



October 7, 2020

TO: Park Board Chair and Commissioners
FROM: General Manager – Vancouver Board of Parks and Recreation
SUBJECT: VanPlay – Parks and Recreation Services Master Plan: Framework & Implementation Update

RECOMMENDATION

- A. THAT the Vancouver Park Board approve the “VanPlay Framework”, as outlined in this report and as attached as Appendix A, as a guide for referencing and implementing the master plan; and
- B. THAT the Board receive for information the October 2020 annual update on the implementation of VanPlay, as outlined in this report.

REPORT SUMMARY

VanPlay is the Vancouver Board of Parks and Recreation’s policy framework and decision making guide. Its priorities, tools and policies support the pursuit of equity, connectivity and access to parks and recreation for all.

This report introduces the “VanPlay Framework”, a succinct method of referencing the full suite of VanPlay documents and a decision-making tool for VanPlay implementation. This Framework document becomes Vancouver Board of Parks and Recreation Strategic Framework replacing the previous Park Board Strategic Plan completed in 2012.

The Board approved VanPlay in October 2019, as requested by the Board at that time, this report provides the first annual overview of the role of the Strategic Bold Moves on work undertaken and the status of ongoing implementation of the master plan.

BOARD AUTHORITY / POLICY / PREVIOUS DECISIONS

As per the [Vancouver Charter](#), the Park Board has exclusive jurisdiction and control over park land use in the City of Vancouver, including any structures, programs and activities, fees, and improvements that occur within parks.

In May 2012, The Board approved the “Park Board Strategic Plan: [Strategic Framework Objectives](#)”. The framework identifies the Park Board’s mission, vision, priority directions, goals and strategic objectives, to focus Park Board efforts and resources for the subsequent five years (until 2017).

In July, 2018, the Board approved [VanPlay Report 1: “Inventory and Analysis”](#), which describes the current state of parks and recreation in Vancouver, including findings from community, staff and stakeholder engagement relating to current challenges and opportunities for the future, and [VanPlay Report 2: “10 Goals to Shape the Next 25 Years”](#), which sets out 10 aspirational objectives to position the Park Board to respond to challenges and opportunities.

In October, 2019, the Board approved [VanPlay Report 3: “Strategic Bold Moves”](#), which describes three tools to create a more connected and equitable future: Equity, Asset Needs and Connectivity, and [VanPlay Report 4: “The Playbook, Implementation Plan”](#), which described the process for operationalization and integration of the “Strategic Bold Moves” and “10 Goals to Shape the Next 25 Years” into the day-to-day of the Park Board, over the next 10 years.

VanPlay is the Park Board’s principal strategic document. Its priorities, tools and policies support the pursuit of equity, connectivity and access to parks and recreation for all.

BACKGROUND

The full suite of VanPlay documents consists of four reports. The first two were approved by the Board in July 2018:



Report 1: Inventory and Analysis

A compendium to the current state of the City’s parks and 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 two documents set the stage for the final two components of the Master Plan, which were approved by the Board in October 2019:



Report 3: Strategic Bold Moves

Outlines three tools to create a more connected and equitable future;

Move 1: Equity | Tool: Initiative Zones

This Bold Move pursues a more equitable distribution of parks and recreation opportunities. The Initiative Zones map assists in prioritizing delivery of park and recreation resources to historically under-served areas of the city.

Move 2: Asset Needs | Tool: Asset Targets

This Bold Move articulates needs relating to physical assets and sets targets by which to track progress over time.

Move 3: Connectivity | Tool: Citywide Parks and Recreation Network

This Bold Move presents a vision for a network of parks, green spaces and recreation areas, interwoven into spaces and recreation areas, interwoven into everyday life.



Report 4: The Playbook – Implementation Plan

The plan for implementation and operationalization.

A master plan is a long range planning tool that takes a city-wide approach to determine service gaps, analyze growth trends and identify opportunities for improvements. It is a visionary document that sets the values and goals for current and future parks and facilities. It is not a financial budget or operations model, nor a method to approve capital expenditures or greenlight specific programs. It does not include detailed design proposals for any specific neighbourhood, park or facility.

Together, the VanPlay documents provide a 100-year vision, 25-year outlook, and 10-year implementation plan. They assist the day-to-day operations of the Vancouver Park Board by providing;

- strategies to respond to increased demand for parks and recreation services;
- comprehensive parks and recreation policy framework to advance health, wellness and social inclusion; and
- methods for prioritizing the development and renewal of parks and recreation facilities and amenities.

DISCUSSION

The discussion section is divided into two sections;

1. VanPlay Framework
2. VanPlay Implementation Update

1. VanPlay Framework

The existing Strategic Plan approved in 2012, which was useful to quickly articulate the Board's intentions and vision, expired in 2017. The proposed VanPlay Framework fills this gap and also responds to the need for the Board, staff, stakeholders and partners to quickly and easily reference the core content of the VanPlay documents.

The VanPlay Framework retains relevant content and a similar structure and feel to the existing, expired Strategic Plan, with updated language to reflect VanPlay's goals and Strategic Bold Moves.

By bringing together all components of VanPlay in one place, the Framework streamlines the alignment of decisions with VanPlay policies, tools and implementation priorities. The Framework will be cited when referencing VanPlay in reports to the Board, during work planning, prioritisation, and when describing the key tenants of VanPlay, and the ethos behind the Park Board's work, both internally and externally.

The document contains a "VanPlay Orientation" which acts like an index of where to find further information within the suite of documents.

The VanPlay Framework brings together all components of VanPlay into three key directions, which are illustrated in the circle diagram;

- **Deliver services equitably;** a fair and just parks and recreation system;
- **Weave the city together;** parks, nature, recreation and culture integrated into everyday life; and
- **Welcome everyone;** parks and recreation experiences that improve quality of life.

These directions simplify reference to VanPlay by reflecting the ambitions of the 10 Goals to Shape the Next 25 Years, and linking them to the Strategic Bold Moves and the Approaches for Action (from The Playbook).

For continuity, the VanPlay Framework retains the format of the framework found in the existing Strategic Plan, and is structured around the three key directions of VanPlay's Strategic Bold Moves (as described in Report 3).

All Board reports, strategy and policy documents, proposals and staff activities can identify how it aligns with VanPlay, by using this framework.

For example; "The project aligns with VanPay's direction to 'Deliver Services Equitably' by using the Equity Initiative Zones to prioritise resources and service delivery"

The VanPlay Framework

Three Key Directions



Figure 1: VanPlay: The Framework Diagram

The Framework is supported by the following;

Vision

"To be the leader in parks and recreation by connecting people to green space, active living and community"

This statement is retained from the Board's previous Strategic Plan.

Mission

"Provide, preserve and advocate for parks and recreation to benefit all people, communities and the environment."

This statement is retained from the Board's previous Strategic Plan.

Purpose Statement

"All people and communities in Vancouver, regardless of their ethnicity, gender, religion, race, financial status, sexual orientation, abilities or age deserve the right to access quality parks, recreation and nature, and the opportunity to partake in social, cultural and recreational activities to acquire physical literacy skills, to express and enjoy culture, and to connect with community."

This statement is drawn from VanPlay's "Strategic Bold Moves" (Report 3), on page 15.

Diagnostic Tests

These tests help to assess if the proposed project or work aligns with the Framework, and therefore the Park Board's values, intentions and therefore will further our goals as an organisation. The questions are intended to spur reflection and help to shape practices, outcomes and designs. Not all questions will be relevant for all scales of projects, however each should be considered thoughtfully.

Two sets of questions are provided, the 'Decolonisation Interrogation Questions', intended to help identify colonial processes and practices, and the 'VanPlay test', intended to ensure that work is broadly in alignment with VanPlay.

2. VanPlay Implementation Update

VanPlay's "Strategic Bold Moves" report outlines techniques and tools to help the Park Board focus on creating a fair, transparent and connected system by directing resources to where they are needed most and considering decisions in the context of an ambitious vision for the future. VanPlay sets clear criteria for the prioritization of resource allocation and to thoughtfully meet the needs of the community even in periods of uncertainty.

VanPlay represents a commitment to effective, sustainable and effective asset management for the provision of fundamental services. Its "flexible tool box" approach with allows the organization to respond to new challenges as they happen while maintaining its commitment to quality core services.

Funding and staff effort is applied to carefully prioritized projects. Priority is determined using many factors including equity (guided by the [VanPlay Equity Initiative Zones](#)), community need due to growth and/or existing provision of services and amenities (guided by the [VanPlay Asset Targets](#) and optimum LOS), and long term asset management planning.

Bold Moves in a Pandemic

While the COVID-19 Global Pandemic could not have been predicted, VanPlay tools and approaches have proven useful and effective in the organisation's response. The response, reopening and recovery work throughout the pandemic thus far has prioritised effort based on the need to **Deliver Services Equitably**. For example, reopening was scheduled to ensure childcare and priority programming for vulnerable populations such as seniors and at risk youth, were first. A framework was developed to determine youth services with the highest need and resulted in seven returning youth workers to provide summer programming and camps.

A commitment to keeping barriers to services as low as possible throughout the pandemic ensures that the Park Board continued to **Welcome Everyone**. For example, at aquatic facilities reservations booked online accounted for 80% of the capacity for each swim session, leaving 20% available for drop in service which meets the needs of those without

access to the required technology. Online bookings were further prioritised to ensure Leisure Access Program members had low-cost access to the pools.

During the early months of the pandemic, parks saw a substantial increase in use as people looked to exercise and get fresh air, within their neighbourhoods. A renewed interest in the places which **Weave the City Together** put the spotlight on the need for good quality, accessible parks within a short walk from home. To facilitate this the Park Board took action to facilitate safe access. For example; a regular assessment was undertaken by staff to collect data on park use, measure compliance with physical distancing requests and to identify “pinch points” along popular pathways, which could then be quickly resolved. Golf Courses were opened up for pedestrian access while the courses were closed. Park Rangers and Park Champions were engaged in an advocacy role alongside signage which took an education approach over strict enforcement.

Park Board staff worked in collaboration with the City’s engineering department on the “Slow Streets” program which actively managed streets to provide more open space for movement and recreation. Staff utilized the Equity Initiative Zones to guide selection of streets which, when slowed, would provide the most benefit to residents.

Mowing was reduced in carefully chosen sections of a number of parks. This was effective in reducing staff work load during the pandemic while providing pollinator meadows and bird habitat. Staff collected data on insects in these areas. Signs helped explain the benefits of this management change.

All these measures helped to provide safe, welcoming places for people to integrate nature into their everyday lives during the pandemic.

Progress on Asset Targets

Throughout the year staff have filled two placeholders, and have made substantial progress on meeting the asset targets, one of the three Strategic Bold Moves.

The Park Board manages many “assets” from basketball courts and playgrounds, to Community Centres. Asset targets are a reference point for negotiations for community amenity contributions, and they inform community engagement during planning for new developments, facilities and parks. These benchmarks provide a way to measure change over time, prioritize investments and recognize changing needs.

When VanPlay was approved the report outlined 13 asset targets and provided placeholders for 4 more. This year 2 of those placeholders have been completed – Aquatics (describing the outcomes of VanSplash, Vancouver’s Aquatic Strategy) and Track and Field (describing the outcomes of the Track and Field Strategy).

VanPlay identifies a number of strategies to ensure that the Park Board can meet the asset provision targets that our communities expect as Vancouver grows and densifies, that don’t rely solely on building or acquiring new assets, which can be affected by funding constraints. For example, repurposing existing amenities and spaces allows us to re-envision our parks and recreation system in response to big ideas (such as [a city-wide network](#)) and to shifting trends and needs. This flexible approach is paired with proficient management, programming and maintenance to ensure facilities, amenities and spaces are operating in a manner which optimizes their capacity and quality of service.

There are more than 40 capital delivery projects currently underway throughout the city, all of which are helping to meet the **Asset Targets** and are being prioritized using the **Equity Initiative Zones**.

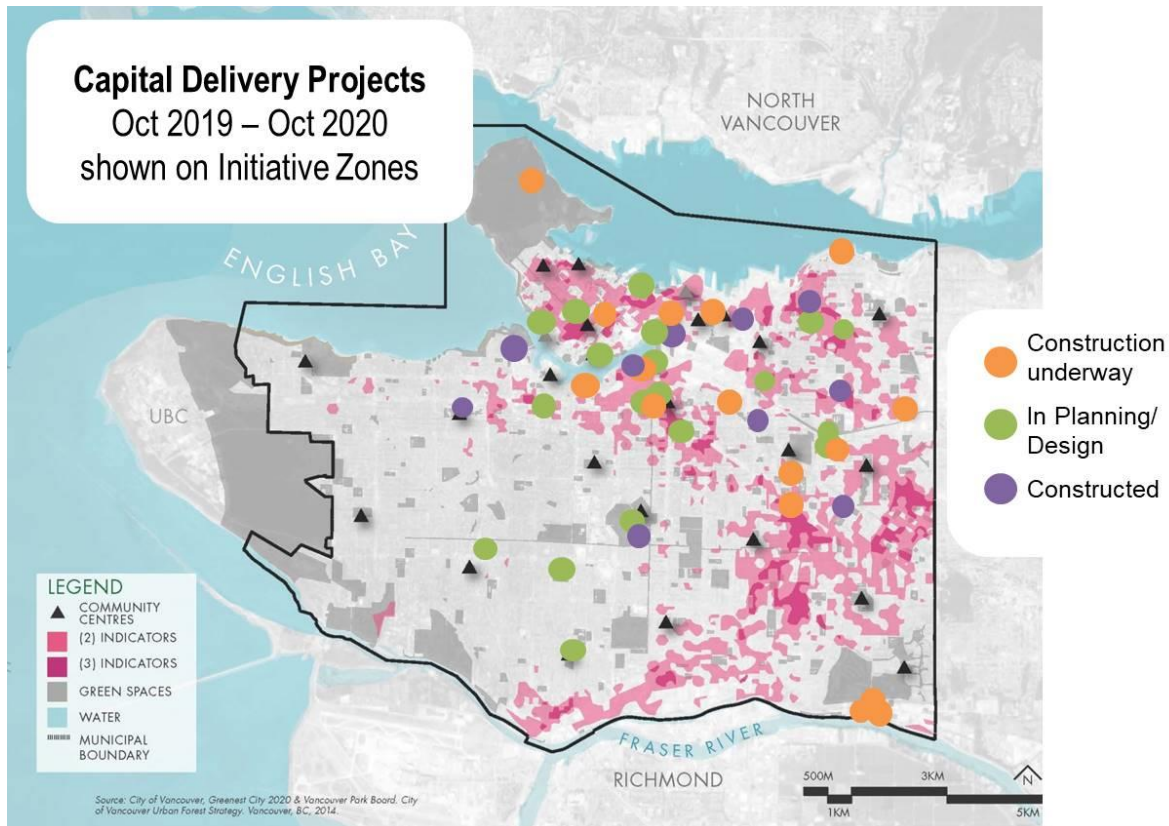


Figure 2: Capital Delivery Projects Oct 2019 - Oct 2020 shown overlaid on the VanPlay Equity Initiative Zones.

During 2019/2020 the Park Board has restored or enhanced 5 ha of naturally managed habitat within parks, exceeding the target of 1-3 per year, and in the process is on track to meet the previously set Greenest City Action Plan goal of planting 150,000 trees before the end of 2020. Much of this was made possible by strategically identifying sections of parks and golf courses suitable for urban forest and / or reducing mowing.

A number of strategic initiatives are underway to guide delivery of assets to meet the defined targets, such as a skateboarding strategy, a Park Board-specific Local Food Action Plan update, and a new community centre strategy in collaboration with Community Centre Associations.

Progress on Connectivity Vision

The VanPlay vision to create vibrant, healthy communities by encouraging connection and integration of open space at the site, neighbourhood, citywide and regional levels, has driven a large amount of collaborative and innovative work this year.

Increasing connectivity creates places to play, exercise and socialise while providing pathways for the movement of urban wildlife and rainwater, while creating beautiful, direct and intuitive connections for pedestrians and cyclists of all ages and abilities.

The city-wide concept vision has guided both coordinated effort by the Park Board (primarily parks and recreation planning, acquisition, development, urban forestry, and horticulture) and has supported collaboration with the City's Planning, Urban Design and Sustainability, and Engineering departments.

For example, Park Board staff actively participated in the development of the [Rain City Strategy](#) and the [Blue-Green Systems Planning scopes of work](#) that City Council approved on November 5, 2019. Planning has commenced to pilot innovative approaches for rainwater/parks integration at Charleson, Columbia and John Hendry Parks (as approved by the Board in February 2020), in addition to creek restoration works at Tatlow Creek and Volunteer Park (as described in conceptual plans approved by the Board in March 2020). There are significant and exciting opportunities underway to implement components of VanPlay in concert with the City's One Water initiatives. Aligned outcomes include park connectivity, biodiversity, and the natural flow of water.

Development of a new city-wide plan commenced in late 2019. The Vancouver Plan program is a three-year interdepartmental process convened by the Planning, Urban Design and Sustainability Department with participation of many City Departments to create a comprehensive city-wide plan. Park Board staff are represented in the Directors Working Group, Policy Team and extensively in the Policy Working Groups. As a result, the vision presented in VanPlay is fully embedded in the conversation. Provisional Goals* 7 and 8 reflect this clearly; "Create Complete, Connected, Safe and Culturally Vibrant Neighbourhoods" and "Re-Establish Thriving Urban Natural Systems".

(*A set of draft goals emerging from public engagement and policy research intended to guide the next phase of public engagement, scenario and policy development, and development of plan directions)

NEXT STEPS

As the reopening and recovery response to the COVID-19 pandemic continues staff will continue to **deliver services equitably, weave the city together and welcome everyone** to Vancouver's Parks and recreation services.

Staff will continue to implement VanPlay, by using the Framework to prioritise and shape planned work and in response to new opportunities.

The next annual report back to Commissioners will be scheduled for October 2021.

CONCLUSION

The strong vision, commitments and tools in VanPlay have proven powerful and relevant throughout a period of unprecedented uncertainty and pressure. The Park Board is well positioned

to respond meaningfully to challenges and continue the pursuit of equity, connectivity and access to parks and recreation for all.

The new “VanPlay Framework” effectively declares the issues at the heart of VanPlay and the values of the Vancouver Board of Parks and Recreation. With this effective implementation tool staff and the Board will be more easily able to articulate and advance the organisation’s mission, vision and key directions.

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**Van
Play**

*Imagine
parks+recreation*

VANCOUVER'S
PARKS & RECREATION
FRAMEWORK



APPROVED OCTOBER 19, 2020

ACKNOWLEDGMENTS

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and... a sincere thank you to the Staff Working Group and External Advisory Group.



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VanPlay Orientation

VanPlay is the Vancouver Board of Parks and Recreation's decision making guide. Its priorities, tools and policies support the pursuit of equity, connectivity and access to parks and recreation for all.

REPORT 1: Inventory and Analysis

- A thorough introduction to the Park Board system broken into four chapters - parks, recreation facilities and nature.
- The inventory includes maps, challenges/opportunities, history and other useful introductory information.

REPORT 2: 10 Goals to Shape the Next 25 Years

- Intended to be bold and aspirational, these goals are broad outcomes which where can make parks and recreation more equitable, accessible, inclusive and resilient over the next 25 years.
- Each goal is supported by a "why" statement which are a short summary of the current state and opportunities for the future.

REPORT 3: Strategic Bold Moves

- In depth information about the three tools to create a more connected and equitable future:

Move 1: EQUITY | Tool: INITIATIVE ZONES

This Bold Move pursues a more equitable distribution of parks and recreation opportunities. The Initiative Zones map assists in prioritizing delivery of park and recreation resources to historically under-served areas of the city.

Move 2: ASSET NEEDS | Tool: ASSET TARGETS

This Bold Move articulates needs relating to physical assets and sets targets by which to track progress over time.

Move 3: CONNECTIVITY | Tool: CITYWIDE PARKS AND RECREATION NETWORK

This Bold Move presents a vision for a network of parks, green spaces and recreation areas, interwoven into everyday life.

REPORT 4: The Playbook, Implementation Plan

- The plan for implementation into the day-to-day of the Park Board, over the next 10 years.

What is this document?

VanPlay, The Framework (this document) is a succinct method of referencing the full suite of VanPlay documents and is a decision-making tool for implementation.

By bringing together all components of VanPlay in one place, The Framework streamlines the alignment of decisions with VanPlay policies, tools and implementation priorities. It allows for quick and easy reference the core content of the VanPlay documents.

The Framework shall be cited when referencing VanPlay in reports to the Board, during work planning, prioritization, and when describing the key tenants of VanPlay, and the ethos behind the Park Board's work, both internally and externally.



The Vancouver Board of Parks and Recreation

VISION

To be the leader in parks and recreation
by connecting people to green space,
active living and community

MISSION

Provide, preserve and advocate for parks and recreation to benefit all people, communities and the environment.

Purpose Statement

All people and communities in Vancouver, regardless of their ethnicity, gender, religion, race, financial status, sexual orientation, abilities or age deserve the right to access quality parks, recreation and nature, and the opportunity to partake in social, cultural and recreational activities to acquire physical literacy skills, to express and enjoy culture, and to connect with community.



10 Goals to Shape the Next 25 Years

Each Goal is supported by an explanation of work currently underway, trends and issues of note which describe “why” these are so important to take on, or continue to take on. See “10 Goals to Shape the Next 25 Years” full report for more.

- Goal 1:** Grow and Renew Parks, Community centres and other assets, to keep pace with population growth and evolving needs
- Goal 2:** Protect Existing parks and recreation spaces from loss encroachment and densification
- 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 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 8:** Foster a system of parks and recreation spaces that are safe and welcoming to all
- Goal 9:** Seek Truth as a foundation for reconciliation with Musqueam, Squamish, and Tsleil-Waututh Nations
- Goal 10:** Secure adequate and ongoing funding for the repair, renewal and replacement of our aging parks and recreation system

The VanPlay Framework

Three Key Directions



This framework provides a quick reference point for aligning activities and operations undertaken by the Park Board, with VanPlay.

The Directions reflect the ambitions of the 10 Goals to Shape the Next 25 Years, and link the Goals to the Strategic Bold Moves, the associated tools, and the Approaches for Action (from The Playbook).

All reports, proposals and activities should identify how it relates to the Directions, and the Bold Moves or Approaches for Action shown here.

For example; “The project aligns with VanPlay’s direction “Deliver Services Equitably” by using the Equity Initiative Zones to prioritise resources and service delivery.”





Deliver Services Equitably

A fair and effective parks and recreation system

Bold Move: Equity

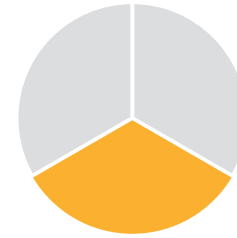
- Use the Equity Initiative Zones map to prioritize resources and service delivery
- Work inclusively to address inequities
- Identify and challenge colonial structures
- Nurture partnerships where values of access, inclusion and equity are shared

Approaches for Action:

- Articulate principles, values, and approaches by developing a robust policy framework (G.1.)
- Support evidence-based decision making by collecting and managing data and information. (G.2.)
- Focus reconciliation efforts on decolonizing the Park Board and relationship building with Musqueam, Squamish, and Tsleil-Waututh First Nations. (G.6)
- Strengthen and expand partnerships to build capacity and clarify roles. (G.7)



The VanPlay Framework



Welcome Everyone

Parks and recreation experiences that improve quality of life.

Bold Move: Equity

- Meet the Asset Targets by increasing the capacity and quantity of space, amenities and facilities
- Provide safe, clean and welcoming parks and recreation spaces.
- Reduce barriers to access
- Listen, learn and co-create to understand and meet community needs

Approaches for Action:

- Improve the safety, cleanliness and physical accessibility of all parks to increase access for all. (P.1)
- Provide excellent customer service by enhancing communication with the community, our partners and stakeholders. (G.3)
- Conduct meaningful, wide reaching and effective community engagement through innovative opportunities and methods. (G.5)
- Foster an ethos of stewardship and community development which engages people, community groups and organizations in caring for and about parks and recreation. (G.9)
- Respond to challenges and future trends through proactive park design, operations and maintenance practices. (P.4)
- Provide a wide variety of park types, spaces and experiences that reflect the communities they serve. (P.5)
- Increase the capacity, quality and diversity of recreation amenities through strategic management and investment. (R.1)
- Support a lifelong pursuit of sport and recreation for all ages and abilities. (R.2)
- Support access to sustainable, local and healthy food. (R.3)
- Expand access to recreation facilities to keep up with population growth and changing needs. (F.1)
- Enhance existing facilities to create welcoming spaces and amenities which appeal to a wide range of recreational interests and are accessible to all. (F.2)





Weave the City Together

Parks, nature, recreation and culture integrated into everyday life.

Bold Move: Connectivity

- Provide routes to walk or roll to, and through, parks and recreation places
- Thread the unique history of the land, place, and culture into planning, design and activities
- Provide amenities and places which are flexible to different uses and deliver multiple functions
- Reconnect landscapes by improving the flow and quality of rainwater
- Connect and enrich ecosystems throughout the city

Approaches for Action:

- Enhance nodes and multi-modal connections to create a citywide network of parks and recreation. (P.2)
- Protect and acquire park land to provide access to space for sport, recreation, culture and nature throughout the city. (P.3)
- Advocate for the protection and enhancement of parks, recreation, and nature throughout the city as elemental parts of complete communities. (G.4)
- Support diverse cultural visibility through arts, culture and storytelling. (G.8)
- Protect and enhance the integrity of foreshores, waterways and beaches. (N.1)
- Protect Vancouver's freshwater resources through ecological restoration, green infrastructure, and water conservation. (N.2)
- Nurture, protect, and connect the city's ecological network and natural areas. (N.3)
- Cultivate connection to nature through education, programming and stewardship. (N.4)
- Grow and improve the health of Vancouver's urban forest. (N.5)



The VanPlay Diagnostic Tests

These tests help to assess if the proposed project or work aligns with the Park Boards values, intentions and therefore will further our goals as an organisation.

Decolonisation Interrogation Questions

Regularly, and in as many different situations as possible, reflect on these questions. By practicing this reflection you will find that patterns of decision making, power dynamics and other patterns will become clear. The intention is not to actively solve or analyze the answers to these questions as a part of the reflection but rather to simply acknowledge. Action in response to observations can be incorporated in all work and activities undertaken by staff and the Board.

This reflection work furthers the VanPlay goal to “seek truth”, aligns with the direction to “Delivery Services Equitably, by identifying and challenging colonial structures” and provides substance to the Colonial Audit (underway).

Questions for Decolonial Interrogation

1. What issues have arisen in the past week?
2. What decisions were made?
3. Who made them?
4. Who provided the information that informed that decision?
5. Where are the pressures come from?

Learning

We consent to learn in public. We will make mistakes. We will sit with those mistakes, be transparent about them, and use them both to learn and to teach. Our mistakes will be diagnostic tools.

(Reference: Mission, Vision, Values of Park Board Reconciliation)

The VanPlay Test

Use these questions to shape a project, effort, initiative or undertaking. Not all questions will be relevant for all scales of projects, however each should be considered thoughtfully.

The VanPlay Test

1. Does this align with the VanPlay Framework?
2. Does this advance the VanPlay goals?
3. Does this increase the capacity or quantity of assets, amenities or facilities to help meet 2040 Asset Targets?
 - a. If it is a strategy: does it outline steps to deliver on an asset target? If the subject does not have an asset target, can this strategy create new asset target/s?
4. Is this located in (or does it serve) an Initiative Zone?
5. Does this comprehensively consider equity and increasing equitable provision of services into the future?
6. How does this enhance connectivity? Consider;
 - a. Flow of waters
 - b. Ecosystem connectivity
 - c. Vibrant, active communities
 - d. Sense of place
 - e. Creating opportunities for collaboration
7. Does this take a “multiple benefits approach”?
8. Could an outcome or an output be a:
 - a. Policy or guideline, which articulates how decisions consistent with this work could be made into the future?
 - b. Communication tool, which will make sharing information on this topic easier?, and/or
 - c. Data set or map, either new or an update to existing information?
9. Is this something we said we would do? For example;
 - a. Action to implement a Bold Move, and/or
 - b. Initiative listed in the Playbook

Definitions

Strategy

A strategy presents a long-term vision for the future. Creating a strategy typically involves analysis, including an audit of the current state, a needs assessment, and a gap analysis. Building from this, a vision for the future is co-created with the community. Strategies define principles that guide decision-making and lead to implementation.

Plan

A plan enacts strategies by outlining tasks required for implementation that are time and resource bound.

Policy

A policy outlines intent, principles and guidelines to direct responses to particular proposals, situations or activities. Typically a short (fewer than 4 pages if possible) document it should outline key criteria regarding how and why certain decisions are made or actions are taken. Policies can be internal, guiding the Park Boards' work, or external, directing others who interface with the Park

Board. Policies are a useful tool for documenting values and objectives in a transparent way. By creating policy we ensure decisions in the future will be consistent with decisions made today. A values-led policy may help avoid duplication of effort where an issue comes up regularly. With a policy in place a new response does not need to be created each time the issue or opportunity arises. It is helpful if any deep investigation into a topic produces a policy statement either as a standalone document or as a part of a larger strategy document. Policies can be supported by Guidelines.

Guideline

a document which outlines specifically how processes are undertaken, actions are taken or decisions are made. They are more comprehensive than policy and are more functional in their focus. By creating guidelines we ensure that important tasks and processes are undertaken consistently and effectively. Good guidelines can help ensure important tasks, check points or consultations are not missed.

Communication tool

anything which clearly describes an issue, topic or decision. Communication tools can be public facing or act as a guide for staff when communicating with the public. Tools could include web pages, information sheets, videos, infographics, webinar recordings, posters, training manuals etc.

Initiative Zone

The Initiative Zones tool is a tool to help determine project prioritization and location. The map combines a measure of access to parks, recreation and nature in order to create a powerful story that sets the scene for great conversations about where resources may be required. More information can be found in the 'Equity' chapter of "Strategic Bold Moves".

Asset Targets

VanPlay's Asset Targets consider the quantity, quality, capacity, and distribution of parks, natural areas, outdoor recreation amenities, and facilities

in the City of Vancouver, managed in some respect by the Park Board. Each asset target recommends actions for to supply, distribution, and renewal of each type. More information can be found in the 'Asset Needs' chapter of "Strategic Bold Moves".

Naturally managed

Areas of parks that are intentionally minimally managed, relatively undisturbed in an urban context, contain native plant species, and provide wildlife habitat. In Vancouver's park system these include forests, ponds, wetlands, stream riparian zones, some sections of coast, meadows, treed areas without mown understory, and un-manicured sections of golf courses.

Multiple-benefits Approach

An approach for design and strategy which attempts to achieve multiple objectives, and perform multiple functions, through one initiative. This approach makes the most efficient use of public land, and funds while building strong relationships. VanPlay proposes a "multiple-benefit approach" to create a citywide network of parks and recreation experiences. More information can be found in the "Connectivity" chapter of "Strategic Bold Moves".

