VanPlay – Draft Strategic Big Moves
Parks and Recreation Services Master Plan

Regular Board Meeting
February 11, 2019
The purpose of this Report Reference is to:

- Update the Board on the Parks and Recreation Services Master Plan – VanPlay project
- Share draft content of Report 3 – “Strategic Big Moves”
- Outline next steps for the project, between now and projected completion in May/June 2019.
Previous Board Touchpoints

The Board has been updated via report references throughout the project thus far:

- July 24, 2017 – *Phase 1 Project Update* which provided the early results of VanPlay’s Phase 1 “Discovery” community engagement; and an update on ongoing technical content development for the master plan.

- November 6, 2017 – *Content Development Update* which provided a high level project update on VanPlay and developing content of the master plan including inventory and trends, opportunities and vulnerabilities, emerging strategies and next steps.
On July 23\textsuperscript{rd} 2018, the Board unanimously passed a motion in support of Reports 1 and 2:

- THAT the Vancouver Board of Parks and Recreation approve “Vancouver’s Parks and Recreation: Inventory and Analysis”, as outlined in this report and attached within Appendix A, to describe the current state of parks and recreation in Vancouver; and

- THAT the Board approve “Vancouver’s Parks and Recreation; 10 Goals to shape the next 25 years”, as outlined in this report and attached within Appendix B, to set guiding principles the future of parks and recreation in Vancouver.
A new paradigm that will maximize access to high-quality parks and recreation experiences that connect people with themselves, each other and nature.
The Vancouver Board of Parks and Recreation is developing Vancouver's Playbook, a new master plan to guide the delivery of vibrant parks and recreation over the next 25 years.

The VanPlay process informs the Playbook, it includes robust data collection and analysis, research on international best practice and consultation with the public, park board staff, partners, stakeholders and experts.
Vancouver’s Parks and Recreation Services Master Plan

The Master Plan will be delivered in four components:

**Part 1:**
*Report 1 - Inventory and Analysis* - a compendium to the current state of the City’s parks & recreation system &
*Report 2 - 10 Goals to shape the next 25 years* - a set of aspirational statements to set the course for parks and recreation into the future

These documents set the stage for the final two components of the Master Plan;

**Part 2:**
*Report 3 - Strategic Big Moves* – outlining strategies to meet the goals over the next 25 years (Q1 2019)
*Report 4 - Playbook* – the plan for implementation and operationalization of the big moves (Q1 2019)
**PROCESS TIMELINE**

**PHASES + ENGAGEMENT ACTIVITIES**

- **2017**
  - **PHASE 1**
    - **SURVEY #1**
    - **VANPLAY TOUR**

- **2018**
  - **PHASE 2**
    - **CCA WORKSHOP #1**
  - **PHASE 3**
    - **CCA WORKSHOP #2**
    - **COMMUNITY DIALOGUE MEETING #1**
    - **SELF-GUIDED VANPLAY DEEP DIVES**
  - **PHASE 4**
    - **CCA WORKSHOP #3**
    - **SURVEY #2**
    - **COMMUNITY DIALOGUE MEETING #2**
  - **PHASE 5**
    - **CCA WORKSHOP #4**
    - **STAKHOLDER WORKSHOPS**

- **2019**
  - **PHASE 6**
    - **CCA WORKSHOP #5**
  - **PHASE 7**
    - **SURVEY #3**
    - **STAKHOLDER WORKSHOPS**

**MEETINGS, WORKSHOPS & FOCUS GROUPS**

- **ONGOING TECHNICAL WORK, INCLUDING DATA COLLECTION AND ANALYSIS, PRECEDENT RESEARCH AND MAPPING**

**WE ARE HERE**

**JULY 2018**

1) Inventory and Analysis
2) 10 Goals to shape the next 25 years

**JUNE 2019**

3) Strategic Big Moves
   - Upcoming Commissioner Meetings:
     - April Playbook
     - May Adoption

**2/11 Report Reference**

- Big Moves
- Upcoming Commissioner Meetings:
  - April Playbook
  - May Adoption
Inventory & Analysis (Report 1) ➔ Goals 25 Year Vision (Report 2) ➔ Big Moves Achieved by the Playbook – 25 year vision (Report 3) ➔ Playbook Implementation matrix (Report 4)
VanPlay Report 3

Aims to create a powerful, legacy vision.

Offers a flexible, toolbox, approach to allow for innovation and growth.
DRAFT 3 Strategic Big Moves
“Tool Box”

Interconnected Network
Asset Targets
Equity Initiative Zones

10 Goals: Agenda for Action
DRAFT 3 Strategic Big Moves

“Tool Box”

Where should we look first?

Interconnected Network

How do we connect it all together?

Asset Targets

How many, of what, should we consider?

Equity Initiative Zones

How should we go about it?

Where should we look first?

10 Goals: Agenda for Action
A tool box approach to strategic planning is useful;
- not prescriptive, so allows for innovation, problem solving and inevitable uncertainties
- It’s bold and focused on compelling ‘big ideas’
- It’s flexible, tools can be used in combination on stand-alone as the situation requires
DRAFT 3 Strategic Big Moves

The following slides will present each of the 3 draft big moves concepts; their intention, purpose and function.

1. Equity Initiative Zones
2. Interconnected Network
3. Asset Targets
Big Move 1 - Equity Initiative Zones
Defining Equity

“Recognition of the inherent privileges some populations have to access and enjoy parks and recreation and provide added support and welcome to those populations without this privilege.”

*VanPlay: Inventory & Analysis, Report 1 p15*
The intention is to be more equitable over time. The current state is not equal, nor equitable. To understand how we can target historically underserved areas we can:

1. First identify service gaps (Equity Initiative Zones)
2. Keep having conversations to target equity while we fill those gaps (Equity Analysis Factors)
We are getting better at measuring walking distance to parks.

The *Park Provision Study (2018)* mapped walking routes to improve on the 400m “as the crow flies” measure of walking distance.

What does this tell us about service gaps? Can we tell the story better?
Why Equity Initiative Zones?

- “Equity, Inclusion & Access” – top priority area for action
- Stakeholders perceived inequities in resources throughout the city and where unsure about how the Park Board assigns priority to projects

- Cities like San Francisco & New York have found that equity based decision-making frameworks help create transparency & increased funding for priority areas

- Many projects, opportunities and investments to consider and limited resources
- “Growth pays for growth” - development funded investment does not address historically underserved areas or aging infrastructure
- We inherently know which areas of the city have been historically underserved but it’s complex to demonstrate
For example, a recent article by researchers at UBC found that;

“access to urban vegetation is generally associated with traditional markers of privilege in US cities and that there is widespread evidence of green inequity, supporting theories of environmental justice and political ecology that suggest that environmental amenities are inequitably low in communities with lower social and economic power”

Nesbitt, Meitner, Girling et al., 2019, *Who has access to urban vegetation? A spatial analysis of distributional green equity in 10 US cities*, Landscape and urban Planning, v.181, University of British Columbia
Achieving our VanPlay goals

The Equity Initiative Zones concept follows through on the goals set in Report 2 “10 Goals to Shape the Next 25 Years”, in particular;

- **Goal 1** “Grow And Renew Parks, Community Centres And Recreation Assets to Keep Pace with Population Growth and Evolving Needs”
- **Goal 3** “Prioritize The Delivery Of Resources to Where They are Needed Most”
- **Goal 4** “Focus On Core Responsibilities of The Park Board, and be a Supportive Ally to Partners”
- **Goal 8** “Foster A System Of Parks And Recreation Spaces That Are Safe and Welcoming to All”
The VanPlay team explored many options to best represent access to parks and recreation geographically. The intention is to highlight areas in need of resources so that projects, programs and resources can be targeted. Over time provision will become more equitable.

In order to act as a priority setting tool to aid in transparent decision making indicators must be simple and powerful – a method to show patterns geographically and start conversations.

“Where” not “what” or “how”
Proposed indicators to use to map equity

Areas with low access to park space

Areas where there is higher demand for recreation services with reduced barriers

Areas of the city with a less-robust urban forest

The next slides will explain each indicator layer
This map was created using the *Park Provision Study (2018 – VanPlay Report 1)*.

It considers distance to parks and the density of population within 10 min walk of each park.

This indicator shows areas of the city with low amounts of park space per person.
This map was created using the registration numbers to the Park Board’s Leisure Access Program.

Not all eligible Vancouverites are registered however registration indicates where access to recreation is perceived to be lower.

This indicator shows areas of the city with a high demand for recreation with reduced barriers.
This map was created using canopy cover data (LiDAR) maps prepared for the *Urban Forest Strategy, 2016*.

The urban forest provides access to nature, cleaner air/water, climate change mitigation, reduces heat & more walkable, beautiful environments.

This indicator shows areas of the city with less street trees, park trees, and green private open space.
These three core indicators can then be layered atop one another…
Which can then be simplified, to identify “Equity Initiative Zones”.

The intention is to use this as one tool for priority setting.

Over time, by targeting investment and updating this data, provision of parks and recreation will become more equitable.
Equity Analysis Factors

There are many, many factors in “equity” and “need”, each are unique to individuals and situations.

We want to create a tool which can be both shallow and deep when it needs to be.

The long-term vision is for an online map which allows staff and the community to overlay various “Equity Analysis Factors” on top of the base zones.
For example, **Projected Growth Areas** are a useful overlay that could be used during the capital planning process.
Equity Analysis Factors

Layers showing geographic patterns could be added over time, such as:

- **Population patterns** - children, youth, older adults, seniors
- Equity seeking groups and **vulnerability indicators**
- Data from surveys such as potential annual **satisfaction surveys**, or the “My Health, My Community” survey which reports levels of physical activity levels, wellness, sense of community etc.
- Distribution of capital investment
- **Access indicators** such as car ownership, people with disabilities, languages spoken at home
Big Move 2 – The Interconnected Network
Why an Interconnected Network?

- Parks and community centers are part of every day life for many – barriers are access, integration and availability
- “Access to Nature” – most common theme of big idea for the future
- Vancouverites are proud of the sea wall, and would like to this kind of connected experience available throughout the city

- Sea level rise adaptation – acquisition of water front land to secure access to the water for current future generations
- Urban forest – improve air/water quality & flow, reduce urban heat, connect biodiversity corridors

- A city-wide vision like this, supports collaboration with the City and excellent access to parks and recreation while achieving many other goals at once.
Why an Interconnected Network?

Connectivity, access to the water, proximity to a park and attractive streets supports better health and wellbeing

A 2017 study found that the perception of access to;
- a medium/large-size park
- beach/water access
- higher street connectivity
- neighborhood aesthetics
increased recreational walking by 9 mins/week (12% increase in frequency) on average, for each additional factor above.

Christian, Knuiman, Divitini et al., 2017, *A longitudinal analysis of the influence of the neighborhood environment on recreational walking within the neighborhood*, Environmental Health Perspectives 125:7, University of Western Australia
Access to nature is important to Vancouverites
According to the 2016 Vital Signs report by the Vancouver Foundation, “natural beauty” is the number one reason people give for choosing to live in BC.
There is a profound tie to the water that is expressed through the orientation of the coastal villages to the waterfront.

“This physical and spiritual connection is a key Indigenous design principle.”

Indigenous Engagement Summary Report
Northeast False Creek Park Design, June 2018
The Interconnected Network concept follows through on the goals set in Report 2 “10 Goals to Shape the Next 25 Years”, in particular:

- **Goal 1** “Grow And Renew Parks, Community Centres And Recreation Assets to Keep Pace with Population Growth and Evolving Needs”
- **Goal 5** “Adapt Our Parks and Recreation Amenities to a Changing Climate”
- **Goal 6** “Create a Green Network That Will Connect Our Parks, Waterfront and Recreation Areas”
- **Goal 7** “Restore Vancouver’s Wild Spaces and Vital Biodiversity”
- **Goal 9** “Seek Truth As A Foundation For Reconciliation With Musqueam, Squamish, Tsleil-Waututh Nations”
What can we connect?

The network can create linkages to and between:
- Foreshores, beaches, rivers, waterways
- Biodiversity corridors and zones
- Destinations;
  - Community centres, rinks, pools, neighbourhood houses
- Parks, fields, courts, playgrounds
- High streets
- Schools, childcare
- Transit hubs
Community centres, pools, rinks, and parks are nodes in the interconnected network.
How can we connect?
Existing Connectivity

- SEAWALL
- ARBUTUS GREENWAY
- PARKS
- GOLF COURSES
- SCHOOL GROUNDS
- OTHER GREEN SPACES
How can we connect?

Connections can be achieved in many ways, for example:
- Trails, paths
- Linear, waterfront parks
- Street trees
- Public art, wayfinding, interpretative signage
- Co-location of community centres with park space
- Day-lit streams, green infrastructure
- Greenways for active transportation
- Transit connections

Collaborations with city’s planning, sustainability and engineering departments, partners, and neighbouring municipalities will be key to it’s success.
The network is inspired by and enhances the city’s existing green network.

- Access to nature
- Storm water management
- Improve air quality
- Reduce urban heat
- Movement of fauna via biodiversity corridors
- Beautiful urban forest
Transit connection is important for low barrier and green **accessibility** to community centres, pools, and other recreation amenities.
“…we envision a vast network of running and walking paths, bike routes, and green corridors.

This network will provide pathways for the movement of urban wildlife, and a place to showcase rainwater management, while allowing pedestrians and cyclists to travel safely from park to park.”

VanPlay Report 2, Goal 6
“Creating a citywide network of parks, greens spaces, shorelines and recreation areas will dramatically change the way we navigate our city and enhance our commutes to work, school and recreation.”

VanPlay Report 2
Goal 6
The Interconnected Network experienced at human scale

**DAY IN THE LIFE**

**YOUNG FAMILY**

1. 6:30am Dawn Tennis Match
2. 7:45am Walk Home through Renfrew Ravine Park
3. 4:00pm Drop off Daughter at Hockey Practice at Trout Lake Rink
4. 7:30pm Family Workshop: Cooking on a Budget at Hastings CC

**SENIOR**

1. 9:30am Morning Swim
2. 11:15am Vancouver Farmer’s Market at John Hendry Park
3. 4:45pm Pick up grandkids from After school activities at Renfrew CC
4. 9:00pm Moon Festival on Still Creek
The Interconnected Network experienced by a rain drop, and a bird

DAY IN THE LIFE

RAIN DROP

9:42am Hit the Roof of Bloedel Conservatory
10:15pm Run downhill between Trees at Queen Elizabeth Park
1:12am Release into the Fraser River Estuary Marshlands
6:37am Lapped up by an urban adapted Coyote

YELLOW-RUMPED WARBLER

6:26am Morning Song in Nest in the Garry Oak Garden
8:42am Hover Langara Golf Course
7:12pm Hunt for Insects Along Banks at Fraser River Park
9:02pm Rest on Flight Home at Oakridge Centre Roof Garden
Big Move 3 – Asset Targets
What are Asset Targets?

Asset Targets establish the standard by which parks, recreation, nature, and facilities are provided, operated, and maintained over time to best meet the needs of the community.
What are Asset Targets?

Targets describe current state as well as an aspirational standard for the future. Each is defined through qualitative and quantitative measures such as number of amenities, distribution of amenities, access, or public satisfaction.

Asset Targets provide:
• clear measures to track progress over time
• a tool, for use in conjunction with other planning tools
• a city-wide perspective, not specific locations
• a starting point for further detailed studies and integrated planning that supports implementation at a more detailed level across the city
• clarity and consistency in decision-making
Why Set Asset Targets?

• Stakeholders and partners asked that the master plan reflect where there are current, **known service gaps** in recreation assets.

• Typical parks and recreation services master plan include metrics and targets. These **benchmarks** provide a way to measure change over time, prioritise investments and recognise changing needs.

• Asset targets are a **reference point** for negotiations and planning new developments, facilities and parks.

• Because needs and wants are unlimited, set targets for aspects of service such as renewal timelines, condition and use help us define and advocate for **appropriate funding**.
The Asset Targets concept follows through on the goals set in Report 2 “10 Goals to Shape the Next 25 Years”, in particular;

- **Goal 1** “Grow And Renew Parks, Community Centres And Recreation Assets to Keep Pace with Population Growth and Evolving Needs”
- **Goal 2** “Protect Existing Parks And Recreation Spaces from Loss, Encroachment & Densification”
- **Goal 4** “Focus On Core Responsibilities of the Park Board, and be a Supportive Ally to Partners”
- **Goal 5** “Adapt Our Parks and Recreation Amenities to a Changing Climate”
- **Goal 8** “Foster A System Of Parks And Recreation Spaces That Are Safe and Welcoming to All”
- **Goal 10** “Secure Adequate And Ongoing Funding for The Repair, Renewal and Replacement of our Aging Parks and Recreation System”
Assets Targets are likely to be structured like this in Report 3.

The recommendations section can address considerations such as:
- Distribution
- Scale/capacity
- Renewal timelines
- Performance indicators
- Catchments
How do we meet the targets?

The following techniques can be use to improve asset levels;

- Increased renewal rates
- Design to enhance resilience
- Maintenance matched to use/demand
- New assets to fill gaps and target equity zones
- Renewal to repurpose, transition, build in multi-functionality
- Partnerships
### Parks
- Public art
- Horticulture
- Trails and paths
- Washrooms
- Basic amenities
- Concessions
- Event spaces
- Outdoor fitness
- Local food assets

### Recreation
- Court sports
- Play areas
- Ball diamonds
- Field sports
- Dog parks (*People, Parks and Dogs*)
- Skate parks
- Golf
- Non-motorized Boating (*OnWater*)

### Facilities
- Community centres
- Arts & culture spaces
- Seniors spaces
- Youth spaces
- Dry floor facilities
- Rinks
- Fitness centres
- Indoor & Outdoor Aquatics (*VanSplash*)
- Marine structures
- Fieldhouses
- Service yards

### Nature
- Beaches & shorelines
- Freshwater habitat
- Saltwater habitat
- Forest habitat
- Street trees
What targets should we set?

**ASSET TARGET PROCESS TIMELINE**

**January 2019**
- **DRAFT 1**: Draft targets being reviewed by staff

**March 2019**
- **DRAFT 2**: Draft targets reviewed by staff, CCAs, Stakeholders and interest groups

**April 2019**
- **DRAFT 3**: Proposed targets tested with the community via TalkVancouver survey

**May 2019**
- **DRAFT 4**: Targets finessed in response to engagement
- **FINAL**: Proposed targets presented within Report 3 for Park Board decision
Approaches for Action
Approaches for Action

The second half of Report 3 provides the link between the individual goals, the Big Move tools, and the implementation framework (Report 4).

The following slides will describe potential “approaches for action” associated with each of the 10 Goals.

Report 3:
How are we planning on following through of the 10 goals?

Report 4:
What actions need to be taken to make these a reality?
GOAL 1:

GROW AND RENEW PARKS, COMMUNITY CENTRES AND OTHER ASSETS to Keep Pace with Population Growth and Evolving Needs

Our green spaces and facilities keep us healthy and ensure our wellbeing by providing important venues for learning new skills, being outside, connecting with friends and neighbours, vibrant community cultural events, and playing sport.
Example draft “Approaches for Action”:

• Keep track of changing community needs with enhanced mapping, community engagement and data collection and management tools.

• Prioritise investment in parks, community centres and other assets using the Equity Initiative Zones and Analysis Factors.
GOAL 2: PROTECT EXISTING PARKS AND RECREATION SPACES from Loss, Encroachment & Densification

While Vancouver has more park space today than it did 25 years ago, the significant increase in our population and the city’s increasing density has put greater pressure on our parks’ system. This is especially true in neighbourhoods like Vancouver’s downtown, Mt. Pleasant, False Creek and the Cambie corridor where the majority of new residents are living in condos with little or no access to private outdoor space or to nature.
Example draft “Approaches for Action”:

- Create a **Park Protection By-Law** which sits within a Park Board policy manual with appropriate legislative weight to guide consistent decision making – to support “No Net Loss of Greenspace”/”Net Better” position.

- Partnerships, events, corporate activities (Van Dusen, Bloedel) and sport hosting act as an entry point to parks and recreation, **growing advocates and a love for parks** while supporting the park system.
PRIORITIZE THE DELIVERY OF RESOURCES to Where They are Needed Most

Vancouver is a city of diverse neighbourhoods with very different needs, including the need for parks and recreation facilities. Add to this, not all neighbourhoods of the city have equal access when it comes to the accessibility of green spaces⁴. That’s why the Park Board is working to ensure the equitable delivery of our limited resources.
Example draft “Approaches for Action”:

- Use the Equity Initiative Zones and supplemental factors as a tool to prioritise investment, capital planning, strategic outlook
- On an annual basis review the inputs to the equity mapping to continually improve assessment of need with a view to making the data more granular and interactive over time
FOCUS ON CORE RESPONSIBILITIES
of The Park Board, and be a Supportive Ally to Partners

At the Park Board, there is a limit to our budget and resources, and that affects our ability to meet all of the public demand for amenities and services. This sometimes means having to say no to exciting new opportunities. By coordinating with and enabling our hardworking partner organizations, we can share the planning, funding and delivery of many aspects of our parks’ system, allowing the Park Board to focus on its crucial core responsibilities.
Example draft “Approaches for Action”:

- Target Park Board resources towards spaces, programs and initiatives which align with **core mandate of welcome, access and inclusion**.
- Foster a community development model by developing a **framework for stewardship**, working with the community, advocates, and partners to enhance, protect and activate parks for arts, culture, and environment.
- Develop frameworks to **clarify roles and responsibilities** for partnership agreements which make working with the Park Board simpler.
GOAL 5:

ADAPT OUR PARKS AND RECREATION AMENITIES to a Changing Climate

Our rapidly changing climate can already be felt in Vancouver, with warmer, wetter winters and hotter, drier summers. These changes will have numerous implications for people, parks and infrastructure. So how do we prepare for the difficult road ahead? At the Park Board, we have already begun to protect our population and our green spaces, both for today and the decades ahead.
Example draft “Approaches for Action”:

- Planning, designing (both new & renewed) and operating parks & facilities to **mitigate climate change** by reducing carbon emissions and encouraging greener transportation choices.
- Provide shade, drinking water, more places to sit, water play, to make parks more **comfortable** in hot weather.
- Equip community centres to act as **emergency hubs**, refuges in extreme weather.
GOAL 6:

CREATE A GREEN NETWORK
That Will Connect Our Parks, Waterfront and Recreation Areas

The Park Board has a history of big ideas, none more influential than our world-renowned 22-km seawall. But for many areas of the city access to the waterfront is very limited. Along the Fraser River, shoreline access is restricted and on the east side the Port of Vancouver occupies much of the waterfront.
Example draft “Approaches for Action”:

- Work with City partners to facilitate trails and greenways that create recreational loops walk and cycle ways which allow movement around the city which incorporate parks, destination nodes and community centres.
- Community centres co-located with a green space to increases chances of these connections and allow for indoor/outdoor programming and events.
- Work to make historic streams visible on the landscape via storm water management, art, street trees, biodiversity corridors etc.
GOAL 7:

RESTORE VANCOUVER’S WILD SPACES
and Vital Biodiversity

Although Vancouver is surrounded by wild spaces, the city itself has very few of them. You’ve told us that you want more access in the city to nature, including the opportunity to watch birds, see salmon spawn or just admire majestic trees. The Park Board is working to restore the city’s environmental integrity by reintroducing wild spaces, monitoring the health of ecosystems, rehabilitating our shorelines and re-establishing our tree canopy.
Example draft “Approaches for Action”:

- Collaborate with Musqueam, Squamish and Tsleil-Waututh to **learn land stewardship**, planting and resilience approaches and incorporate these learnings into park management.
- Comprehensive watershed planning to guide the strategic daylighting of streams, green infrastructure, **natural management of green spaces**.
- Advocate for and explore opportunities for **conservation focused management** of foreshores, waterways and beaches.
GOAL 8:

FOSTER A SYSTEM OF PARKS AND RECREATION SPACES
That Are Safe and Welcoming to All

A core value of the Park Board is the desire to create welcoming parks and recreation services for all. That’s why we are committed to improving the safety and inclusiveness of our spaces through programming, education, activities, events, and enhanced park design.
Example draft “Approaches for Action”:

- Upgrade **comfort amenities** – washrooms, drinking water, and places to sit.
- Grow youth and seniors focused spaces and amenities **serving unique needs** – in or associated with community centres and in parks
  (e.g. looped walking trails in parks, dance studios)
- Conduct regular **customer satisfaction surveys** to keep an eye on performance at a city wide and local neighbourhood scale.
GOAL 9:

SEEK TRUTH AS A FOUNDATION FOR RECONCILIATION
With Musqueam, Squamish, Tsleil-Waututh Nations

The City of Vancouver was founded on the unceded territories of the Musqueam, Squamish and Tsleil-Waututh, and those Nations have endured decades of unjust treatment at the hands of the colonizers. At the Park Board, we are committed to the hard work of truth telling; the acknowledgment that First Nations are integral rights holders in the future of public parks and lands; the important process of reconciliation with the Musqueam, Squamish and Tsleil-Waututh Nations; and working towards a relationship built on equality and reciprocity.
Example draft “Approaches for Action”:

- Develop improved relationship building efforts focused on education, awareness, visibility on the land, storytelling, park design principles/values
- Conduct a comprehensive colonial audit of the Park Board
- Collaborate with local nations to create stewardship/land management agreements
GOAL 10: 

SECURE ADEQUATE AND ONGOING FUNDING for The Repair, Renewal and Replacement of our Aging Parks and Recreation System

Today, Vancouver’s parks are at a major crossroads. Many of our green spaces were created and their facilities built nearly half a century ago. Now they’re in need of significant repair. At the Park Board, we’re looking to secure funding dedicated to the ongoing maintenance of our green spaces, and the renewal and replacement of our aging recreation facilities.
Example draft “Approaches for Action”:

• Collect and share asset condition, use and demand data for all parks and recreation spaces, facilities and assets to **advocate for appropriate funding for their maintenance and renewal.**
• Conduct a city-wide **operations review** to plan for future trends, increase efficiency and advocate for funding.
The Master Plan will be delivered in four components:

**Part 1:**
*Report 1: Inventory and Analysis* - a compendium to the current state of the City’s parks & recreation system

*Report 2: 10 Goals to shape the next 25 years* - a set of aspirational statements to set the course for parks and recreation into the future

These documents set the stage for the final two components of the Master Plan;

**Part 2:**
*Report 3: Strategic Big Moves* – outlining strategies to meet the goals over the next 25 years (Q1 2019)

*Report 4: Playbook* – the plan for implementation and operationalization of the big moves (Q1 2019)
Next Steps

Tasks to be completed between now and presenting draft reports 3 and 4 to the Board;

• Revise the Strategic Big moves in response to feedback received
• Develop supporting text and graphics
• Refine and test the Asset Targets (TalkVancouver survey)
• Refine the Approaches for Action under each of the 10 goals (Report 3)
• Develop and prioritise the Implementation Framework (Report 4)

PHASE 1
VANPLAY TOUR
SMART CITY TALK SERIES
SURVEY #1
SELF-GUIDED VANPLAY DEEP DIVES
COMMUNITY DIALOGUE MEETING #1
COMMUNITY DIALOGUE MEETING #2
STAKHOLDER WORKSHOPS
WE ARE HERE
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Big Moves
Upcoming
Commissioner Meetings:
• April Playbook
• May Adoption
JULY 2018
1) Inventory and Analysis
2) 10 Goals to shape the next 25 years
JUNE 2019
3) Strategic Big Moves
4) Playbook
2017
2018
2019
PROCESS TIMELINE
PHASES + ENGAGEMENT ACTIVITIES
MEETINGS, WORKSHOPS & FOCUS GROUPS
ONGOING TECHNICAL WORK, INCLUDING DATA COLLECTION AND ANALYSIS, PRECEDENT RESEARCH AND MAPPING