



Vancouver Park Board 2016 Priority Initiatives & Work Plan

Langara Golf Course Clubhouse
Saturday, February 27, 2016
8:30am-12:30pm



- 08:30 Introductions and Session Purpose
- 08:45 Participant Goals
- 09:00 The Ground up Budget – What Would We Do?
- 10:00 Comparing and Ranking Potential Priorities
- 10:15 Coffee Break
- 10:30 Review and Fit-gap Existing Project Portfolio
- 11:30 Analyzing Adjustments and Actions
- 12:00 Wrap-up and Next Steps

What is today?

- A non-voting strategic session
- Opportunity to explore new ideas and opportunities, to share your thoughts and hear those of others
- A discussion to inform priority setting for future budget discussions
- A facilitated session with an expectation that all will participate in an open manner

- What will make today's session a success for you?
 1. From a group perspective?
 2. From a personal perspective?
- What do you most want to learn about today?
- Is there a specific topic / theme on which you are most interested to discuss and contribute?

From the one-on-one conversations

- Management:
 - A sense of what adjustments and changes we can make to existing plans to more closely align with the Commissioners direction / vision
- Commissioners:
 - How do we have greater control / influence over the budget process?
 - How many projects are approved but delayed / waiting for resources?
 - How do we re-prioritize initiatives?
 - How can we improve the feedback loop as projects progress?
 - How can we get more involved in initiatives we are passionate about?

Exercise: Identifying Project Priorities

Connecting people to green space, active living, and community

The Vancouver Park Board is the only elected body of its kind in Canada. Formed in 1888 as a committee to manage the new Stanley Park, its history is as old as the city's itself.

It has exclusive possession, jurisdiction, and control over more than 230 public parks in Vancouver and a large public recreation system of community centres, pools, rinks, fitness centres, golf courses, street trees, marinas, playing fields, and more.

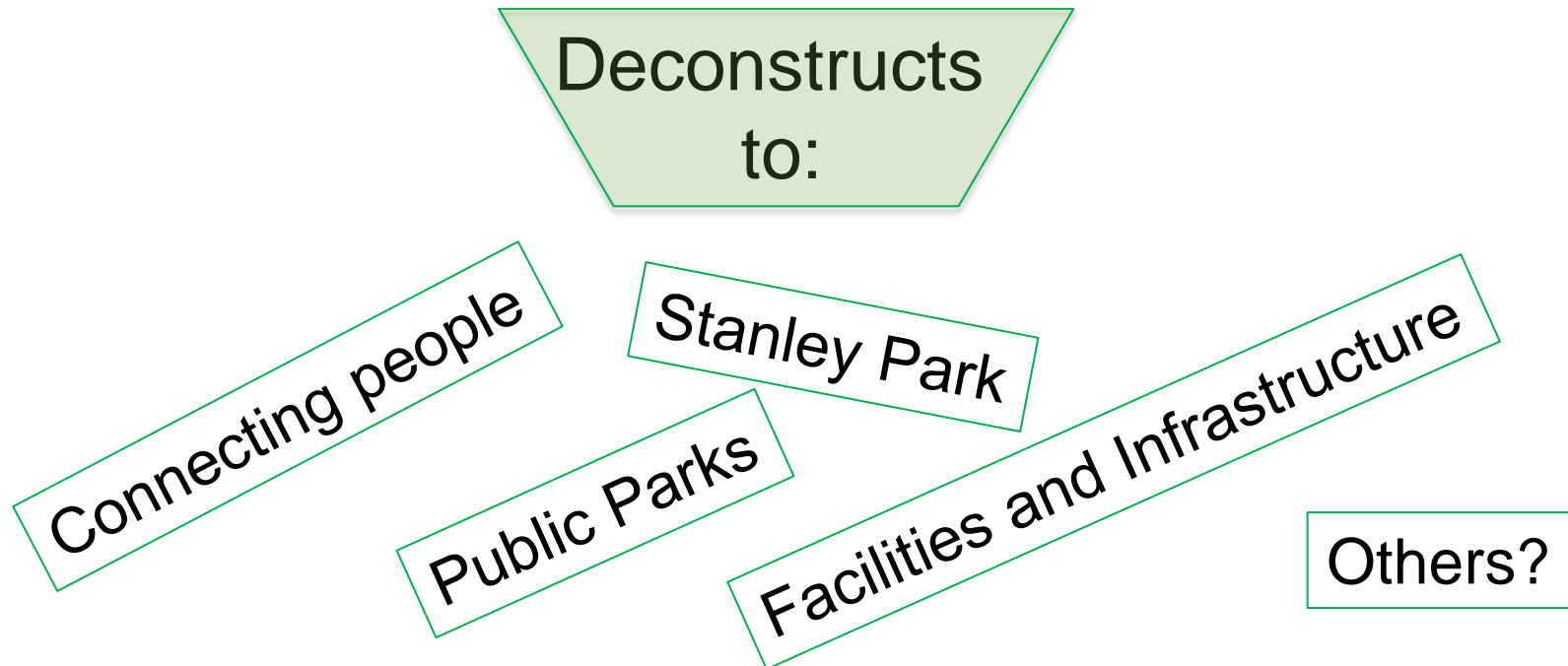
The elected nature of the Park Board and the strength and focus of its mandate have resulted in urban parks and recreation that today hold an enviable and esteemed position world-wide. 6

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Exercise:

- For the next 45 minutes we will identify projects and group them by these or other characteristics.
- The projects can be existing projects we are aware of, or new projects that commissioners may be considering bringing forward. The projects can also be capital investments or operating spend.
- Realism is encouraged, in that project envisioned should be possible, but are meant to identify the breadth of potential directions, rather than being resource constrained to what can be done.
- Projects should be identified with a descriptive title, and an “owner” who can talk to it



Overlaying Personal Priorities



Exercise:

- This is a forced choice exercise
- We will review the list of projects under each category, then ask for priorities. Each person will have the opportunity to select a maximum 2 projects from each list that they feel are priority for accomplishing during the Commissioners term.
- We will then review those that have been identified as priorities for the group, and those that are priority for individuals



Matching Commissioner Priorities to Existing Project Set

Project Portfolio Review

- For each of the Portfolio Areas (Stanley Park, Connecting People, Public Parks, etc.) staff will prepare a quick (5 min synopsis) of the degree to which the existing project set matches the identified priorities
- For each portfolio area we will then spend up to 10 minutes discussing the overlap, and any opportunities that may exist to ensure the portfolio of projects meets priorities
- For each portfolio area we will capture any take-away or action items

In no particular order, questions for discussion:

- Does the mix of projects appear consistent with Park Board objectives?
- If we had another dollar (or a million), another hour of time (or an FTE) to invest where would it be most beneficial?
- If new emerging priorities appear, what project areas would we be most willing to sacrifice? (recognizing that resource skillsets will need to match)
- What information on the existing projects and priorities would be most helpful for the Commissioners going forward?



Review of Outcomes / Match to session Goals



- Wrap up discussion and learnings for the day
- Review participant goals and ensure that they have been met
- Discuss potential next steps
- Communicate follow up materials and action items



Background on the 2016-2018 Work Plan



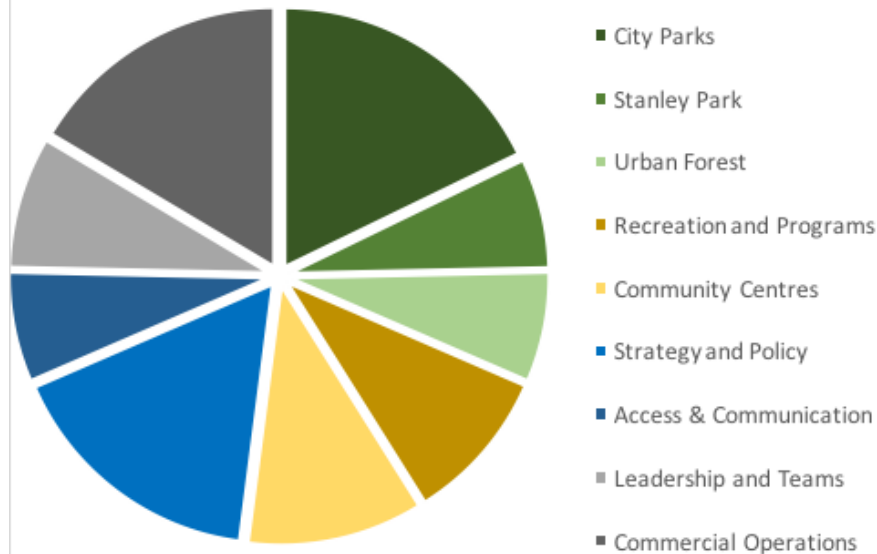
The 2016 Project Portfolio

The project portfolio is comprised of a mix of shorter term and longer term capital and operating projects. There are 69 identified projects underway in 2016.

The initiatives have been categorized in a number of ways:

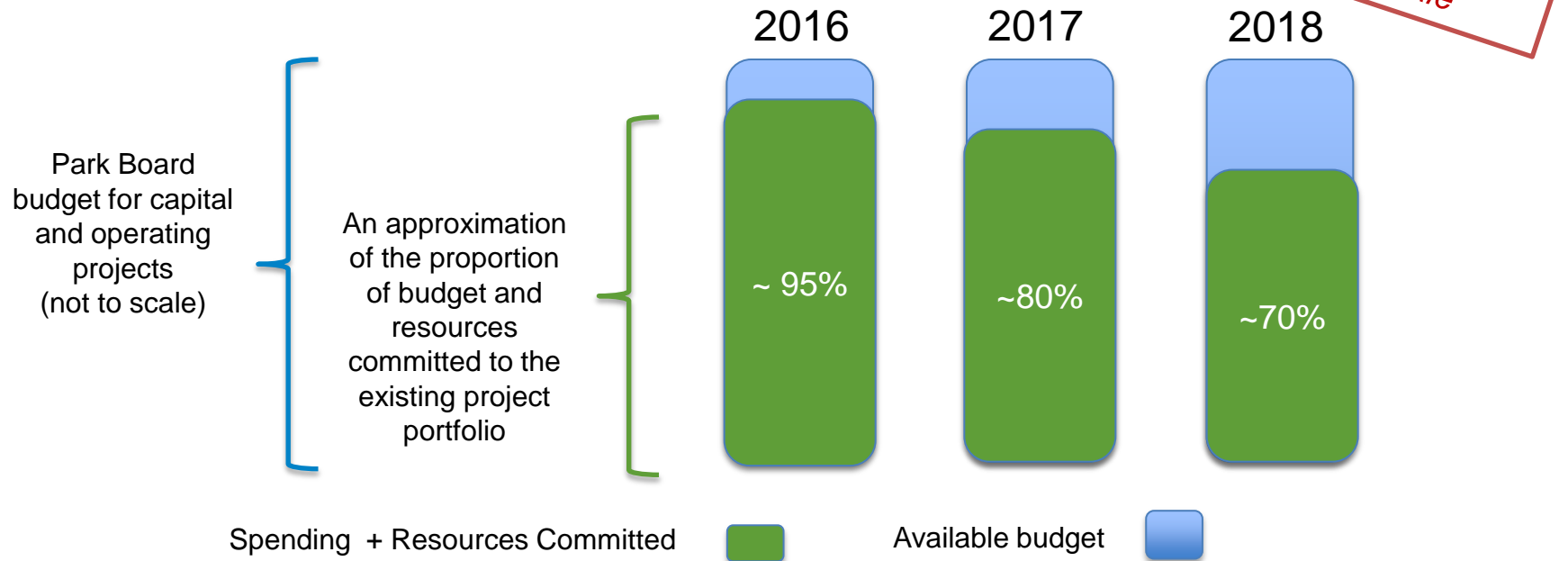
- by functional area,
- new capital vs. renewal or operations vs strategy/policy
- Administrative / business operations vs. mandate driven
- Multi-year vs. current year

Project Portfolio by Function



- There are 16 projects related to our Parks – 11 in City Parks and 5 for Stanley Park
- There are 7 Community Centre Projects, 5 Recreation Programs and 5 related to the Urban Forest
- Strategy and Policy represent 13 projects, Access and Communications 6
- Commercial Operations has 10 projects and Leadership and Teams 6
- Overall 8 projects are new capital investments, 18 are strategy and policy and 43 are operations or renewal
- The largest has a \$5,000,000 spend in 2016, the smallest capital investment is about \$40,000

Annual Work Plan Spending



- The majority of large projects have multi-year commitments
- A large proportion of the projects in the portfolio were initiated last year or prior
- The available budget and resources vary by function and future years have a greater proportion of available budget
- A minimal proportion of this years budget remains uncommitted, any larger projects would have to replace existing initiatives

Park Board 2016 Initiatives & Work plan



City Parks

1. 17th & Yukon
2. East Fraser Lands
3. 5th & Pine
4. Northeast False Creek Park
5. Hillcrest + Riley Park ★
6. Love Locks Sculpture
7. Water Bottle Filling Stations ★
8. Sunset Park
9. Turf replacement ★ (Hamber and WPG)
10. New Brighton Saltmarsh
11. Locarno Shoreline

Stanley Park

1. Stanley Park Seawall Renewal ★
2. Beaver Lake ★
3. Lost Lagoon Fountain
4. Stanley Park Cycling
5. Stanley Park Intergovernmental Group

Community Ctrs

1. Killarney Seniors ★
2. Marpole Community Centre ★
3. Britannia Community Centre
4. Playground Renewals ★
5. Creekside Paddling Centre ★
6. Dogwood-Pearson YMCA
7. JOA with CCAs

Recreation Prgms

1. Swim to Survive
2. ActiveNet Sustainment
3. BI Dashboard
4. Aboriginal Youth Program
5. Physical Literacy Program

Urban Forest

1. Public Property Trees
2. Private Property Trees
3. Tree Asset Management
4. Environmental Education & Stewardship
5. VanDusen Education Centre

Strategy + Policy

1. Parks and Rec Master Plan
2. Dogs in Parks Strategy
3. Aquatic Strategy
4. Non-Motorized Boating
5. Biodiversity Strategy
6. Social Media Strategy
7. Non-Potable Water Sources
8. Automated Garden Water
9. Renewable Energy Opportunity Assessment
10. Consultation Standards Policy
11. Park Naming
12. Golf Master Plan
13. Vancouver Park Foundation

Access + Comm

1. Accessible Park Maps
2. TGVI Recommendations
3. TRC Recommendations
4. Standards for Adaptive programs
5. Community Dialogues
6. Challenger Field

Commercial Ops

1. Fraserview Driving Range
2. Marketing & Branding
3. Outdoor Concerts
4. Golf Reservation System
5. Golf Pricing Strategy
6. New Commercial Opportunities
7. Bench Program Pricing
8. Sponsorship Policy
9. Concessions Strategy
10. Sport Event Hosting

Leadership +Team

1. Senior Management Team Recruitment
2. Health and Safety reporting metrics
3. Succession Planning
4. Leadership Development
5. Pay Practice Review
6. Park Operations Workforce Scheduling

Legend

New Capital Investments are in **BOLD**

Those capital projects expected to complete in 2016 are marked with a star