms, or dog grooming business or sports store or something.
- Group like trails connecting areas and entire site.
- The proposed path on the south side of the site goes through where the flying club sometimes fly their planes and wanted to see the path closer to the ponds, others agreed with that.

Harbourview Complex and supporting facilities:

- A couple people in the group preferred the complex relocated to Lagimodiere so it is more visible and easier to access.
- Majority preferred it remain where it is. More secluded and park-like setting. But everyone wanted parking closer to the building. Like the idea of the new commercial on Lagimodiere to fill the void of washrooms/ drinks/ etc. at that end of park.

Maintenance Yard:

- Not much discussion around this point.

Lakes/Waterways:

- Group liked the connected water system for boating in summer and walking dogs on or skiing on in winter.

Recreation Zones:

- In the discussion of removing the golf course, the issue of keeping / relocating cross-country skiing in a sheltered location was raised. One person had heard this site was not used much because the trails were not well groomed, while another said that blowing snow made it difficult to keep the trails well groomed. Thought the north area near the houses could make a nice sheltered ski trail area.

Dog Park

- Group did not want to make off leash park smaller, as it is currently very well used year round.
- Group felt there were other areas if the park that could accommodate the terrain park. Mentioned the Chris McCubbins cross country area a few times since it is well used but for only a very small portion of the year.
- There was also a discussion around expanding the dog park into the forested area in winter to allow users to have shelter, where it's more protected. Discussed the need for off leash park users to have a protected area from the wind.

Terrain Park

- one person really liked the terrain park idea as she is involved with the Kids of Mud program and thought it would be a good place for the kids to learn the rules of riding a bike in an off road situation.
- Does not have to be as large as indicated and they wouldn't necessarily need the undulating terrain, but would need some sort of circuit.
- the group felt the park is not easily accessible except by car and thus a terrain park would likely be a drive to activity and thus not really accessible by neighbourhood kids to ride to by themselves.
- Still liked the idea but thought there would need to be parking for this facility. They certainly didn't want to promote kids accessing the park in unsafe conditions - such as crossing Lagimodiere at an uncontrolled intersection, etc.

Splash Pad/ Skate Park

- One person expressed interest in this concept. No one else felt this park was a great place for this.

Sports Fields

- One person really liked the idea of this park, especially near the Harbourview Rec Complex, becoming an adult sports facility with soccer fields, baseball diamonds, and ultimate fields - something like Maple Grove Park or Buhler Park.

- thought that would be a great way of getting people to the restaurant and more activity on the site.
- The rest of the group wasn't against this proposal and agreed that more sports fields would be good, and especially since this is a drive to destination it would be ok to focus on adult sport.
- There was discussion surrounding how this would work with families and family activity such as the existing play structure area.
- There was discussion about moving the family activity and play structure closer to Lagimodiere along with skate park/ splash pad, but this was not the consensus of the group.

Entrances:

- Not much discussion on entrances. Status quo assumed?

Summary of Sunflower Group

March 16, 2013

Facilitator: Maureen Krauss, HTFC,
Aileen Zubrinski, HTFC

Participants:

Kilcona Dog Park

Buhler Recreation Park

Bike to the Future

Eaglemere Residents Association

OURS Winnipeg



Circulation and Parking

- Parking should be split into multiple smaller parking lots closer to each amenity within the park, as well as additional parking nodes along Springfield Road.
- Parking for the dog park should be separate from the rest of the parking and perhaps enclosed within hard boundaries of the dog park.
- Circulation should be kept to emergency and service access only.
- No support for a road through park
- Bark chip quality paths are okay

Harbourview Complex and supporting facilities

- Two facilities would be ideal
- The Harbourview Complex should be repositioned along the lake edge next to Lagimodiere Boulevard, as this is the most visible location, gateway to the park.
- Garden areas and terraces could overlook the lake for weddings.
- It could operate in conjunction with other commercial activity at this location.
- A smaller complex should be placed in the middle of the park (in the maintenance facility area but could be a smaller footprint) for a canteen and washroom facilities.
- Additional washroom facilities should be placed at dog park entrance

Maintenance yard

- The Maintenance yard should be moved to the southeast corner of the park and have public access for washrooms and changing facilities.

Lakes/waterways

- Lakes and waterways should form a complete ring throughout the park, for paddling, skating
- The main lake possibly smaller –
- One person wondered about dragonboating and paddling here as duplicating what is happening at Lake Shirley

- Some concerns about safety – depth of lakes and cleanliness
- An elevated bridge to allow for boats and skating occurring between the dog park/cross country running trail area.

Recreation Zones

Dog Park

- Should be enlarged on the hill but also take in the forest area to the north – flat space and wind shelter
- The dog park should have hard boundaries – fencing or snowfencing
- Concern for dogs in the water
- Lighting in dog park area could be via methane technology

Terrain Park

- The Terrain/Adventure Park would share space on the main hill but divided by hard border (fence)
- Terrain park could extend onto will cross country running hill
- Tobogganing and cross-country running trail could operate in same zone

Playing Fields

- Soccer fields good idea in the current maintenance area
- Additional sports fields could be added to the southeast end of park close to the Maintenance facility that have dual purpose of washrooms
- Disc Golf, Flying Club, and Golf Course should remain in current locations.

Trails

- Cross Country skiing trail on the golf course preferred with possible winter lighting
- Too many novice golfers to put an all season trail through the golf course
- A biking trail could go through the forest area next to the flying club

Development – commercial/residential

- A small commercial development should be located along Lagimodiere Boulevard
- There was no support for residential development – why decrease landmass.

Entrances

- No discussion on entrances only that greater visibility needed
- Assume with more parking nodes there is increased entry points into park

Summary of Suggestions from the Geese Group

March 16, 2013

Facilitator: Shannon Baxter, HTFC

Participants:

Transcona Trails Association

Resident

Prairie Architects

Resident

Transcona Trails Association

City of Winnipeg



Harbourview:

- Relocate it closer to Hwy #59; needs to be in a visible location and close to picnicking areas.
- Could still be located along the waterway and capitalize on that relationship.

Lakes:

- Loved the full loop for boating, as well as dog-walking during the winter. It was felt that it is nicer to have a circuit than just a turn around point.
- Some hesitation that large boating events would even be held here (in the eastern waterways where larger straight distances are available).
- Waterways don't have to be very deep to use for kayaking, canoeing, etc.
- Did not discuss islands.

Recreation Zones:

- Dog park to be southern 2/3 of large "island"; needs to be fenced off from road and have water access. Southern area of "island" is seen as prettier and therefore more enjoyable for dog-walking.
- Terrain park in northern 1/3 of large "island".
- Maintain current Cross-Country running area and add toboggan hill as a winter use to separate dogs from toboggans.
- Use western park space between Hwy #59 and water as picnic and soft use recreation.
- Suggest using the maintenance yard building as a canteen kiosk w/ washrooms and having 3 soccer fields and 1 baseball field in that zone. It becomes the organized sport zone.
- Maintain disc golf and flying club area.
- Add a splash pad to the milieu of recreation spaces near the existing Harbourview. The area becomes a neighbourhood park within a city park. Need new access off Cox Boulevard.

Size and Development:

- Commercial development along Hwy #59 just wouth of existing entrance; development to be limited to businesses that are complimentary to park uses (sport shops, dog groomers, etc.).

- Seniors housing development along far east of site adjacent to the neighbourhood park (as referenced above). How great would it be to have seniors mixing with children? Seniors may enjoy the proximity to the golf course. Plus, it adds eyes on the site 24/7 which would help address vandalism in this far-flung corner of the park.

Entrances:

- No discussion of entrances (not on purpose – just excited about everything else!)

Roads and Parking:

- Like the idea of smaller pods of parking throughout site rather than large areas.
- Add some public parking close to the Harbourview complex.
- Road through the site was seen as necessary – not everyone is mobile enough to explore the site on foot and a road would give those people an opportunity to enjoy the park or at least find out what is available. It would also be a PR tactic, as people need to see the landscape within this park rather than just its face on Hwy #59 and Springfield Road in order to entice them into becoming users. The road (with parking along it Kildonan Park-style in some areas) would run along the north of the “large island” so as not to interfere with the off-leash area and to offer road-side areas for stopping along the waterway to picnic/just enjoy the view/ watch boating events.

Trails:

- Expand upon existing trail network within the disc golf and flying club area to create multi-purpose trails wide enough for bikes and walkers with a well-draining surface.
- Pedestrian and cycling bridge over Hwy #59 connecting the park to the neighbourhood.
- Trail through golf course was generally supported. Add pedestrian gate to west end of golf course.
- Shade needed along trails.

Support Facilities and Amenities:

- Will need washrooms/change-rooms at east of site now that Harbourview is relocated.
- Create a canteen kiosk with washrooms in the repurposed maintenance building.
- Relocated maintenance yard onto leased land between park and church.

APPENDIX G

SURVEY SUMMARY

Kilcona / Harbour View Park Revitalization
Comments and Feedback



The City of Winnipeg
Unit 15 - 30 Fort Street,
Winnipeg, Manitoba
Canada
R3C 4X5

www.winnipeg.ca/ppd

Date:	
Name:	
E-mail Address:	
Postal Code:	

Please fill out the below questions:

How do you use Kilcona Park / Harbour View Recreation Centre?

What times/days/seasons do you most often visit the park?

What area and facilities do you use most?

What is well done or the best things about the park?

What would make it an even better destination for you?

What are the problems you see as a Kilcona / Harbour View Recreation Centre park user?

What fails to enrich your park experience?

Is there a reason you do not use the park?

What would be on your wish list for the park?

Do you have any recommendations on ways to help fund the redevelopment of the park?

KILCONA/ HARBOUR VIEW STRATEGIC RENEWAL PLAN WEBSITE COMMENTS

4235 RESPONDENTS

	SUGGESTED IMPROVEMENTS	#	LIVES/USES	#	CONFLICTS/CONCERNS	#	FUDING POTENTIALS	#	
ACCESS & PARKING	more parking	5	lots of parking	2	parking gets busy on some weekends (esp. when sports fields being used)	3			
	improve connectivity to surrounding community	2			cycling on springfield	2			
	A proper turn-off lane to the park from the Highway 75	1			remote location	2			
	more disabled parking signs by paved trails	1			only accessible by car	2			
	more parking	1			parking lot - off leash users vs other users	1			
	parking close to building	1			safe access to main entrance on Lagimodier - many accidents from people trying to cross the highway both coming and going from the park				
	public transit	1							
	separate parking for off leash area	1							
	would like park to be accessible by bike (springfield road is not safe for bikes)	1							
AMENITIES	more garbage cans	33		15	harbour view recreation center fallen into state of disrepair	10	barbeques	9	
	washrooms open consistently & through winter (ie. 6am- 9pm year round)	30		12	enforce "no dumping" in parking lot	3	raffles with prizes	5	
	benches	19		12	fees in Harborview Complex area too expensive	2	agility equipment and bookings for tournamemtns and exhibitions	4	
	shelter close to parking lot and dog play area	13		10	not knowing if restaurant will be open	2	sports or carnivals	3	
	improved restaurant	6		9	do not like the new garbage cans - the lids are hard (and gross) to open	1	charge for rentals	2	
	More Restrooms - another washroom at east side of large hill	5		6	do not want more active transportation links, routes or pressure from these special interest groups	1	pancake breakfasts	2	
	picnic tables	4		5	limited places to go for refreshments	1	put in Tim Hortons (coffee shop)	2	
	relocate tobogganing	4		4			admission/donations to theme events (ie. movies/music/theater in the park, dog shows)	1	
	relocate baseball and soccer	4		4			carnival	1	
	fix the dock	3		4			donate a bench or picnic table	1	
	bring back water activities	2		3			farmers market	1	
	canoe/ kayak launch	2		3			fundraisers - selling flowers, fruit, dog necessities	1	
	easier to access washroom	2		2			instructional courses - ex. Geocaching/ bird watching/	1	
	more facilities to purchase goods or food	2		1			flora and fauna	1	
	more washrooms	2		1			market garden	1	
	waterpark	2		1			movie in the park	1	
	barbeque pits	1		1			set up a little shack that sells hot chocolate and coffee to park users or cold things	1	
	better picnic areas with washrooms	1		1			zipline - charge to use	1	
	boat rentals	1		1					
	build ball and sail day for toy boats	1		1					
	cani cross or snowshoeing	1		1					
	empty garbage cans more often	1		1					
	fix the tower	1		1					
improve golf course	1		1						
improve maintenance	1								
improve mini golf	1								
indoor gym for rental/parties (floor hockey, soccer, basketball, blow up bouncers, play structure), social hall (generate revenue), fitness classes	1								
more picnic tables and benches around playground	1								
move city yard	1								
outdoor fitness equipment (exercise circuite) for seniors and all ages	1								
outdoor patio	1								
picnic shelters	1		4						
Warm up Hut	1		1						
year round hockey/ roller rink	1								
BOUNDARIES	better demarcation for off leash and on leash areas	3			adding a fence (ie prison)	2			
	better boundaries of where things start and end	2							
	fence park along springfield road	1							
	fence along highway	1							
DOGS	increase size of off leash area	26		2	making off leash area smaller	66	use dog licensing fees/ raise fees	4	
	allow off leash use in forest	14		168	owners not cleaning up after dogs	33	dog festival - where agility, rescue agencies, pet stores, groomers, etc pay for space and have products for sale,	2	
	bag dispensers	9			tobogganing	14	dog walk with pledges	2	
	fencing between off leash and sports fields	9			baseball and soccer fields	9	pet memorial	2	
	improved dog beach area (less rocky)	4			recently lost use of the "U" hill and the forested area for off leash use	3	dog wash events	1	
					bias against off-leash dog spaces and tendency to treat this use as incompatible with other uses and value of dog walkers marginalized	2	fine people who do not pick up after their dogs	1	
	stricter enforcement of off leash dogs in on leash areas	4							
					dogs off leash in the on leash area of the park	2	Host events like Fido event and Seeing eye dog event	1	
	accessible off leash path/ areal(s) for seniors and people with mobility concerns	3			dog & goose droppings all over the place	2	Increase Kilcona dog park membership fee	1	
	fenced in area for dogs	2			non off leash users - ie. Cyclists/ joggers	2	Kilcona Dog Park merchandise - hats, tshirts, etc.	1	
less dogs running around	1			better control of dogs in parking lot	1				
NO dogs on or off leash (in harbourview area)	1			a lot of dog feces in soccer/ baseball fields	1				
Park volunteers who stop those violating the off leash rules	1								
reducing off leash area	1								
					do not want fireworks (stress dogs)	1			
					do not want hot air balloons (stress dogs)	1			
					getting chased by dogs when riding bike	1			
					have stopped going to the park because of the dogs	1			
					marshy, overgrown areas in the center of the park - about 60% of off leash area is unusable because of this	1			
					poor sharing between dog walkers and non-dog walkers	1			
					baby and moms fitness class being jumped on and barked at by dogs	1			
LANDSCAPE	trees (shade and wind break)	47			areas looking run-down	1	cut less grass	1	
	said trail would be better if there were shelter trees to protect it from bullying northwest winds. The track is just too exposed and always blows in soon after grooming, depending on the winds.	1		43	scenic park- ponds/ wooded areas	1			
	green lawns	1							
	wind breaks	1		6	new trees planted				
				5	grass areas mowed in summer				
LIGHTING	lighting (along trails)	13			parking lot lighting	1			
	lighting at field near parking lot	6							
	park lights that are fueled by dog feces	1							
SIGNAGE	signs - pick up after dog	4							
	signage - to point out destinations	3			cyclists in off leash area (cycling paths not clearly outlined)	3	sell advertising on park benches, waste receptacles, doggy bag recepticles, washroom facilities, baseball diamonds..	1	
	maps of the area for new visitors- can learn about everything available at Kilcona/ Harbourview Park	2			poor signage creates potential conflicts between user groups	1			
	signs - how long paths are (km markers)	1			poor signage - no one knows it is there	1			
TRAILS	Trail improvements (ie. Muddy trails)	48		13					
	Trails - more	5		10	inadequate trails	1			
	better trails/ paths	4		6					
	paved trail connection from where AT trail enters park in the SW to the main pavilion/ golf course area	4		6					
	Trails - accessible trails in off leash area	3		2					
	better connectivity with cycling paths	1		1					
	construct footbridge across the water leading back to the east-west service road to create a loop	1		1					
	connectivity between different areas	1							
	cycle through the park	1							
	more multi purpose paths connecting to various areas	1							
pathways connecting to proposed floodway AT paths	1								
	stairs to riverwalk so it is accessible	1							
	Trail loops	1							
WATER	water fountain (for people and dogs)/ dog wash area	21		26	access to lakes (summer and winter)				
	improved lake water quality	11		2	canoeing/ kayaking	14			
	water feature for dogs - dog splash park	5							
	access to ponds	2							
MISC	advertising to increase usage	2		2	social aspect	2	small fee to use the park per visit/ mandatory memberships/ yearly fee	19	
							donations program for the park	3	
							buy a brick campaign	1	
							naming rights	2	
							No development	1	
							park user fee	1	
							pet companies who pay for sponsorship	1	
							sale of methane gas	1	
							senior bus tours	1	
							Sponsorships	1	

APPENDIX H

OPEN HOUSE

WHAT'S HAPPENING?

1

STUDY OBJECTIVES

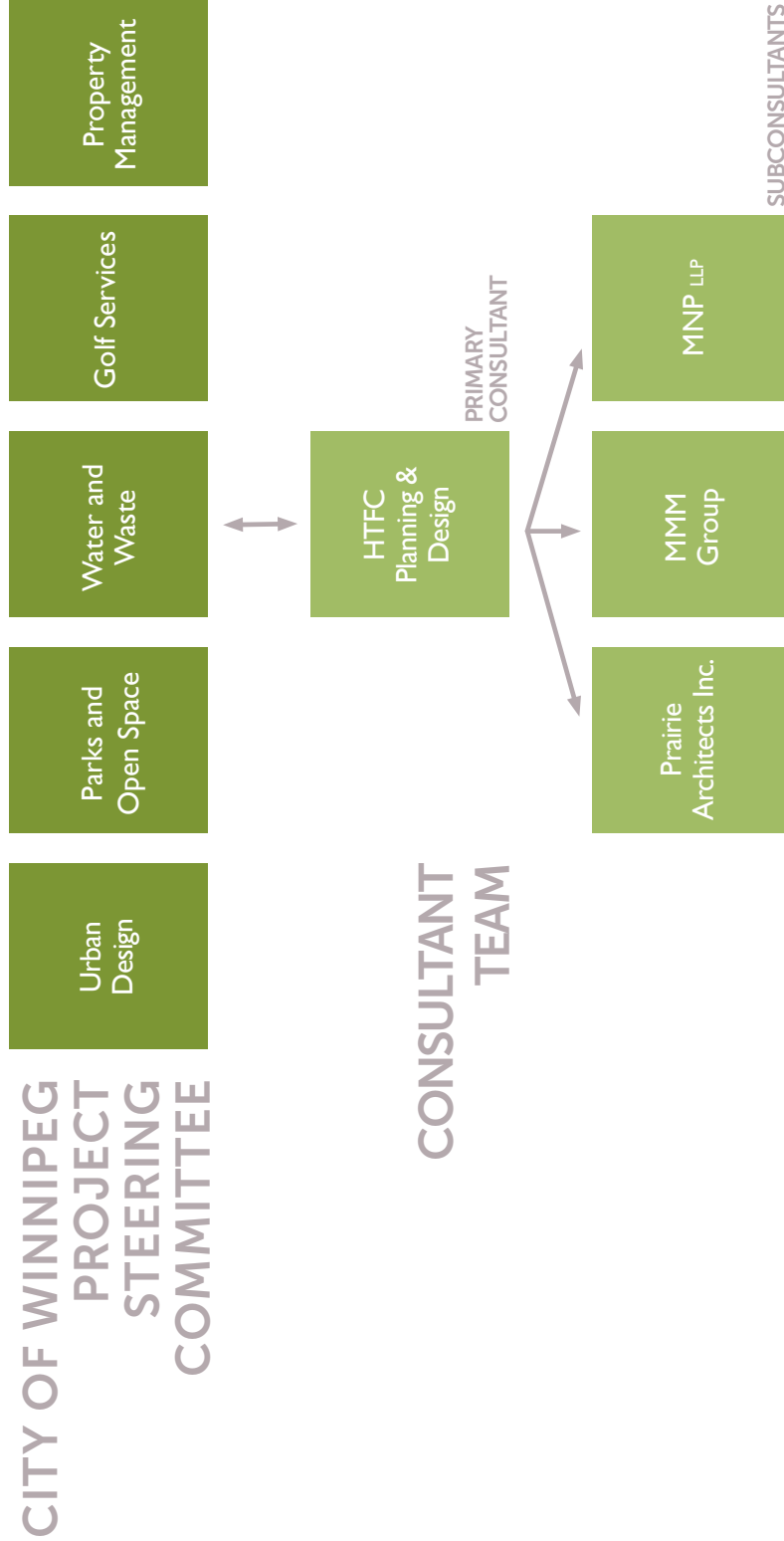
1. Conduct a comprehensive review and analysis of existing site and facility conditions, use patterns, and recreation needs
2. Conduct public consultation and input to the Plan from key park stakeholders, users, elected officials and the community-at-large
3. Recommend potential redevelopment and investment opportunities, project phasing and cost estimates
4. Examine models of funding, service and program delivery and a governance strategy to assist the City in the implementation of the Plan

from City of Winnipeg Terms of Reference

WHAT ARE WE STUDYING?

- trends in activity and recreation
- natural systems, land use, conditions
- facilities
- infrastructure
- safety and accessibility
- existing park users, potential park users
- linkages and connections
- financial analysis

WHO ARE WE?

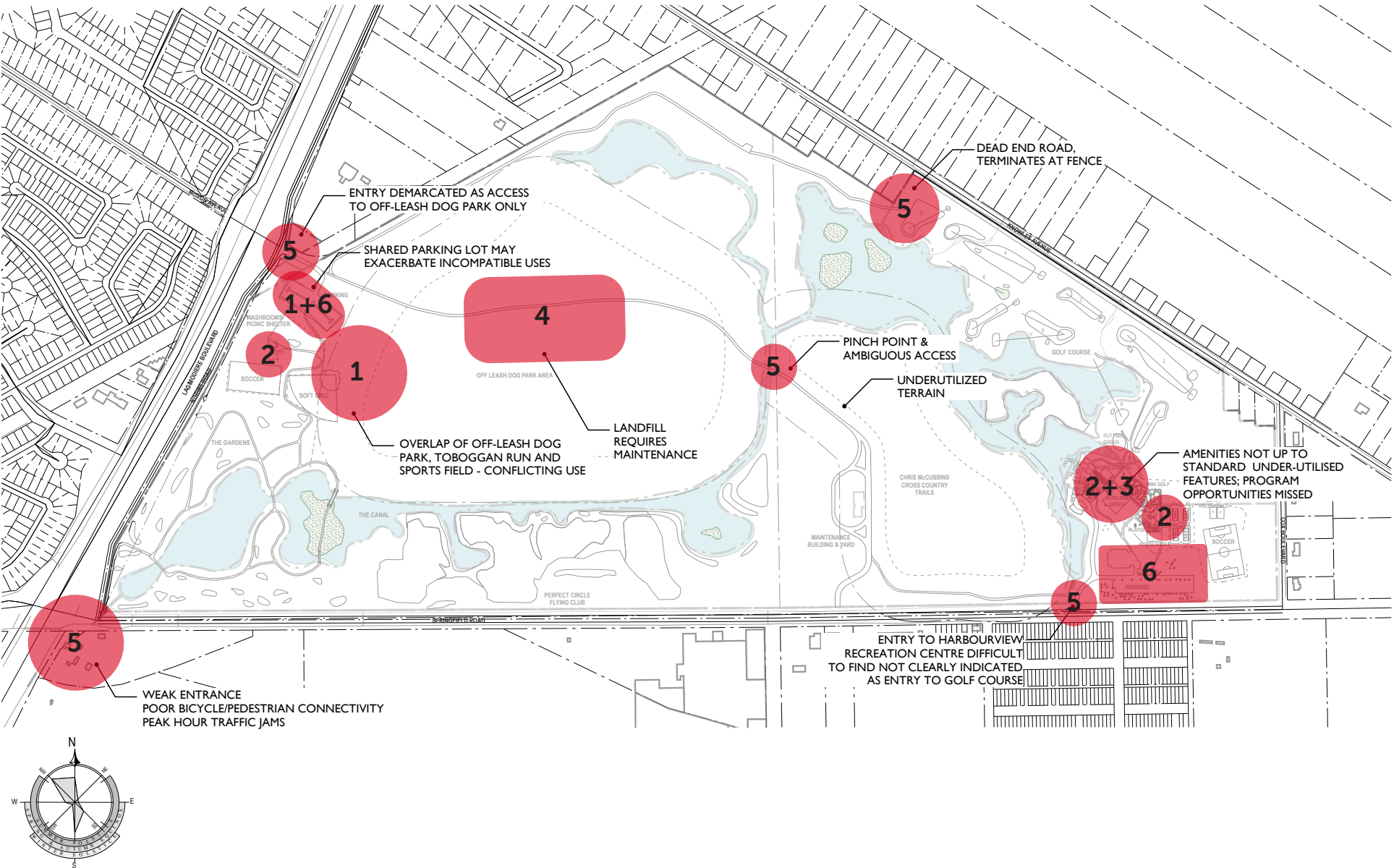


WHY A STRATEGIC RENEWAL AND ACTION PLAN?

Throughout the late 1970's to early 1980's the City of Winnipeg invested significantly in the development and maintenance of Kilcona Park & Harbourview. However, like many municipal assets, the park's infrastructure is aging and requires substantial investment to meet current community needs and standards. To ensure the city's resources are expended wisely, a study was commissioned to identify priorities and strategic renewal ideas to ensure effective redevelopment and long term sustainability.

WHAT ARE THE ISSUES AND STRENGTHS?

This plan illustrates Kilcona Park's key issues and strengths as derived from site analysis, community consultation and steering committee input.



The Key Issues

- 1 User conflicts
- 2 Structures in disrepair
- 3 Flooding
- 4 Landfill maintenance
- 5 Lack of internal access and external connections
- 6 Parking concentration

The Key Strengths

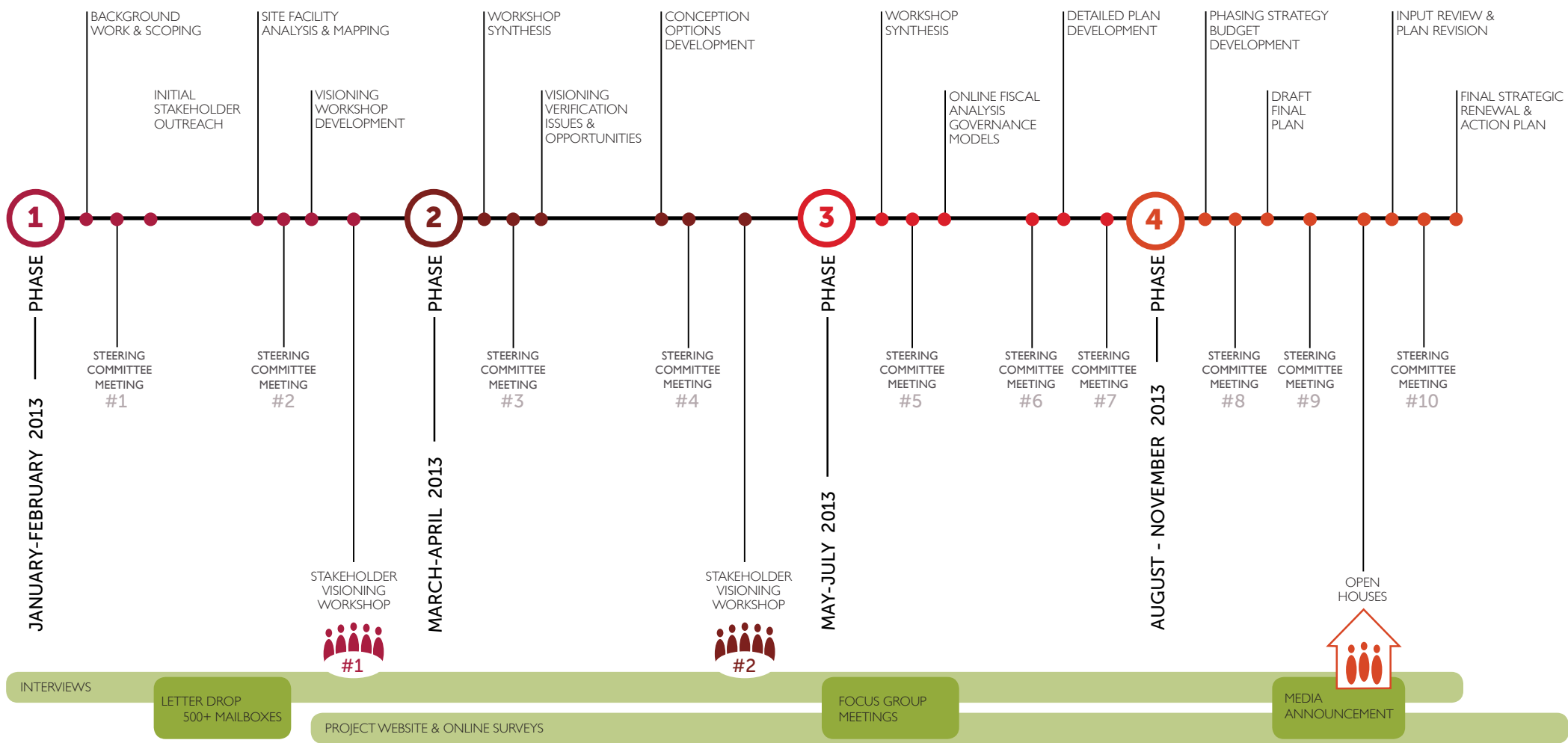
- Unique network of waterways
- Interesting and diverse terrain
- Distinctive structures - building, shelters, bridges
- Dedicated park stewardship groups
- Year-round use
- Space

HOW DID WE DO IT?

PROCESS

HTFC Planning & Design developed a comprehensive community consultation process to engage Kilcona Park and Harbourview Recreation Complex key user groups as well as the broader community.

This input, along with analysis from the consultant team and direction from the steering committee, shaped the two phase plan presented in the following boards.



KEY STAKEHOLDERS

- Park User Groups**
- Perfect Circle Flying Club
 - Kilcona Park Dog Club
 - Manitoba Organization of Disc Sports - Disc Golf
 - Athletics Manitoba - Chris McCubbins Cross Country Running Course
 - Winnipeg Youth Soccer Assoc. - Phoenix Soccer Club
 - Manitoba Cycling Assoc. - Cycle Cross events
 - Manitoba Paddling Assoc. - Dragon Boat events

- Harbourview Complex**
- Harbourview Golf Course Pro Shop
 - Lakeland Golf Management
 - Salisbury House Caterers

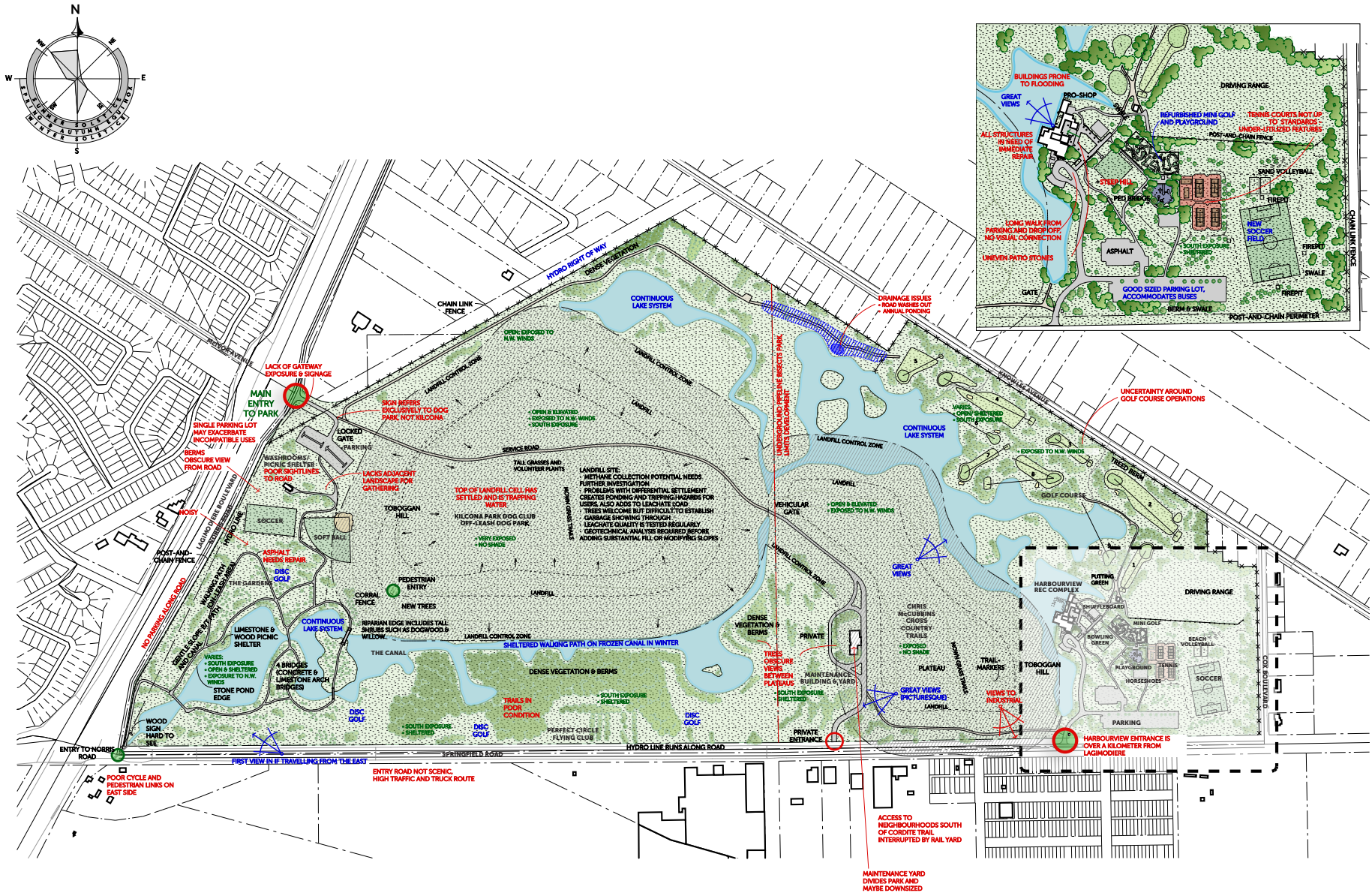
- Interest Groups, Neighbours, Other Resources**
- Eaglemere Residents Association
 - Beautify Eaglemere
 - WRHA Transcona Access
 - WRHA River East Access
 - River East Neighbours Network (RENN)
 - Transcona Community Network
 - Transcona Trails Association
 - River East School Division
 - Concordia Hospital Foundation
 - Gateway Community Centre
 - Valley Gardens Community Centre
 - North Kildonan Community Club
 - Kilcona Park Alliance Church
 - King's Church & School
 - Bike to the Future
 - Physical Activity Coalition of Manitoba (PCAM)
 - Prairie Pathfinders
 - Sport Manitoba
 - Manitoba Paddling Association
 - Sail Manitoba
 - Manitoba Rowing
 - Cross Country Ski Assoc. of Manitoba
 - UofW (Forest Management Program)
 - Red River College (Greenspace Management Program)
 - Manitoba Eco-Network
 - International Institute for Sustainable Development
 - Nature Manitoba
 - Green Action Centre
 - Manitoba Environmental Industries Assoc.
 - Springfield Road Businesses
 - Bikes and Beyond
 - Wilderness Supply
 - Mountain Equipment Co-op
 - Winnipeg Arts Council
 - OURS Winnipeg

- Government**
- Area MLA
 - Area MP - Kildonan - St. Paul
 - City of Winnipeg - Councillors
 - City of Winnipeg - Manager of Parks
 - City of Winnipeg - Park Services East Area Tech
 - City of Winnipeg - AT Coordinator
 - City of Winnipeg - Accessibility Coordinator
 - City of Winnipeg - Naturalist
 - City of Winnipeg - Forester
 - City of Winnipeg - Flood Protection Engineer
 - City of Winnipeg - Manager Solid Waste Mgmt
 - City of Winnipeg - Community Services
 - City of Winnipeg - Recreation Technician Planner
 - City of Winnipeg - Transit Planner
 - City of Winnipeg - Street Engineering
 - RM of Springfield
 - RM of East St. Paul

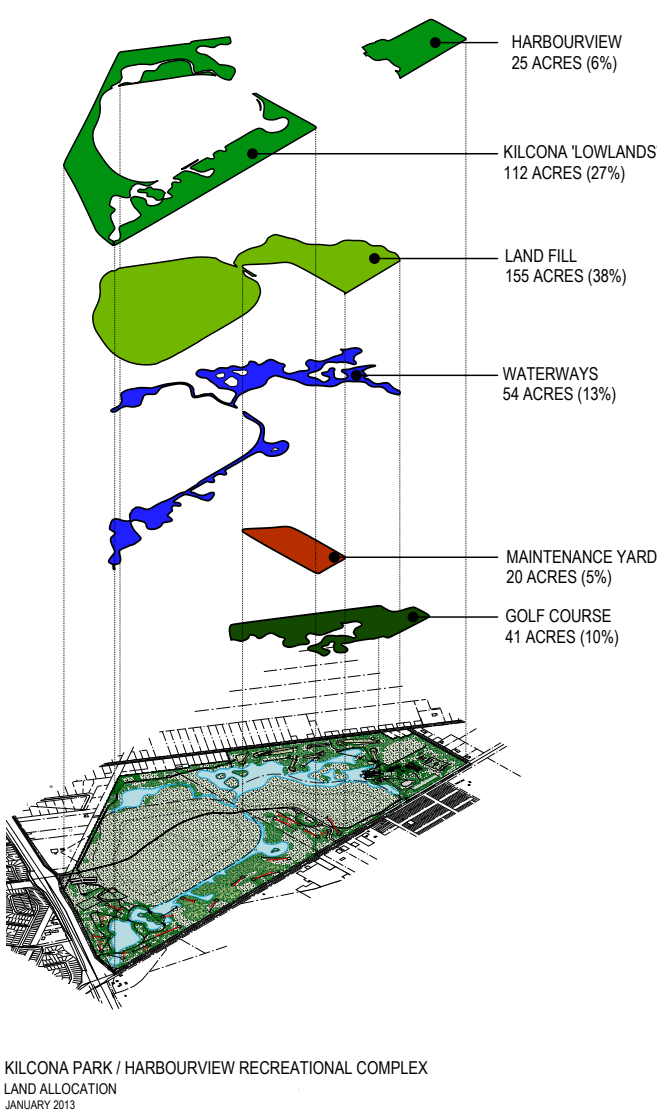


DETAILED ANALYSIS

This plan includes issues and ideas from various sources, including the consultant team, stakeholders, web survey, and city representatives.



ZONES & SIZES



OTHER STUDIES

Harbourview Recreation Complex Building, Courtyard and Shoreline Structures Study, Genivar Engineering (June 2012)

Harbourview Recreation Complex Water Damage Mitigation Study, KGS Group (2011)

Site Conditions Evaluation Study, Dean Spearman Landscape Architect (May 2004)

Draft Guidelines for Off Leash Parks for the City of Winnipeg, Dean Spearman Landscape Architect (pending)

The Kilcona Landfill Site Assessment - KGS Group (pending)

HOW DID WE DO IT?

5

APPROACH

Developing the Strategic Renewal and Action Plan for Kilcona Park and Harbourview was a large and complex undertaking. Work included analyzing the site, distilling the issues, hearing and understanding constituent concerns, and seeking new and innovative opportunities to revitalize the park. This process affirmed a clear vision for the park, which translated into an action plan identifying several strategies to meet immediate requirements and more adaptable long-term objectives.

Key Strategies

1. Start by investing in those things that need fixing to meet safety and accessibility requirements.
2. Institute a governance model that allows access to private funds, provides a single point of contact for public, and establishes a dynamic presence in the park to manage programs and facilities.
3. Actively seek other sources of revenue and partnerships to help offset capital and operating costs.
4. Work persistently at park enhancements in partnership with users, responding to needs and opportunities as they emerge. Focus on better links, better services for existing users, and better distribution of amenities.
5. Construct and operate the park in a manner that is economically, socially, and environmentally sustainable, and embraces, new partnerships and innovation.



WHAT'S THE PLAN?

KILCONA/HARBOURVIEW RECREATION COMPLEX MASTER PLAN

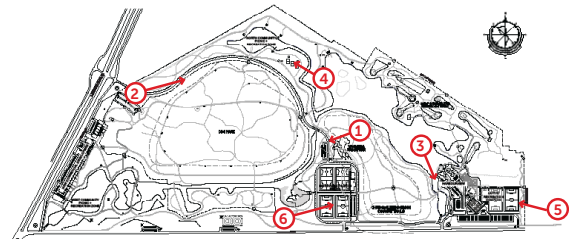
This plan illustrates the solutions derived from community input and the steering committee's preferred development direction for Kilcona Park and Harbourview Recreation Complex renewal.



WHAT'S THE PLAN?

VISTAS

These six images show renderings of feature areas within Kilcona Park. Both Phase I and Phase 2 are represented.



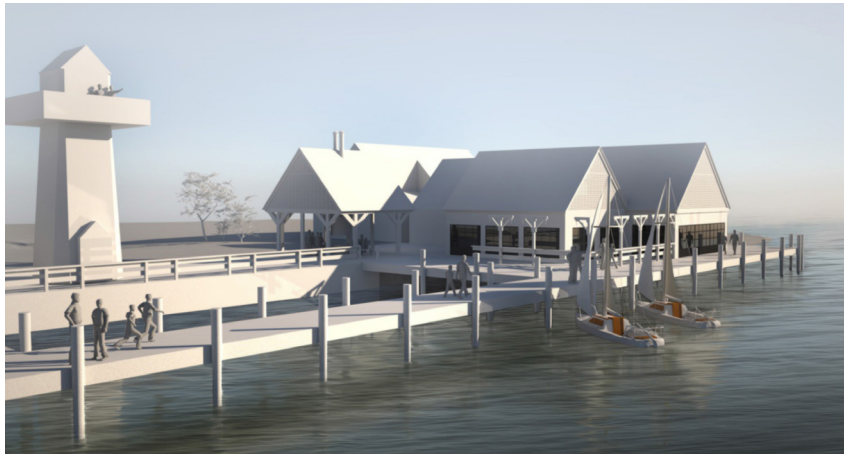
Key Plan



① Terrain and snow park zone



② Parkway at entrance to off-leash dog park



③ Seawall and dock at Harbourview



④ North community picnic and recreation zone



⑤ Refurbished Harbourview with new active recreation complex

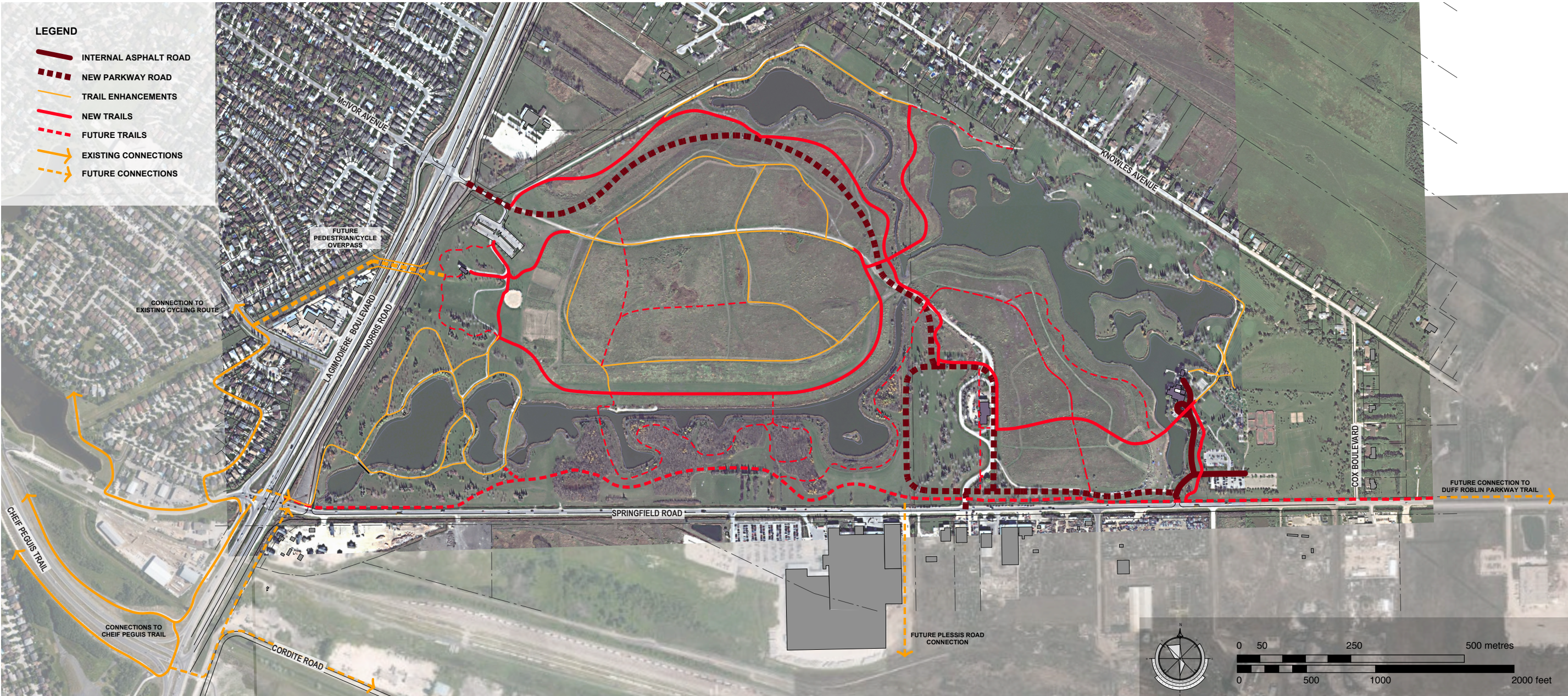


⑥ Outdoor athletic fields and repurposed maintenance building

WHAT'S THE PLAN?

LINKS

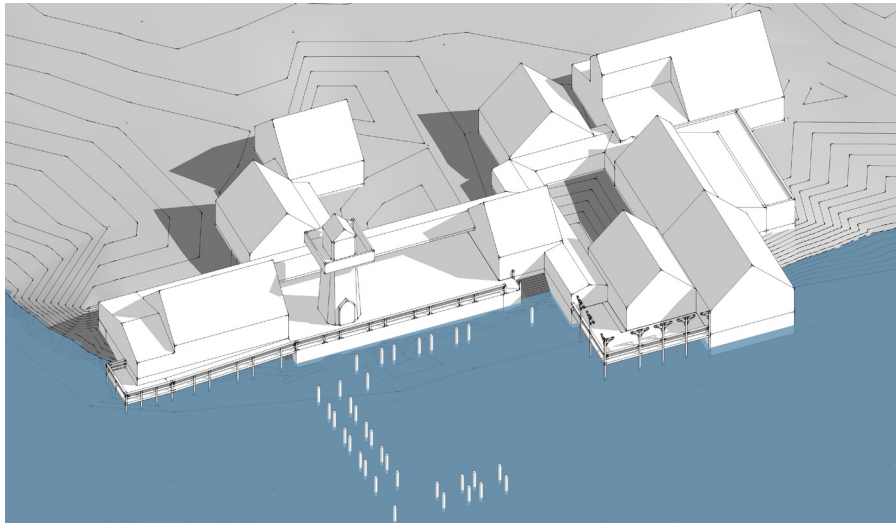
This plan illustrates existing, proposed and potential future links for increased internal and external connectivity, based on the need to better connect Kilcona Park for enhanced passive recreation, active transportation and general visitor access.



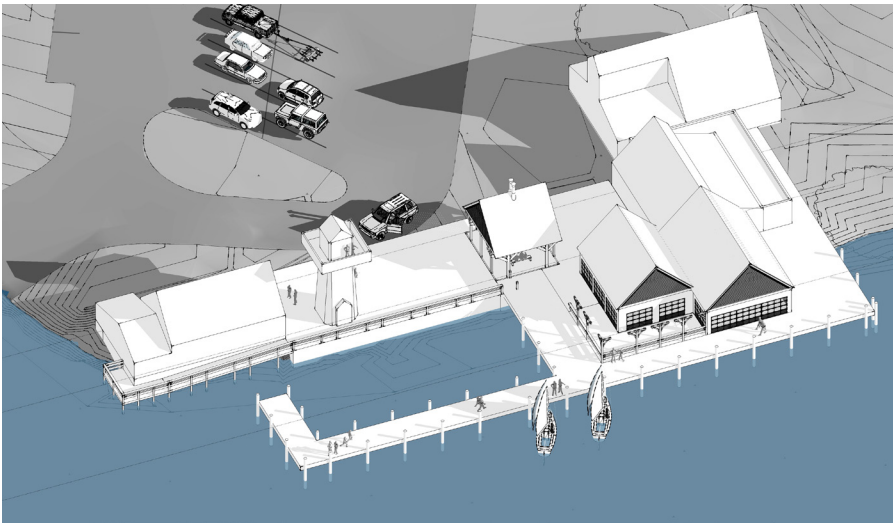
WHAT'S THE PLAN?

HARBOURVIEW COMPLEX

EXISTING

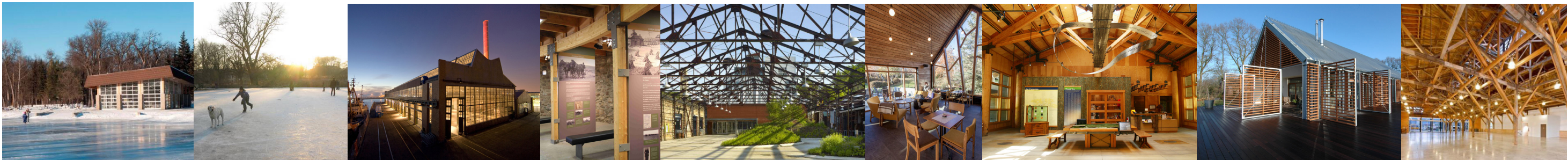


PROPOSED



Renewal Plan

- Demolish areas that do not function well or beyond life cycle
- Decommission unused areas and open them up for flexible, multi-purpose options and lakeside views
- Renovate existing space to improve visitor experience, programming and revenue generating opportunities.
- Maintain the heritage character by retaining iconic features such as rustic timbers and look-out tower.
- Repair the seawall and build new docks to allow for water related activities for visitors and groups.
- Improve access to the facility with plaza repairs, new visitor drop-off and closer parking



SIMILAR FACILITIES & INSPIRATION

WHAT'S THE PLAN?

DESIGN FEATURES AND SUSTAINABILITY



Seasonal-use composting toilets Methane dog waste digester



Groundsource energy - lake geothermal



Recycled and re-commissioned materials



Constructed wetland for water treatment



Wayfinding system



Re-use and restore existing facilities



Environmental learning & discovery



Renewed park identity



Year-round use & enjoyment



Nature & Biodiversity



Active & Passive Recreation

WHAT HAPPENS NEXT?

PHASE 1

The Phase I priorities address key upgrades to improve safety and accessibility and repairs that require immediate attention to avoid greater costs in the future. Phase I has a budget estimate of approximately \$10 million dollars.

- ELEMENTS**
PHASE I:
- 1 New Entrance Signage
 - 2 Dog Park Enclosure enclosed parking lot chain link and planting with multiple gates
 - 3 Parkway internal asphalt public roadway with parallel parking
 - 4 Harbourview Repairs building renovation seawall, courtyard and parking lot
 - 5 Lake Redevelopment lake excavation and island removal to increase water access and to cap landfill
 - 6 Additional Parking Nodes new parking along Springfield Blvd.
 - 7 Washroom Upgrades west picnic shelter washrooms new public washrooms in maintenance building
 - 8 Relocated Sports Fields
- ADDITIONAL IMPROVEMENTS**
- Picnic Areas in Southwest and Northwest Corners
 - Beautification Plantings: Parkway Trees & Ornamental Plantings
 - Trail Improvements in North Picnic Area and Dog Park
- ESTIMATED BUDGET: \$10 million dollars**



WHAT HAPPENS NEXT?

PHASE 2 AND FUTURE OPPORTUNITIES

Phase II focuses on new enhancements and amenities for existing uses, and a few new ideas for under-utilized areas, to bring more people to the park and increase park use. New features will bring a refreshed, updated park image and new recreational offerings. It is anticipated that new programming opportunities and partnerships will arise in the

future that may support the ongoing sustainability of the park. This phase has a budget of approximately \$7 million dollars, which could potentially be offset by development of park-related/park-friendly commercial development along Lagimodiere Boulevard. The City will consider acquiring offsetting lands from adjacent properties if they become available.

- ELEMENTS**

PHASE 2:

 - 1 Shoreline Restoration
vegetation & cattail plantings to improve water and scenic quality and wildlife habitat
 - 2 Athletic Field Zone
two additional athletic fields
maintenance building renovation to include public multi-purpose space
tot lot, parking lot and trails
ring road completion
 - 3 Terrain, Toboggan & Snow Park Development
 - 4 West and North Park Enhancements
trail restoration
additional picnic areas and plantings
 - 5 Active Transportation Link
including improved Springfield Road crossing
improved connections to Chief Peguis Trail
 - 6 Additional Washrooms
seasonal, composting toilets
 - 7 Internal wayfinding system
 - 8 Wetland boardwalks and shelter
 - 9 Geothermal building upgrades
 - 10 On-site water treatment wetland cells

ESTIMATED BUDGET: \$7 million dollars
- FUTURE OPPORTUNITIES**

 - Active Recreation Complex
 - Lagimodiere Boulevard Commercial Development
 - Golf Course/Parkland Space

BUDGET: Determined on a project basis as partnerships and opportunities arise



WHAT'S MY ROLE?

PLEASE TAKE A MOMENT TO SHARE YOUR THOUGHTS ON WHAT YOU HAVE READ AND SEEN TODAY AND YOU'RE ROLE IN IT. WE WANT YOU TO COMMENT, CONTRIBUTE AND CONNECT!

COMMENT

Are we on the right track?

Do you think the Kilcona Park/Harbourview renewal plan is heading in the right direction? Your input is valuable to the plan, please take time today or in the next few days to:

1. Talk to us - we're here to listen!

You can provide your input to any of the Open House coordinators. We will summarize what we've heard.

2. Leave a Comment

Need some more time?

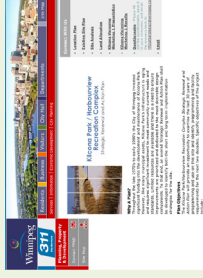
3. Mail a Comment

Take the form away and mail it back to the address at the bottom.

4. Post a Comment Electronically

go to the City of Winnipeg home webpage of the Property, Planning and Development Department **www.winnipeg.ca/ppd**

Look under the *What's New* section



CONTRIBUTE

Community partnerships will help make the plan happen!

If you or your organization can play a role, we want to talk!

Contact:

Rob Zanewich, Project Manager
City of Winnipeg, Property Planning and Development
rzanewich@winnipeg.ca
204-986-4171

CONNECT

These Kilcona Park user groups invite you to learn more about their organizations and activities.

Athletics Manitoba – Cross-Country Running
www.athleticsmanitoba.com

Kilcona Park Dog Club
www.kilconaparkdogclub.ca

Disc Golf - MODS Manitoba Association of Disc Sports
www.modsgolf.com

Manitoba Paddling Association
www.mpa.mb.ca

Harbourview Golf Course & Golf Leagues
hv@lakelandgolfmanagement.ca

Winnipeg Perfect Circle Flying Club
www.wpcf.org

Transcona Trails Association
www.mts.net/~ttrails

Please refer to the City of Winnipeg Website for other community connections.

Kilcona Park/Harbourview Complex Strategic Renewal and Action Plan

OPEN HOUSE COMMENTS SHEET

What suggestions or comments can you provide regarding the Kilcona Park renewal plan presented today?

Do you agree with the general approach of the Harbourview complex renewal plan?

☐ Yes

☐ No

☐ Undecided

Comments:

Do you have any specific concerns related to the Kilcona Park renewal plan?

In your opinion, what are the three most important needs for Kilcona Park/Harbourview Complex?

1.

2.

3.

What other ideas should be considered for Kilcona Park/Harbourview Complex?

How Often Do You Use Kilcona Park?

☐ Almost every day

☐ Several times a week

☐ Once a week

☐ Once a month

☐ Less than once a month/rarely

We need your feedback submission by November 29, 2013.

You may return this form to an Open House Coordinator or:

Mail/Fax/or Drop Off your response to:

HTFC Planning & Design

500 – 115 Bannatyne Avenue East

Winnipeg, MB R3B 0R3 Fax (204 957 1467)

This form and other information can be found at the project website:

www.winnipeg.ca/ppd/planning/KilconaParkHarbourviewRecreationComplex

KILCONA/ HARBOUR VIEW STRATEGIC RENEWAL PLAN OPEN HOUSE COMMENTS

84 RESPONDENTS

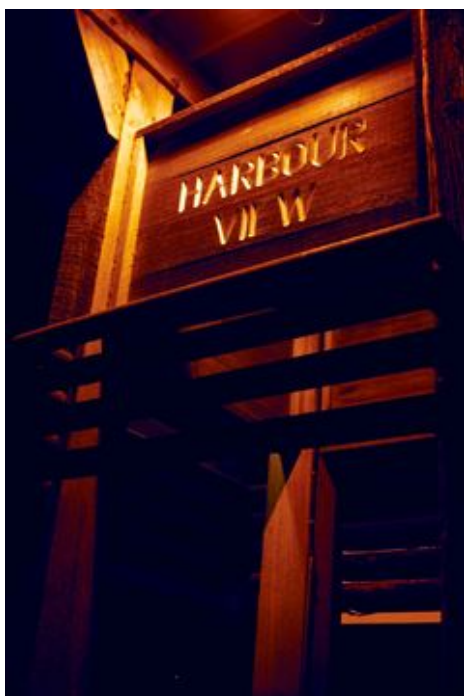
	SUGGESTED IMPROVEMENTS	#	LUKES/USES	#	CONFLICTS/CONCERNS	#	FUDING POTENTIALS	#
ACCESS & PARKING	traffic light at Lagimodiere Boulevard	5	increased parking	9	roadway through park	3		
	parking close to clubhouse	3	active transportation links	8	maintenance of roadway in winter	2		
	bus access	2	internal roadway	6	parking too close to Western Flying Circle	2		
	access		connection to Chief Peguis Trail	5	active transportation link should be in phase 1			
	asphalt roadway		accessible pathways	3	speed limit reduction for Springfield Road			
	improved internal road access		access for emergency vehicles					
	pedestrian overpass over Lagimodiere Boulevard		parking along roadway					
AMENITIES	roadway safety improvements							
	accessible rest rooms	10	disc golf	16	maintain 9 hole disc golf course near Maintenance area	9	Manitoba Association of Disc Sports	
	9-hole disc golf course in North Community Picnic area	10	sports fields	9	loss of 9 hole disc golf course in south-west area	8		
	outdoor pickleball courts	9	bike and ski course	3	maintain 18 hole disc golf course	2		
	input from disc-golf association for location of signs, shelters, and pathways	7	canoe & kayaking facility	3	commercial development			
	rejuvenate Harbourview restaurant	6	full-use by many user groups	3	toboggan hill too close to dog park			
	covered picnic shelter and rest rooms close to 18 hole disc golf course	5	picnic facilities	3	will maintenance building still provide storage for Perfect Crle Flying Club's riding Mower			
	art & cultural activity amenities (like the Lyric)	4	toboggan hill	3				
	lawn bowling	4	indoor recreation complex	2				
	development of flat land as multi-purpose/Ultimate	3	new-user groups	2				
	Frisbee fields		skating	2				
	resurface tennis courts	3	washrooms	2				
	flying club 10' fence or trees along fields	2	repairs and renovations rather than reconstruction to Harbourview					
	renewal of space	2						
	outdoor patio dining/bar	2						
	Salisbury House	2						
	Tim Horton's	2						
	paddle boats	2						
	tower on top of hill	2						
	waste receptacles	2						
	benches							
	canoe rentals							
	better disc golf signs							
	concrete disc golf tee pads							
	future 9-hole disc golf course in North expanded to 18							
	geotracking							
	repairs and renovations rather than reconstruction to Harbourview							
	Stella's restaurant							
	line dancing							
	no kid playgrounds							
	paved flying circles							
	skate park							
	ski and snow shoe rentals							
	turn tennis courts into pickleball courts							
	warming huts							
BOUNDARIES								
DOGS	enforcing on-leash rules on the south side	4	fenced off-leash area	13	off-leash fence adjusted to not interfere with 18-hole disc golf course	10		
	areas designated for volleyball, biking, picnic areas, etc. periodically accessible for off-leash usage	2	large open spaces for dogs to run	2	loss of access to sheltered areas along northern creek	9		
	waterway access along southeast side	2	people must come first		loss of north side of park	7		
	dog wash				dog feces	4		
	dog splash pad				loss of access to pond trails in winter	3		
	lighted paths in dog areas				hill top trail not cleared during winter	2		
	play and agility equipment				planting of shrubs in 2010&11 and placement of benches in areas no longer designated as dog park	2		
	puppy and small dog enclosure				roadway restricts access to northern side of park			
					construction of paved road through existing off-leash area	2		
					fenced off-leash area restricts use for all dog walkers			
					loss of acreage			
					only use trail around edge of hill and service road			
					Southward extension is excessive			
					too great expansion of dog-park - loss of other amenities			
LANDSCAPE	plant more trees	5						
	remove willows and bull rushes along water edges	2						
	trees on top of hill	2						
	vegetative wind breaks	2						
	balance of forest/natural spaces with open activity space							
	beautify the park							
	cut grass and weeds outside perimeter fence							
	preservation of prairie grasses and wildflowers							
LIGHTING	lighting	6						
SIGNAGE	disc golf signage	5						
	Grand Entrance visible from Highway 59	4						
	signage	3						
	dog park signage	2						
	trail signage							
TRAILS	better grooming of ski trails	5						
	bridges	4						
	maintenance of trails - new wood chips	3						
	all season paths	2						
	asphalt trail along far west side, outside off-leash area							
	bike trail around perimeter of park							
	cycling accessibility							
	waterways open in winter for walking							
WATER	improve quality of water in ponds and creek	4						
	improve quality of groundwater							
	potable water							
	use rip-rap around water bodies							
MISC	maintenance	2	proximity to subdivisions		geese cost	5	Running Community	
	full-time by-law enforcement/safety officers, 7 days a week, May-August		modest cost			2		
	full-time marketing/Activities director				funding	2		
	promotional material				commercial development along Norris			
	repair of 5th hole of golf-course				length of implementation time			
	themed activities every weekend				well-digging for new businesses			
	unplug drainage ditch by 5th hole of golf course				150/91 Setback standards			

Canstar Community News - ONLINE EDITION

Plans for Kilcona Park revamp unveiled

By: Dan Falloon

Posted: 11/7/2013 4:35 PM | Comments: 0g


[Enlarge Image](#)

Signage improvements are just one of several alterations pitched for Harbour View and Kilcona Park. (PHOTO BY DAN FALLOON) Photo Store

Some northeast Winnipeg residents say the revamping of Kilcona Park is long overdue.

Change is coming, though, as the City of Winnipeg released its vision for the park at an open house at the Harbourview Complex on Nov. 6. A second open house is scheduled to take place at Kildonan Place Shopping Centre on Nov. 9 from 10 a.m. to 2 p.m.

Valley Gardens resident Bo Gajda said he used to bring his family to the park when his children were growing up, but has been less than enthused with recent visits to the park.

"I tried cross-country skiing probably better than five years ago, and I wasn't impressed with the lack of decent trails, never mind any other facilities, so I haven't come back, but I'd like to," Gajda said, noting he's heard the trails have since improved and he plans to give them another try this winter. "It's a beautiful area."

Major changes proposed as part of Phase 1 include relocating the sports fields from the west side of the park to the area just west of the Chris McCubbins Cross Country Trails, connecting the park's main road with the Norris Road entrance, modifying the easternmost lake to allow for paddling and competitive boat races, and renovating the Harbourview Recreation Complex. As well, the plan proposes changing the boundaries of the dog park while adding a fence around the park.

Mission Gardens resident Gail Kauk, the past president of Transcona Trails Inc., said she uses the off-leash area of the dog park on occasion, but used to come to the park more often.

"We used to always come tobogganing and skating here, but with the way it's falling apart, we haven't done that in a number of years," Kauk said, noting she's glad to see the improvements to the park's athletic amenities.

Kilcona Park Dog Club president Donna Henry was concerned about initial proposals that recommended cutting the size of the park. She got in contact with area councillors, who recommended planners keep the park approximately the same size.

"On balance it's, I'm not going to say right, but it's pretty good," Henry said, adding one of the biggest changes proposed replaces one area of heavy tree cover with another.

Project manager Rob Zanewich agreed that the park is in need of attention, noting the city has looked into improving it for years. HTFC Planning and Design officially began Phase 1 of the planning process in January, including community consultation initiatives such as stakeholder visioning workshops, a letter drop that reached more than 500 area homes, focus group meetings, and the open houses.

"It's been in the works for a number of years," Zanewich said. "It's showing its wear at this point, and looking a little tired in some areas. It's a regional park, so we feel it should garner some attention."

Zanewich will approach the project's steering committee as well as area councillors Jeff Browaty (North Kildonan), Russ Wyatt (Transcona), and Thomas Steen (Elmwood-East Kildonan) as he hopes to secure the estimated \$10 million needed to complete Phase 1 of the project within five years. Phase 2, estimated to cost \$7 million, is on the backburner until then. Zanewich said the entire project will take approximately 10 to 20 years to complete.

Gajda said while the bulk of the proposed changes have to do with improving athletic experiences at the park, he'd like to see an entertainment area, similar to the Lyric Theatre at Assiniboine Park, for arts and culture enthusiasts.

For more information on the project, including the complete collection of slides shown at the open houses, visit

<http://winnipeg.ca/ppd/planning/KilconaParkHarbourviewRecreationComplex/default.stm>

Residents are able to provide feedback based on the presentation by emailing PPDUrbanDesign@winnipeg.ca or sending the comment form to HTFC Planning and Design, 500 – 115 Bannatyne Avenue East, Winnipeg, MB, R3B 0R3.

Facebook.com/TheHeraldWpg

Twitter: @HeraldWPG

Find this article at:

<http://www.winnipegfreepress.com/our-communities/herald/Plans-for-Kilcona-Park-revamp-unveiled-231060271.html>

☐ Check the box to include the list of links referenced in the article.