

File No.: 04-1000-20-2024-497

December 11, 2024

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of August 2, 2024 under the ***Freedom of Information and Protection of Privacy Act*** for:

In relation to the "Proposed parks and recreation governance transition," per: <https://vancouver.ca/yourgovernment/proposed-changes-to-the-governance-of-the-park-board.aspx>, all records held by the Parks and Recreation Transition Working Group regarding:

- 1. Correspondence with First Nations about the transition; and**
- 2. Any internal reports, memos, and minutes that address the transition.**

Date range: October 15, 2022, to August 20, 2024.

All responsive records are attached. Some information in the records has been severed (blacked out) under s.12(3)(b), s.13(1), s.14, s.15(1)(l), and s.22(1) of the Act. You can read or download these sections here:
http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00.

Please note, the Parks and Recreation Working Group was established in January 2024, so there are no responsive records prior to this timeframe. Additionally, the final versions of the draft meeting minutes (which have been severed in the attached records) can be found on the City's website here: <https://vancouver.ca/your-government/proposed-changes-to-the-governance-of-the-park-board.aspx>.

Under Part 5 of the Act, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, info@oipc.bc.ca or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (2024-497); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,

[Signed by Cobi Falconer]

Cobi Falconer, MAS, MLIS, CIPP/C
Director, Access to Information & Privacy

If you have any questions, please email us at foi@vancouver.ca and we will respond to you as soon as possible. You may also contact 3-1-1 (604-873-7000) if you require accommodation or do not have access to email.

Encl. (Response Package)

:lg



Transition Working Group

April 3, 2024





PURPOSE:

1. Interjurisdictional Scan
2. Broad Survey Final

What governance structures do other Canadian municipalities have to govern park and recreation services?

Municipalities in the comparison

1. Burnaby
2. Surrey
3. Calgary
4. Edmonton
5. Winnipeg
6. Toronto
7. Ottawa
8. Halifax (HRM)



	Organizational Structure of Park & Recreation Function	Council Committee Structures and advisory board
Toronto	Parks, Forestry & Recreation reports to DCM Community and Social Services	<ul style="list-style-type: none"> •The Infrastructure and Environment Committee •Arena Boards and Community Centers have independent boards managed within a framework
Halifax (HRM)	Parks & Recreation reports to Deputy CAO Operations	<ul style="list-style-type: none"> •Environment and Sustainability Standing Committee •Community Planning and Economic Development
Burnaby	Parks, Recreation and Cultural Services to Deputy CAO	<ul style="list-style-type: none"> •Parks, Recreation & Culture Committee
Surrey	Parks, Recreation & Culture reports to City Manager	<ul style="list-style-type: none"> •<i>Parks, Recreation and Sport Tourism Committee (Select/Advisory)</i>
Ottawa	Recreation, Culture and Facility Services reports to CMO (includes Parks)	<ul style="list-style-type: none"> •Standing Community Services Committee
Calgary	Parks under GM Operational Services Recreation under GM Community Services	<ul style="list-style-type: none"> •Community Development Committee •<i>Approx. 4 Council Advisory Boards</i>
Edmonton	Parks under DCM City Operations Recreation under GM Community Services	<ul style="list-style-type: none"> •Community and Public Services Committee •<i>Community Services Advisory Board</i>
Winnipeg	Parks and Open Space reports to Public Works Recreation Services reports to Community Services	<ul style="list-style-type: none"> •Standing Policy Committee on Community Services (includes Recreation and Parks)

	Council Committee Structures	Committee composition
Calgary	<p>Community Development Committee</p> <ul style="list-style-type: none"> • Approx. 4 Advisory Boards 	<p>Community Development Committee (8 members)</p> <ul style="list-style-type: none"> • 7 Councilors (out of 14) • Mayor, Ex-Officio <p><i>All City Councilors represent their Ward</i></p>
Edmonton	<p>Community and Public Services Committee</p> <ul style="list-style-type: none"> • <i>Community Services Advisory Board</i> 	<p>Community and Public Services Committee</p> <ul style="list-style-type: none"> • 4 Councilors (out of 12) <p><i>Community Services Advisory Board</i></p> <ul style="list-style-type: none"> • 1 Councilor • 12 Citizen Members, includes Chair and Vice-Chair • GM of Community Services, Ex-Officio, non-voting member <p><i>All City Councilors represent their Ward</i></p>
Toronto	<p>The Infrastructure and Environment Committee</p> <p><i>Arena Boards and Community Centers - independent boards managed within a framework</i></p>	<p>Infrastructure and Environment Committee</p> <ul style="list-style-type: none"> • 6 Council members from different Wards (out of 25) • Mayor <p><i>Arena Boards & Association of Community Centre Boards</i></p> <ul style="list-style-type: none"> • <i>Members appointed by Council to 4-year terms</i> • <i>Ward Councilor sits on the Board</i>
Ottawa	<p>Standing Community Services Committee</p>	<p>Standing Community Services Committee</p> <ul style="list-style-type: none"> • 11 Councilors (out of 24) • Mayor, Ex-Officio <p><i>All City Councilors represent their Ward</i></p>

	Council Committee Structures	Committee composition
Winnipeg	<ul style="list-style-type: none"> • Standing Policy Committee on Community Services (includes Recreation and Parks) 	<p>5 members:</p> <ul style="list-style-type: none"> • 4 Councilors (out of 15) • Mayor, Ex-Officio <p><i>Committee liaises with Community Centre Boards</i></p>
Halifax (HRM)	<ul style="list-style-type: none"> • Environment and Sustainability Standing Committee • Community Planning and Economic Development Standing Committee 	<p>Each committee - 7 members:</p> <ul style="list-style-type: none"> • 3 Councilors • 3 members at large • Mayor, Ex-officio <p><i>Each City Councilor represent its District</i></p>
Burnaby	<p><i>Parks, Recreation & Culture Committee (Advisory)</i></p>	<p>9 members:</p> <ul style="list-style-type: none"> • 7 Voting: <ul style="list-style-type: none"> • 2 Council Members (out of 8 Cllrs); • 5 Residents • 2 Non-Voting: 1 School Board; 1 Tourism BBY <p><i>Committee plays liaison role</i></p>
Surrey	<p><i>Parks, Recreation and Sport Tourism Committee (Select/Advisory)</i></p>	<p>9 members</p> <ul style="list-style-type: none"> • 2 City Councilors (out of 8) • 6 Volunteer Members who are Surrey residents • 1 Surrey School Trustee <p><i>Committee would liaise with Orgs</i></p>

Themes

- Different packaging of Parks and Recreation responsibilities
 - Standalone
 - Combined with Culture or Community Services
 - Or split Parks/Recreation with other things
- Council Committees
 - Partial committee of Council
- Advisory bodies
- Different liaison responsibilities
 - Ward system
 - Through an advisory committee or Council Committee
 - Appointed to Boards
- *What else does the Working Group want to know about other jurisdictions in order to inform your advice to Council?*
- *PARTIAL COMMITTEES – level of ratification/clarity of responsibility/authority*
- *MetroVan Park Board*

Purpose:

Discuss and confirm latest edits provided by Working Group members

#1: Option for in-person:

If your organization would like to be provide further input through either written comments or by participating in a session with Working Group members, please provide your information below, and we will do our best to accommodate requests

#2: The split of meeting types on the importance ranking question

Please select the approaches you think are most important (Select up 3):
[RANDOMIZE THE ORDER OF ITEMS]

1. Council meetings devoted mostly or entirely to parks
2. Council meetings devoted mostly or entirely to recreation issues
3. Council meetings devoted mostly or entirely to parks and recreation issues

PROPOSED APPROACH:

1. Council meetings devoted mostly or entirely to parks and recreation issues

#3: Question of effectiveness of current engagement

Q1a. In the past 12 months, how often you have done the following? Select one for each row.

- List of different engagement types...

Add new question:

Q1c. Of those engagements with the Park Board, which do you feel were the most effective and why?

NOTE: clarify/reword engagement, Remove WHY

#4: Member representation

Current question:

Q3b What is the size of your organization (including staff and volunteers)?

Add a new question:

Q3c How many users does your organization represent? Select one.

- NOTE: collect both

Broad Survey Final Confirmations



If your organization would like to be provide further input through either written comments or by participating in a session with the Working Group members, please provide your information below.

Written comments

Meet with working group

- Scheduling meetings
- Programming survey
 - Adding “snowball” question to survey
- Sending out survey
- West End Seniors Network invite

From: [Mochrie, Paul](#)
To: [Direct to Mayor and Council - DL](#)
Cc: [City Manager's Correspondence Group - DL](#)
Subject: Confidential - Park Board transition
Date: Thursday, January 25, 2024 10:31:24 AM
Attachments: [image001.png](#)

Good morning Mayor and Council,

I am writing in follow up to the [s.12\(3\)\(b\)](#)

[s.12\(3\)\(b\)](#)

[s.12\(3\)\(b\)](#)

[s.12\(3\)\(b\)](#)

We will provide additional clarification of [s.12\(3\)\(b\)](#) in future updates regarding the Park Board transition. However, if you have any immediate questions, please feel free to email Sandra directly.

Best,

Paul

Paul Mochrie (he/him)

City Manager

City of Vancouver

paul.mochrie@vancouver.ca

604.873.7666



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.

From: [Mochrie, Paul](#)
To: [Direct to Mayor and Council - DL](#)
Cc: [Ford, Trevor](#); [Singh, Sandra](#); [Amrolia, Armin](#); [Levitt, Karen](#)
Subject: Confidential - Parks and Recreation transition update
Date: Wednesday, August 14, 2024 10:11:11 PM
Attachments: [COV - Report - Parks and Recreation Governance Transition Planning - Progress Update \(2024-08-12\).pdf](#)
[image001.png](#)

CONFIDENTIAL

Good afternoon Mayor and Council,

I am writing to share with you that on Monday, August 12 we will be communicating an update on the work to plan for the proposed governance transition of parks and recreation services to Council. As we proceed with evaluation of identified opportunities for integration and rationalization of functions between Park Board and other City departments, this update is intended to provide transparency for our staff regarding the status of that work and implications for the individuals and teams involved.

The updates will be sequenced as follows to ensure staff receive the update first from management:

1. Monday morning, we will provide an embargoed copy of an internal staff memo and Q&As to all managers and supervisors who supervise staff so that they have time to review the information.
2. Early Monday afternoon, we will provide the same internal memo to all staff, with updated Q&As loaded on Currents.
3. At the end of the day, we will post a public version of the same content to the public website: [Proposed parks and recreation governance transition](#). This will have largely the same content as the internal version, with only some internal references omitted (e.g., references to Currents) and more formalized language in some cases.

Attached for your confidential preview is an embargoed copy of the public report version of the update. We ask that you keep this report confidential until the public website is updated to help ensure staff receive the information from us first.

As you know, the prospect to integrate functions across parks & recreation and other departments has significant implications for our organization. Pending confirmation of specific changes to be implemented, there is anxiety for some of our staff. We are maintaining close contact with union leaders and continuing to reinforce the commitment to mitigate employment impacts through attrition and existing vacancies.

If you have any questions, please do not hesitate to let me or Sandra know.

Best,

Paul

Paul Mochrie (he/him)

City Manager

City of Vancouver

paul.mochrie@vancouver.ca

604.873.7666



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PROGRESS UPDATE REPORT

DATE: August 12, 2024
FROM: Sandra Singh, Deputy City Manager
SUBJECT: Parks and Recreation Governance Transition Planning: Progress Update

PURPOSE

To update on the work to prepare for the proposed transition of governance of parks and recreation services from an elected Park Board to the elected City Council.

BACKGROUND

On December 13, 2023, Council adopted a resolution requesting legislative amendments to the Vancouver Charter (“Charter”) from the Government of BC that would transition the governance of parks and recreation services in Vancouver from a separate, elected Park Board to the elected City Council.

This transition is intended to simplify governance for parks and recreation services as core City services, ensure efficient and effective service operations, reduce complexity in public service experiences, and reduce any duplication that has resulted from dual governance systems. These governance and operational changes are anticipated to result in service improvements, process simplification and financial savings that can be reinvested in parks and recreation and other City services.

Council also committed to enhancing parks protections and continuing the City’s commitment to meaningful public access to governance and governance process related to parks and recreation services.

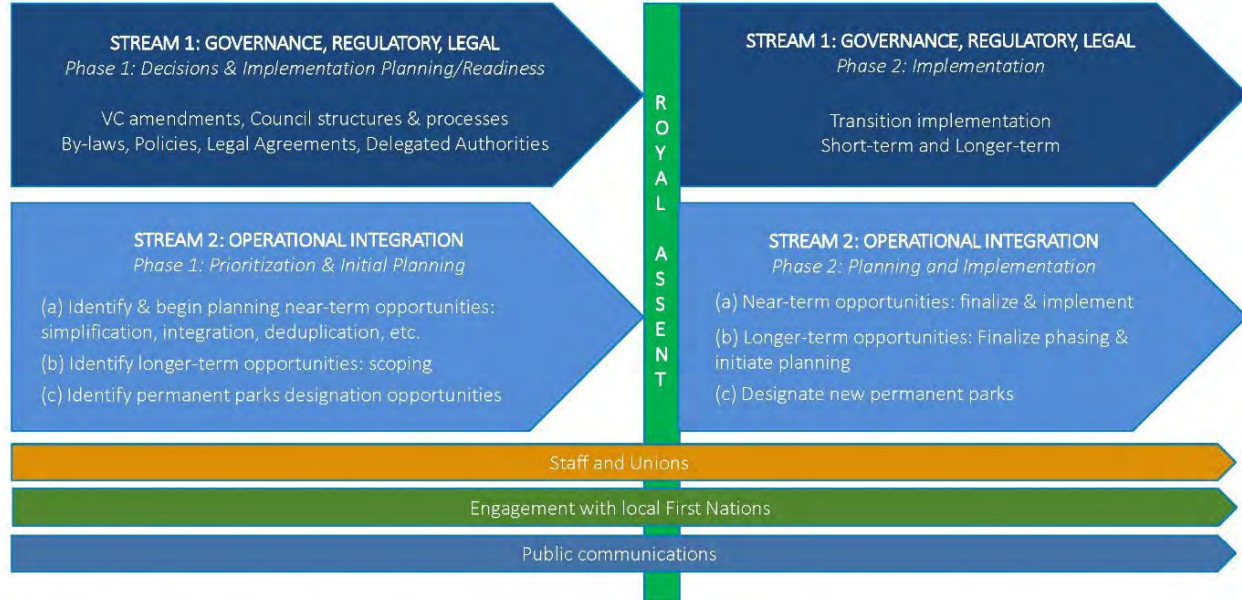
Approach to the Transition Planning

An overview of the Transition Plan (“Plan”) was presented to Mayor and Council on February 7, 2024, and has been posted publicly at [Parks and Recreation Services: Proposed Governance Transition - Transition Plan Summary \(vancouver.ca\)](#).

As noted in the Plan, recognizing the complexity of the proposed transition, initial focus was on addressing critical issues for transition – primarily legal and by-law matters – while laying the foundation for early post-transition service and operational improvements and longer-term transformative opportunities. Importantly, the City is approaching this potential transition as an opportunity to enable significant service improvements across the City’s operations; simplify processes and ensure faster decision-making for both the community and internally; reduce administrative duplication and inefficiencies; improve leveraging of expertise across City operations; and increase permanent park designations.

The overall work program was presented in the following diagram:

Overall Approach: Work Streams and Phases



Reporting to the City Manager's Office, a project team from the Project and Strategy Support Office (formerly Business Planning and Project Support or BPPS) is coordinating the work.

PROGRESS UPDATE

Resolving Regulatory, Legal, and Governance Matters

- Staff have discussed with the Government of BC the requested amendments to the Charter to enable the governance transition. Based on previous communications from the provincial government, it is anticipated that proposed changes will be brought forward soon after the upcoming Provincial election.
- All Park Board policies and by-laws have been reviewed and recommendations related to these policies, including delegated authorities, have been confirmed. The main recommendations are anticipated to be adoption of public service strategies and alignment of delegated authorities for parks and recreation work with delegated authorities for other areas of City work.
- Work is now commencing to review all City by-laws.
- The Council-appointed Transition Working Group has reviewed information about how other City Councils organize their business related to parks and recreation and has also neared the end of its consultation with parks and recreation stakeholders and community partner organizations.
 - They have discussed these findings, and their next step is to develop recommendations to Council regarding efficient, effective, and meaningful pathways for community and stakeholder engagement with and input to Council in its proposed governance role for parks and recreation services.
 - These recommendations will be presented to Council in November 2024 as part of a broader public report back on the work to plan for the proposed transition.
 - The Working Group's appointments are being administratively extended to enable them to complete this work and report back to Council.

Advancing Planning for Operational Integration and/or Alignment

Integrating parks and recreation operations with City operations presents significant opportunities for service improvements, process simplification, policy and service coherence, and savings that could be reinvested into public services. These opportunities exist on both sides of the current operational structure – City and Park Board – and arise primarily from areas in which the current dual governance structure has resulted in duplication, service complexity, inefficiencies, and/or additional costs. This will be the single biggest opportunity in decades for transformative change and service improvements.

To be clear, as the Project Team works with Department staff to explore these opportunities, there is no intention to reduce public service levels or lay off staff. For all discussions, the following guiding principles that were outlined in the original Plan Summary will be applied:

- Deliver the greatest benefit to users, residents and taxpayers.
- Minimize disruption to public and ensure services continue to work.
- Seek administrative and service simplicity and efficiency.
- Be clear and transparent on the public and taxpayer benefit: Measurable outcomes – service experience, financial, etc.
- Recognize time is of the essence and be efficient and ensure informed decision-making.
- Be considerate as possible of the impacts of change and uncertainty on our employees.
- Respect labour and employee relation obligations.

Timelines

As noted above, amendments to the Vancouver Charter to enable the transition of parks and recreation governance are not expected until after the upcoming Provincial election. This extended timeline reinforces the need to begin operational integration discussions now in order to be in a place to realize financial and/or public service benefits once the Charter amendments are made. Practically, however, nothing has changed from the original plan: some straightforward opportunities will be implemented as soon as feasible after the transition and scoping of more complex opportunities will also begin now. In all cases, finalized plans for any service integration will need to wait until the Project Team can validate information with parks and recreation colleagues.

Commitments to Staff

Management recognizes that any type of service or operational restructuring can create uncertainty for employees. With respect to any future operational integration and impacts on specific positions or teams within Parks and Recreation or other City departments, the aim will be to manage those impacts through attrition and existing vacancies, and to communicate regularly with staff. Over the coming months, the Project Team will be seeking to work with the Unions to confirm a constructive transition process for positions impacted by integration efforts. Again, the aim is to provide continuing employment for staff involved with any service integration.

Importantly, the City will always respect the obligations in employment contracts and in collective agreements and will keep the unions apprised, seeking feedback and agreement on labour relations matters when appropriate.

City staff who deliver services under the governance of the Park Board

All staff currently under the governance of the Park Board are employees of the City and are subject to collective agreements or employment contracts negotiated with the City. While reporting to two distinct elected bodies, staff all operate as one team, and there is no distinction in approach to managing the impact of service integration.

The Park Board has given direction to parks and recreation staff to not engage on issues related to the proposed transition. This creates unique challenges not normally encountered in restructuring efforts and means that plans cannot be finalized until some information can be validated with the parks and recreation management team. As soon as the transition happens, the Project Team will connect with the parks and recreation management team to discuss this work and how to engage staff moving forward.

Operational Integration Planning

In consultation with City Department General Managers and Directors, the Project Team has identified a draft list of operational areas where there are opportunities for alignment, service improvements, and work or customer service efficiencies. The areas identified for initial exploration are outlined in the table below.

Example Areas to Explore Alignment and/or Integration	
Near Term, 0-6 months:	Longer-Term
<p>For this category, next steps will be to draft an approach to be validated with parks and recreation management once possible.</p> <ul style="list-style-type: none"> • Road design, safety and maintenance* • Traffic management and transportation funding* • Water and sewer design and maintenance* • Seawall and structures maintenance* • Parking management • Park lighting • Decorative fountains maintenance • Small equipment management • Tree maintenance • Horticulture and green infrastructure maintenance • Film and special events permitting • Public art, arts and culture policy • Communications, engagement and Indigenous Relations • Sponsorships and donations • Board operations/clerk functions 	<p>For this category, next steps will be to draft a provisional project plan that outlines a project plan for the review and development of operational structure options.</p> <ul style="list-style-type: none"> • Management of bike share, e-scooters, street furniture • Development review • Management of marinas/docks • Signage, electrical and fabrication shops • Management of plazas • Lease management • Bylaw enforcement, urban issues/encampment response • Fleet management, radio systems
<p><i>* Park Board relies significantly on external contractors to deliver these public works. There is potential for Engineering to take on much of this work in house at a smaller incremental cost due to efficiencies of scale and internal reallocation.</i></p>	

To confirm at this point, what the above list represents are areas where it is generally well understood to be some duplication, potential policy misalignment, or potential to simplify delivery of operations or services. As has been consistently stated, it is anticipated that service levels will remain the same or improve. The significant changes will be in how staff work collectively to deliver these services to the public and the clarity and coherence that will create for everyone.

Any savings realized through the work above – whether through bringing contracted works in-house or through integration of operations – present Council with an opportunity to reinvest in parks and recreation service improvements and other public service priorities.

Designating More Permanent Parks

A review of all parcels of land currently utilized for park purposes has been completed. Should the governance transition proceed, staff anticipate bringing forward recommendations to convert a significant number of parcels of land to permanent park designation. Specific parcels are still to be confirmed.

NEXT STEPS

Next, the project team will meet with departmental leads to explore the areas of work in more detail, recognizing that there will be need to validate some information and ideas with parks and recreation staff before finalizing decisions.

The project team will continue to provide regular updates to union leaders and will share and discuss information as the work proceeds. The project team will also provide updates to staff at key milestones as the planning advances.

Staff are planning a progress update and public presentation to Council in November 2024, which as noted above, will be accompanied by the update from the Transition Working Group.

FINAL REMARKS

Parks and recreation services are critical to the health and well-being of the whole community. Successive Councils have supported extensive investments in parks and recreation services, deploying City land and capital dollars to expand and grow these community services. That commitment has not changed with this Council direction. However, in planning for the future, Council has charged staff to seek streamlined and simplified processes, both within operations and governance. As the City continues to plan for the anticipated transition, the Project Team and management will maintain our commitment to working responsibly, thoughtfully, and with care for our employees, community partners, users and stakeholders, and government partners.

From: [Singh, Sandra](#)
To: [Direct to Mayor and Council - DL](#)
Cc: [City Manager's Correspondence Group - DL](#)
Subject: Confidential preview: Parks and Recreation Transition Plan Summary pre-publication draft
Date: Tuesday, February 6, 2024 8:23:52 PM
Attachments: [CMO - PRT - Transition Plan Summary - Final Draft.DOCX](#)

Good evening Mayor and Council,

Confidential

To support public understanding of how staff are approaching planning for the potential transition of parks and recreation governance from the Park Board to City Council, we have worked on a document that provides a high-level summary of the current context, considerations, and approach to transition planning. This is essentially the same information Council will receive in tomorrow morning's presentation update.

Attached is a pre-publication draft of this Transition Plan Summary document for your preview. Please note that there may be some changes as the document is in the proofreading and finalization stages.

CEC will post the final published version of this summary to vancouver.ca after tomorrow morning's presentation is complete.

We ask you treat this attached draft document as confidential and that you do not forward it. As soon as the final version is posted to the website, we will send you the link and would ask that you use the final published version should you wish to refer to or share the document.

Thank you,

Sandra

Sandra Singh | Deputy City Manager

sandra.singh@vancouver.ca

Pronouns: she/her

Assistant: Stacey Crawford

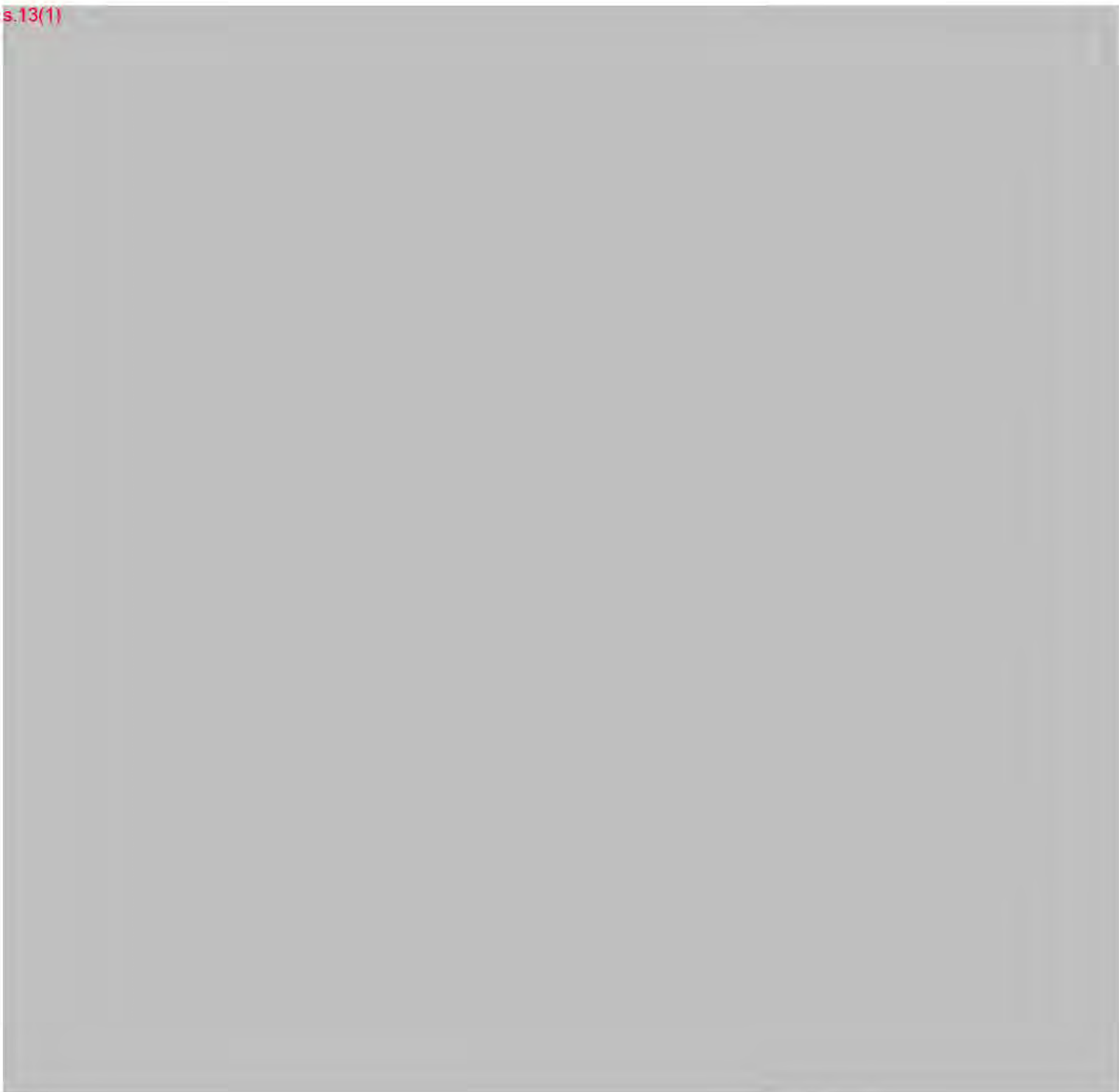
Phone: 604-871-6135

E-mail: stacey.crawford@vancouver.ca

Pronouns: she/her

The City of Vancouver acknowledges the unceded homelands of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Sel̓ilwítulh (Tseil-Waututh) Nations.

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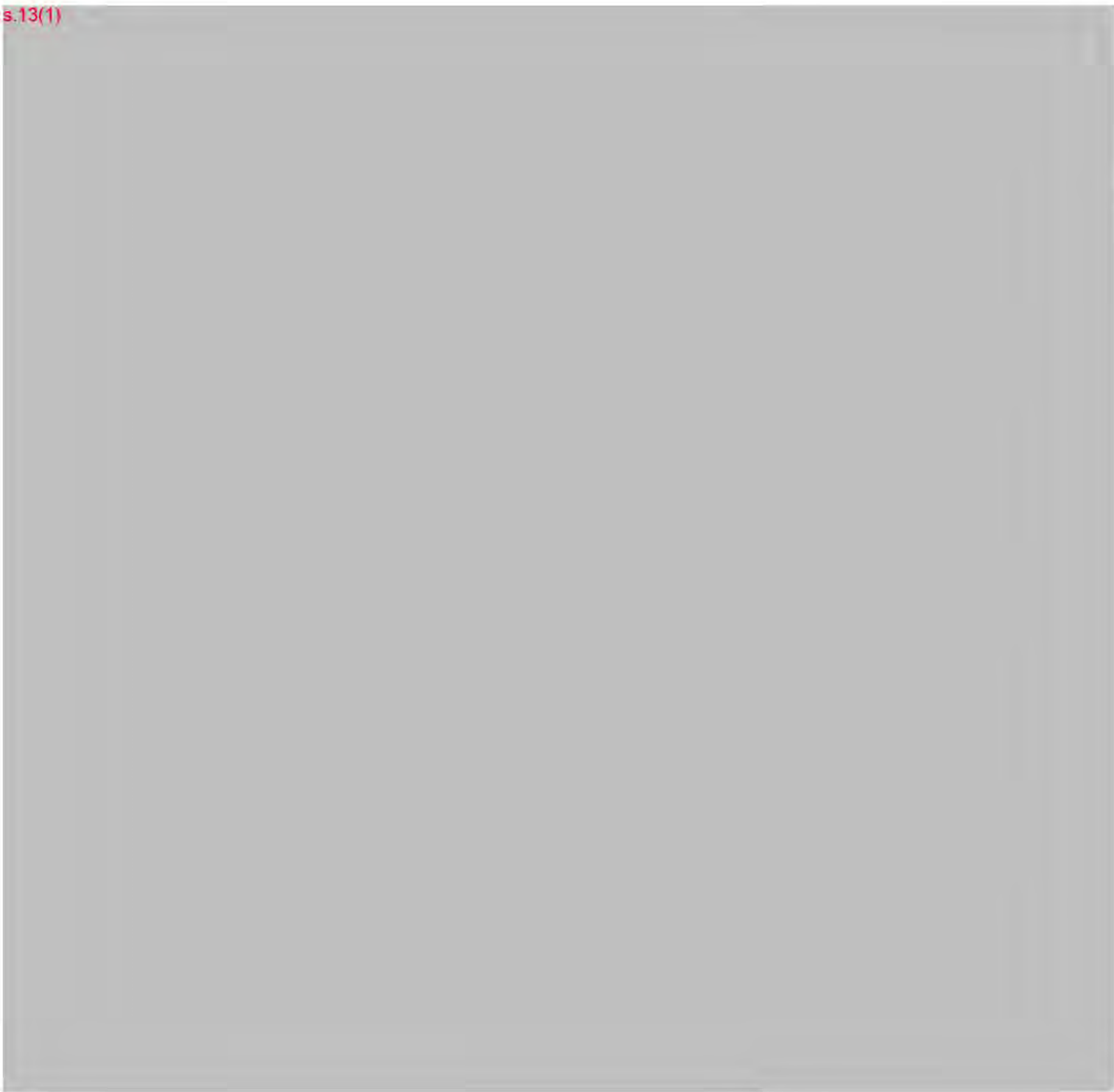
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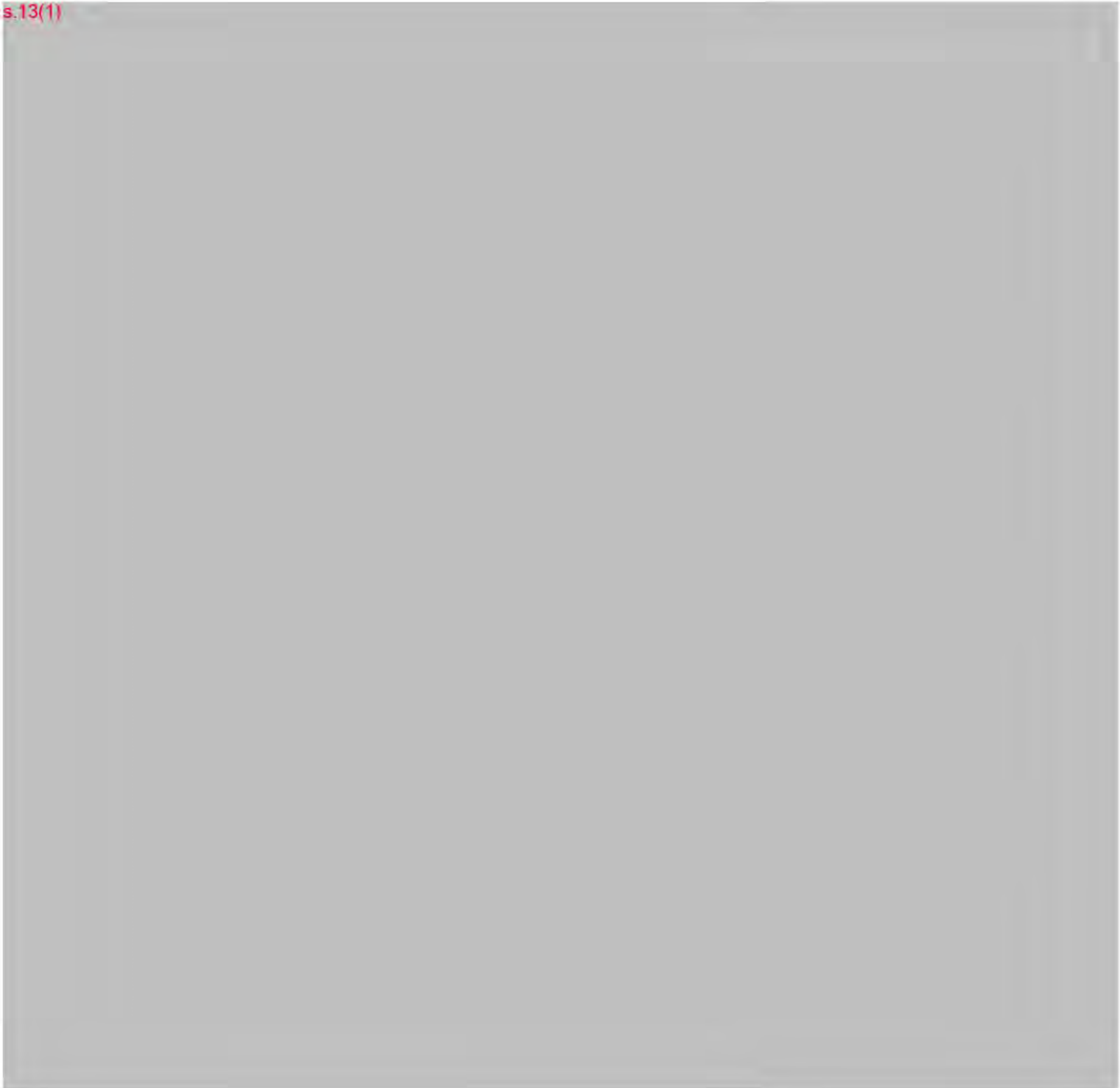
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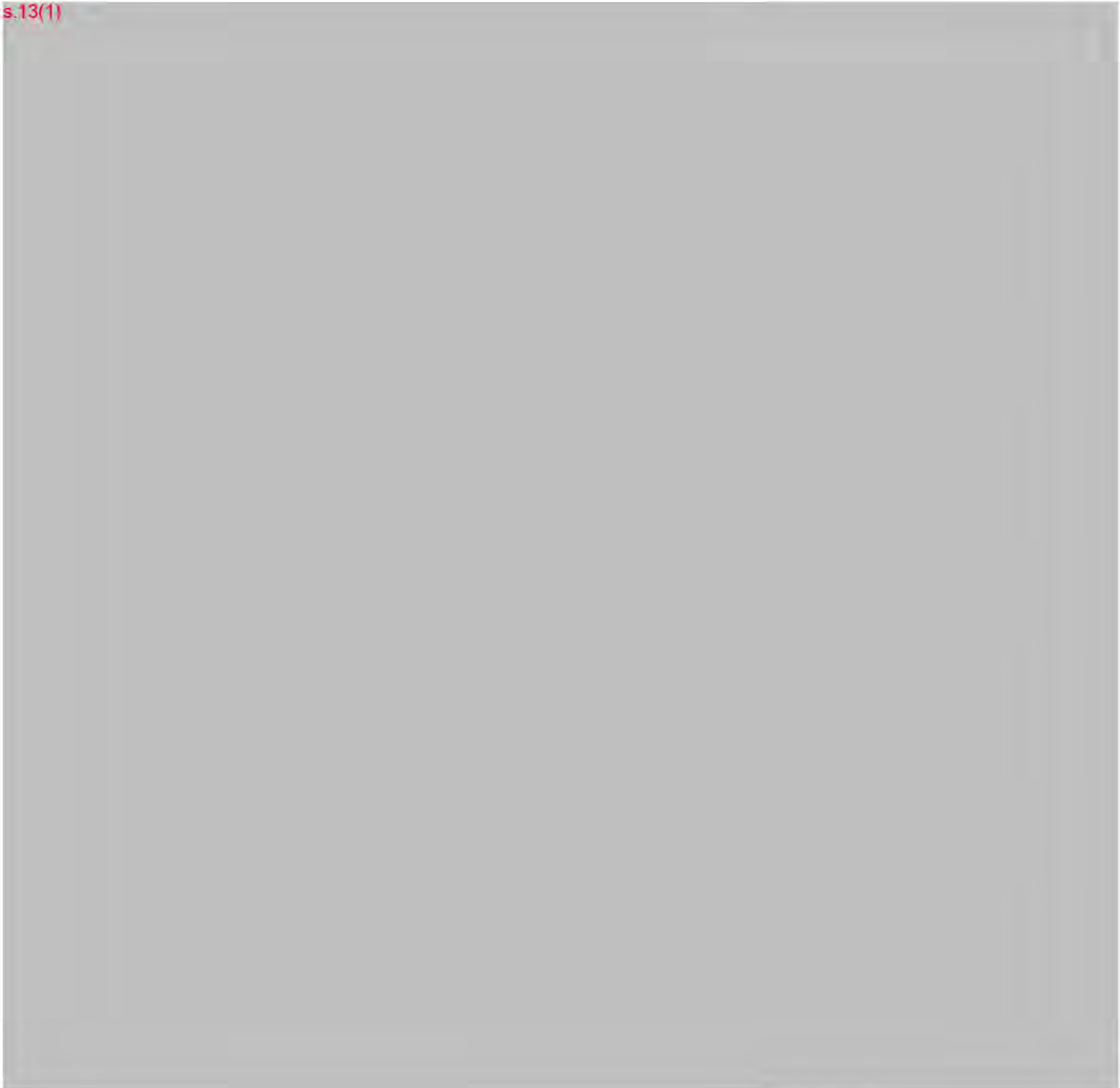
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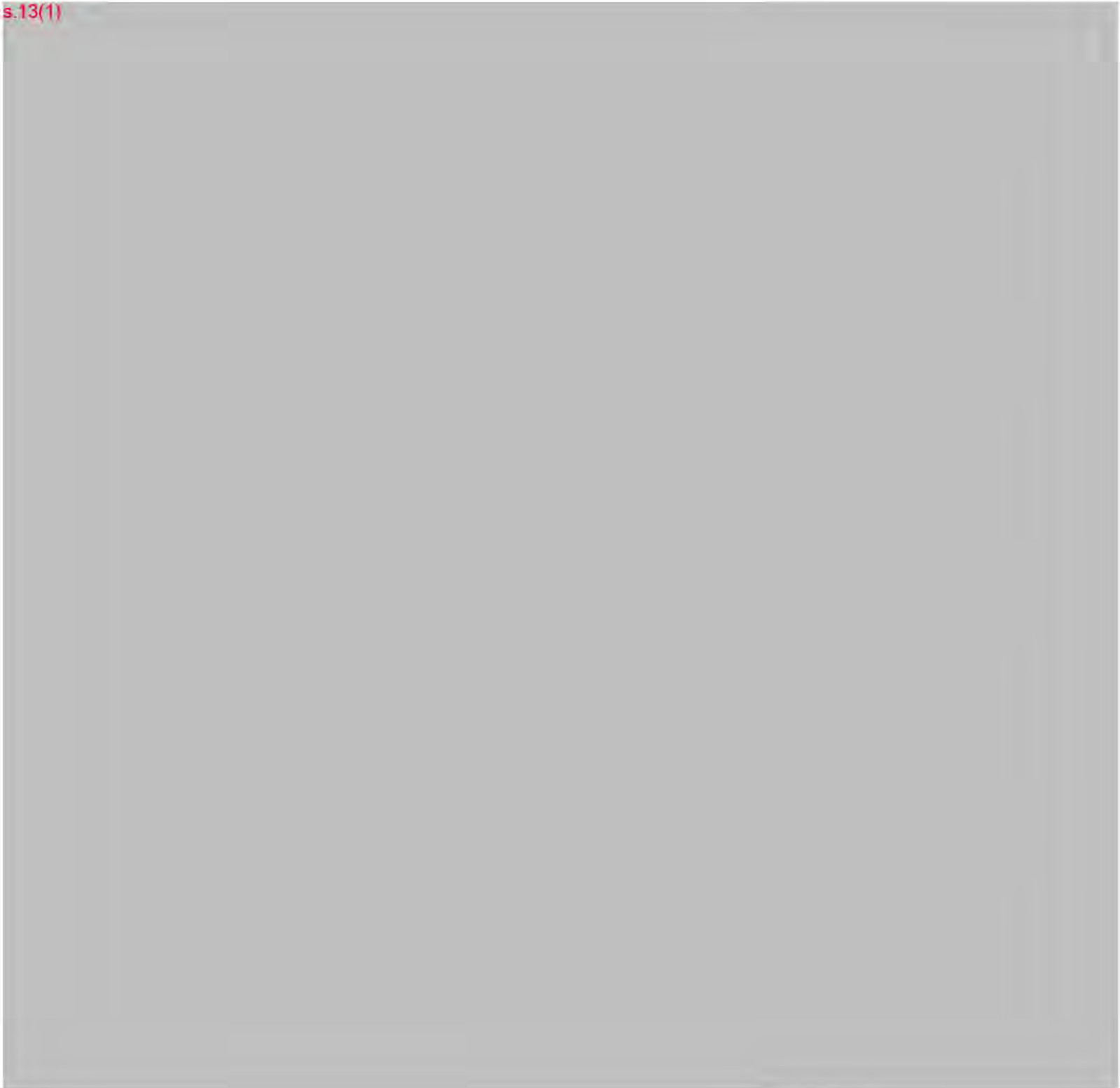
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From: [Mochrie, Paul](#)
To: [Direct to Mayor and Council - DL](#)
Cc: [City Manager's Correspondence Group - DL](#)
Subject: Confidential Update on Proposed Parks and Recreation Governance Transition
Date: Friday, August 9, 2024 3:39:10 PM
Attachments: [COV - Report - Parks and Recreation Governance Transition Planning - Progress Update \(2024-08-12\).pdf](#)
[image001.png](#)

CONFIDENTIAL

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If you have any questions, please do not hesitate to let me know and staff will provide a response through the weekly Q&A or other means as appropriate.

Best,

Paul

Paul Mochrie (he/him)

City Manager

City of Vancouver

paul.mochrie@vancouver.ca

604.873.7666



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PROGRESS UPDATE REPORT

DATE: August 12, 2024
FROM: Sandra Singh, Deputy City Manager
SUBJECT: Parks and Recreation Governance Transition Planning: Progress Update

PURPOSE

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BACKGROUND

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Council also committed to enhancing parks protections and continuing the City’s commitment to meaningful public access to governance and governance process related to parks and recreation services.

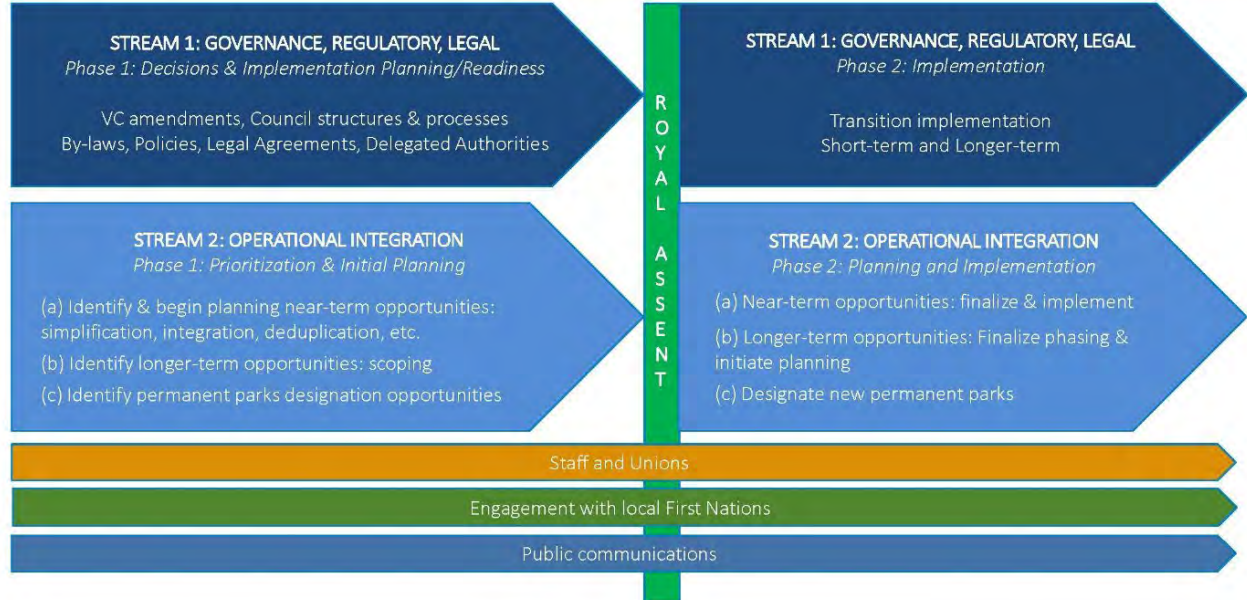
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The overall work program was presented in the following diagram:

Overall Approach: Work Streams and Phases



Reporting to the City Manager's Office, a project team from the Project and Strategy Support Office (formerly Business Planning and Project Support or BPPS) is coordinating the work.

PROGRESS UPDATE

Resolving Regulatory, Legal, and Governance Matters

- Staff have discussed with the Government of BC the requested amendments to the Charter to enable the governance transition. Based on previous communications from the provincial government, it is anticipated that proposed changes will be brought forward soon after the upcoming Provincial election.
- All Park Board policies and by-laws have been reviewed and recommendations related to these policies, including delegated authorities, have been confirmed. The main recommendations are anticipated to be adoption of public service strategies and alignment of delegated authorities for parks and recreation work with delegated authorities for other areas of City work.
- Work is now commencing to review all City by-laws.
- The Council-appointed Transition Working Group has reviewed information about how other City Councils organize their business related to parks and recreation and has also neared the end of its consultation with parks and recreation stakeholders and community partner organizations.
 - They have discussed these findings, and their next step is to develop recommendations to Council regarding efficient, effective, and meaningful pathways for community and stakeholder engagement with and input to Council in its proposed governance role for parks and recreation services.
 - These recommendations will be presented to Council in November 2024 as part of a broader public report back on the work to plan for the proposed transition.
 - The Working Group's appointments are being administratively extended to enable them to complete this work and report back to Council.

Advancing Planning for Operational Integration and/or Alignment

Integrating parks and recreation operations with City operations presents significant opportunities for service improvements, process simplification, policy and service coherence, and savings that could be reinvested into public services. These opportunities exist on both sides of the current operational structure – City and Park Board – and arise primarily from areas in which the current dual governance structure has resulted in duplication, service complexity, inefficiencies, and/or additional costs. This will be the single biggest opportunity in decades for transformative change and service improvements.

To be clear, as the Project Team works with Department staff to explore these opportunities, there is no intention to reduce public service levels or lay off staff. For all discussions, the following guiding principles that were outlined in the original Plan Summary will be applied:

- Deliver the greatest benefit to users, residents and taxpayers.
- Minimize disruption to public and ensure services continue to work.
- Seek administrative and service simplicity and efficiency.
- Be clear and transparent on the public and taxpayer benefit: Measurable outcomes – service experience, financial, etc.
- Recognize time is of the essence and be efficient and ensure informed decision-making.
- Be considerate as possible of the impacts of change and uncertainty on our employees.
- Respect labour and employee relation obligations.

Timelines

As noted above, amendments to the Vancouver Charter to enable the transition of parks and recreation governance are not expected until after the upcoming Provincial election. This extended timeline reinforces the need to begin operational integration discussions now in order to be in a place to realize financial and/or public service benefits once the Charter amendments are made. Practically, however, nothing has changed from the original plan: some straightforward opportunities will be implemented as soon as feasible after the transition and scoping of more complex opportunities will also begin now. In all cases, finalized plans for any service integration will need to wait until the Project Team can validate information with parks and recreation colleagues.

Commitments to Staff

Management recognizes that any type of service or operational restructuring can create uncertainty for employees. With respect to any future operational integration and impacts on specific positions or teams within Parks and Recreation or other City departments, the aim will be to manage those impacts through attrition and existing vacancies, and to communicate regularly with staff. Over the coming months, the Project Team will be seeking to work with the Unions to confirm a constructive transition process for positions impacted by integration efforts. Again, the aim is to provide continuing employment for staff involved with any service integration.

Importantly, the City will always respect the obligations in employment contracts and in collective agreements and will keep the unions apprised, seeking feedback and agreement on labour relations matters when appropriate.

City staff who deliver services under the governance of the Park Board

All staff currently under the governance of the Park Board are employees of the City and are subject to collective agreements or employment contracts negotiated with the City. While reporting to two distinct elected bodies, staff all operate as one team, and there is no distinction in approach to managing the impact of service integration.

The Park Board has given direction to parks and recreation staff to not engage on issues related to the proposed transition. This creates unique challenges not normally encountered in restructuring efforts and means that plans cannot be finalized until some information can be validated with the parks and recreation management team. As soon as the transition happens, the Project Team will connect with the parks and recreation management team to discuss this work and how to engage staff moving forward.

Operational Integration Planning

In consultation with City Department General Managers and Directors, the Project Team has identified a draft list of operational areas where there are opportunities for alignment, service improvements, and work or customer service efficiencies. The areas identified for initial exploration are outlined in the table below.

Example Areas to Explore Alignment and/or Integration	
Near Term, 0-6 months:	Longer-Term
<p>For this category, next steps will be to draft an approach to be validated with parks and recreation management once possible.</p> <ul style="list-style-type: none"> • Road design, safety and maintenance* • Traffic management and transportation funding* • Water and sewer design and maintenance* • Seawall and structures maintenance* • Parking management • Park lighting • Decorative fountains maintenance • Small equipment management • Tree maintenance • Horticulture and green infrastructure maintenance • Film and special events permitting • Public art, arts and culture policy • Communications, engagement and Indigenous Relations • Sponsorships and donations • Board operations/clerk functions 	<p>For this category, next steps will be to draft a provisional project plan that outlines a project plan for the review and development of operational structure options.</p> <ul style="list-style-type: none"> • Management of bike share, e-scooters, street furniture • Development review • Management of marinas/docks • Signage, electrical and fabrication shops • Management of plazas • Lease management • Bylaw enforcement, urban issues/encampment response • Fleet management, radio systems
<p><i>* Park Board relies significantly on external contractors to deliver these public works. There is potential for Engineering to take on much of this work in house at a smaller incremental cost due to efficiencies of scale and internal reallocation.</i></p>	

To confirm at this point, what the above list represents are areas where it is generally well understood to be some duplication, potential policy misalignment, or potential to simplify delivery of operations or services. As has been consistently stated, it is anticipated that service levels will remain the same or improve. The significant changes will be in how staff work collectively to deliver these services to the public and the clarity and coherence that will create for everyone.

Any savings realized through the work above – whether through bringing contracted works in-house or through integration of operations – present Council with an opportunity to reinvest in parks and recreation service improvements and other public service priorities.

Designating More Permanent Parks

A review of all parcels of land currently utilized for park purposes has been completed. Should the governance transition proceed, staff anticipate bringing forward recommendations to convert a significant number of parcels of land to permanent park designation. Specific parcels are still to be confirmed.

NEXT STEPS

Next, the project team will meet with departmental leads to explore the areas of work in more detail, recognizing that there will be need to validate some information and ideas with parks and recreation staff before finalizing decisions.

The project team will continue to provide regular updates to union leaders and will share and discuss information as the work proceeds. The project team will also provide updates to staff at key milestones as the planning advances.

Staff are planning a progress update and public presentation to Council in November 2024, which as noted above, will be accompanied by the update from the Transition Working Group.

FINAL REMARKS

Parks and recreation services are critical to the health and well-being of the whole community. Successive Councils have supported extensive investments in parks and recreation services, deploying City land and capital dollars to expand and grow these community services. That commitment has not changed with this Council direction. However, in planning for the future, Council has charged staff to seek streamlined and simplified processes, both within operations and governance. As the City continues to plan for the anticipated transition, the Project Team and management will maintain our commitment to working responsibly, thoughtfully, and with care for our employees, community partners, users and stakeholders, and government partners.

From: [Yao, Luhan](#)
To: [Yao, Luhan](#)
Cc: [Ford, Trevor](#); [Mochrie, Paul](#); [Singh, Sandra](#); [Pollard, Ben](#)
Subject: Draft Broad Survey Text for WG Input
Date: Thursday, March 21, 2024 4:08:10 PM
Attachments: [Draft Broad Survey Text for WG Input.docx](#)

Hi All,

Hope that you are doing well!

Please find attached a draft of the broad survey prepared by Ben and team.

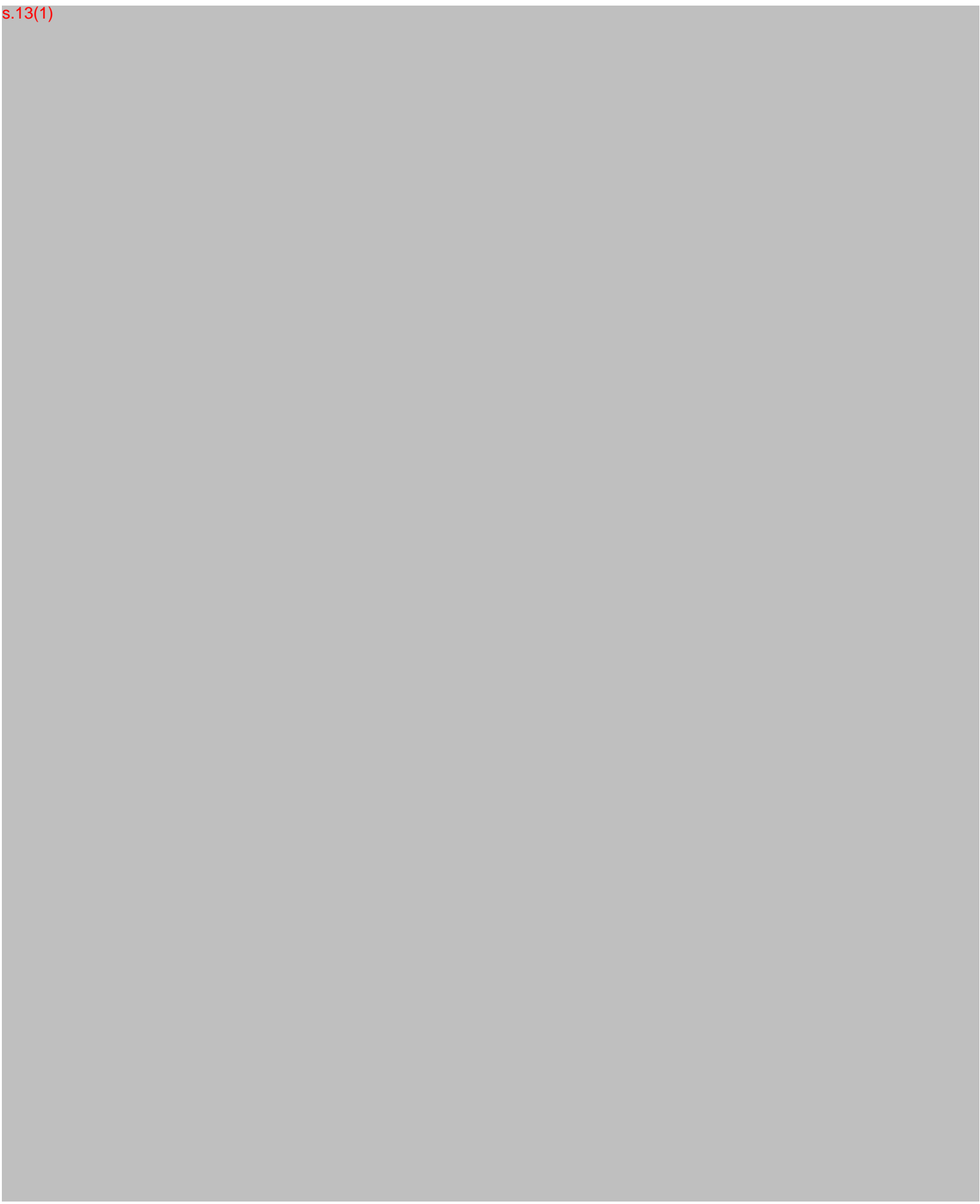
If everyone could please review and provide comments prior to next week's meeting (March 27) to Ben at ben.pollard@vancouver.ca, that would be great.

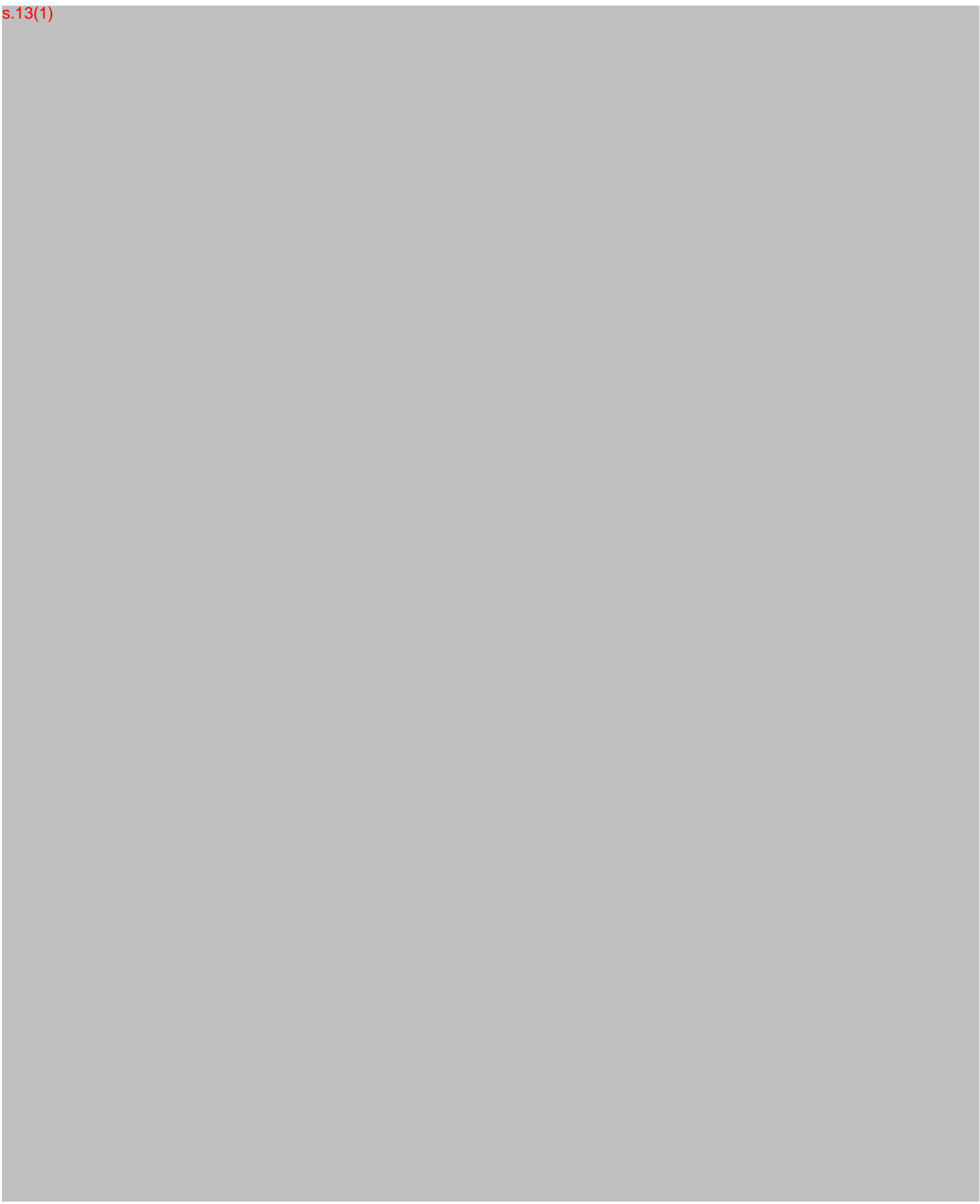
However, recognizing that everyone is quite busy, if you just have the chance to read the draft survey before the meeting, we can work through comments at our next meeting. Thank you!

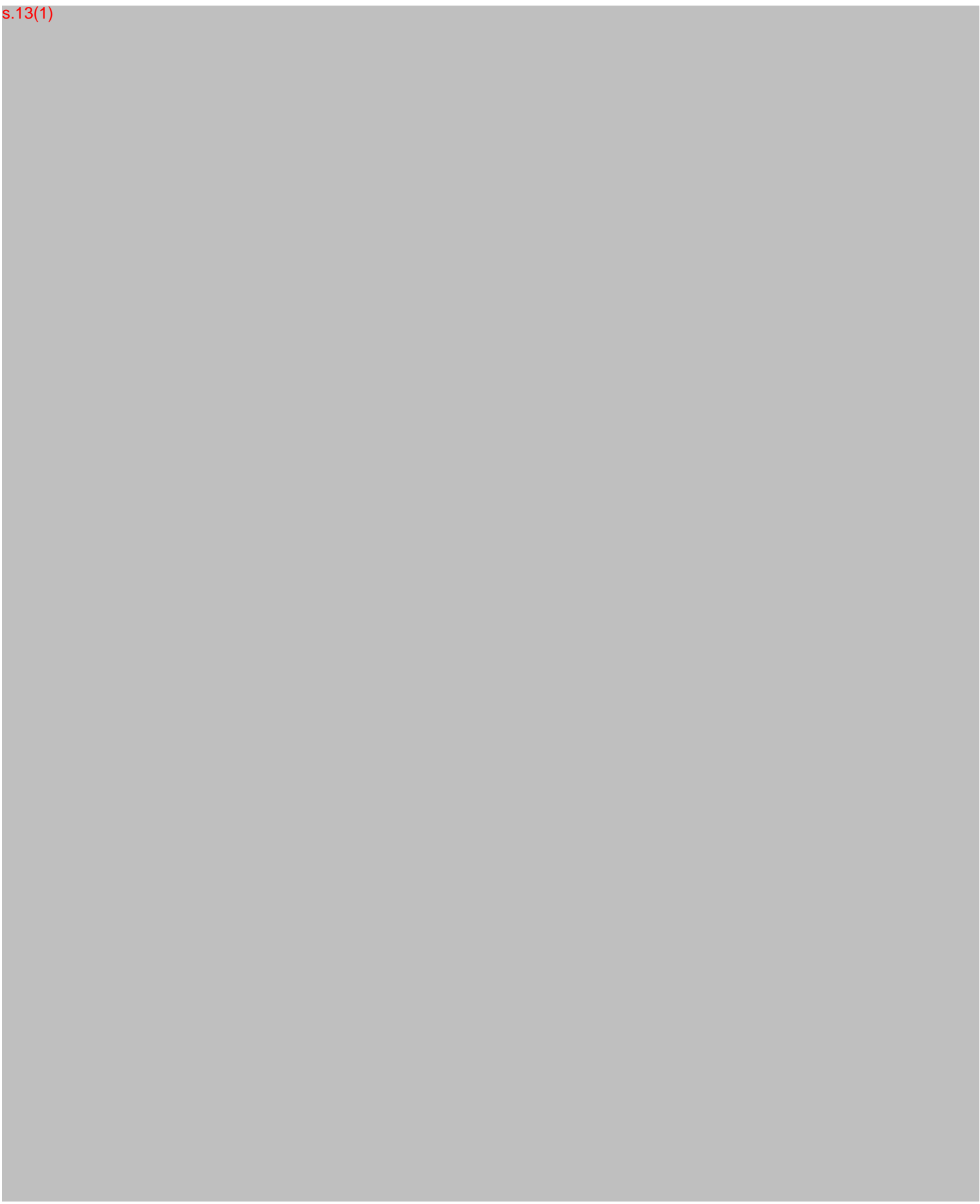
As always, please do not hesitate to reach out if you have any questions or concerns.

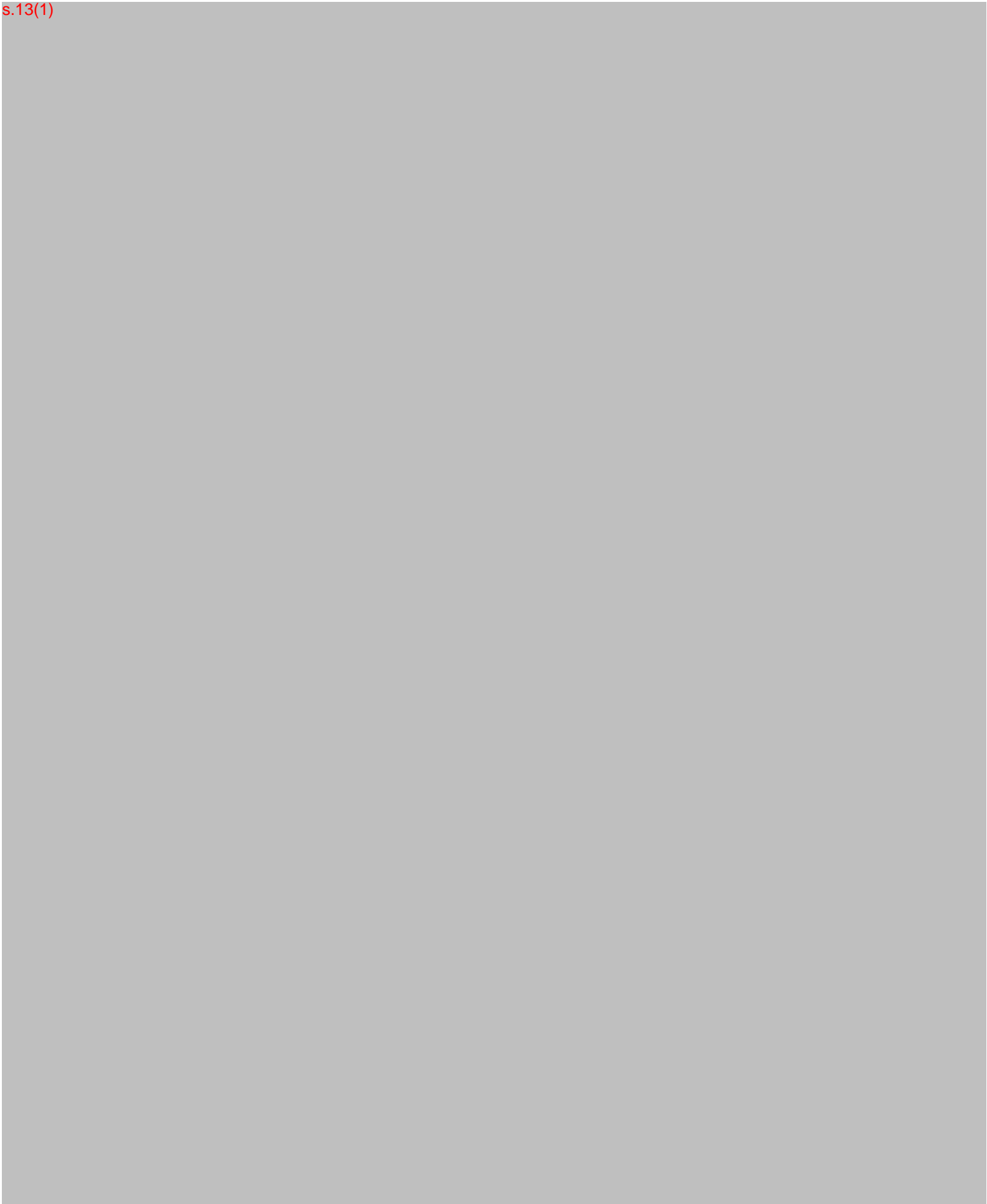
Best,

Luhan









From: [Yao, Luhan](#)
To: [Yao, Luhan](#)
Cc: [Ford, Trevor](#); [Mochrie, Paul](#); [Singh, Sandra](#); [Pollard, Ben](#)
Subject: DRAFT Minutes for Meetings on Feb 21 and Feb 28
Date: Thursday, March 7, 2024 8:42:13 AM
Attachments: [DRAFT Meeting Minutes Feb. 21.docx](#)
[DRAFT Meeting Minutes Feb 28.docx](#)

Good Morning All,

Thank you for the discussion last night!

As discussed, please find attached the draft minutes for the meetings on Feb 21st and Feb 28th.

If you could please email me your suggestions for edits or your approval of the agenda prior to our meeting next week, that would be very much appreciated. Thank you!

Best,

Luhan

s.13(1)

s.13(1)

s.13(1)

s.13(1)



From: [Yao, Luhan](#)
To: [Bligh, Rebecca](#); [Dominated, Lisa](#); [Kirby-Yung, Sarah](#); [Klassen, Mike](#); [Meiszner, Peter](#); [Montague, Brian](#); [Zhou, Lenny](#)
Cc: [Doherty, Conor](#); [Frankcom, Zoe](#)
Subject: Draft Replies re: Park Board
Date: Wednesday, January 10, 2024 2:23:34 PM

Hi Councillors,

Please find below the draft email reply to constituents' inquiries regarding **Park Board**. We are planning to send replies from Mayor's Office at 9am on Friday, January 12, so please let me know if you have any feedback prior to Jan 12th! Thank you!

s.13(1)



Regards,

Luhan Yao (she/her) | Research and Communications Coordinator
Office of the Mayor | City of Vancouver
CC:

Mayor Ken Sim
Cllr. Rebecca Bligh
Cllr. Lisa Dominato
Cllr. Sarah Kirby-Yung
Cllr. Mike Klassen
Cllr. Peter Meiszner
Cllr. Brian Montague
Cllr. Lenny Zhou



Transition Working Group: Third Meeting

February 21, 2024



1. Overall Approach
2. Stakeholder Organizational Survey
3. Key Stakeholder In-person meetings
 1. Groupings
 2. Format
4. Next Steps

Mandate:

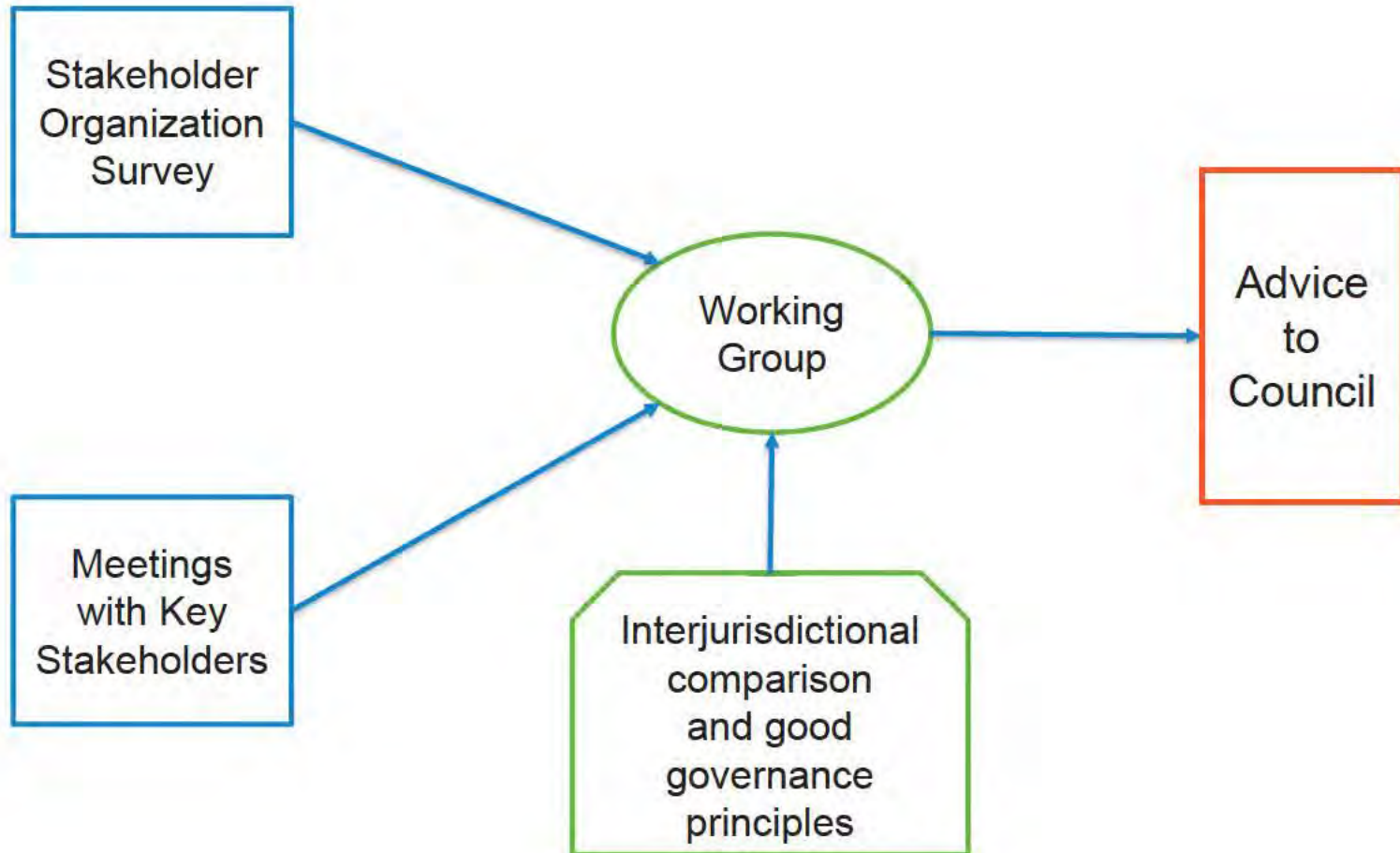
Provide recommendations and feedback to Council on efficient, effective, and meaningful pathways for community engagement with and input to Council in its proposed governance role for parks and recreation services

Approach:

- Guided by general good governance principles
- Informed by input from stakeholders and the public
- Informed by inter-jurisdictional comparisons

- Significant number of stakeholders as well as general public
- Multiple types of stakeholders
 - Level of engagement
 - Issue-specific interests
 - Includes 'partners'
- Range of governance options

Proposed Overall Approach





Stakeholder Organization Survey

- To most fulsome list of organizations who engage with the Park Board
 - Except 'Key Stakeholders' who will be invited for in person meetings/provide opportunities for written feedback
- Introductory email, with individualized links
 - Survey links single use, tied to organization
 - For those who we would engage in meetings, invite to attend meeting
- 4 week turnaround for survey

- Intro email
 - Purpose of survey
 - Mandate of Working Group
- Current engagement levels with Park Board
- Importance of different governance engagement approaches

Current engagement questions

In the past year, please identify how often you have done the following:

1. Engaged directly with a Commissioner to
 - a. Get assistance in addressing an operational issue (e.g. bookings; identify an issue in one of the parks)
 - b. Share your organization's concerns regarding a Board issue
 - c. Provide input on a strategic issue
2. Attended a Board meeting
3. Spoken at a Board meeting
4. Made an enquiry through the Board's online form
5. Provided written input to the Board
6. Had a Commissioner attend one of your organization's events or meetings
7. Provided input on the Board's budget process
8. Others?

Intro blurb about basic requirements:

- Ability to speak at open meetings
- Ability to provide written feedback or submissions
- Ability to provide input to the budget process
- Ability to contact elected officials to raise specific concerns

Please rank in order of importance:

1. Meeting forums devoted mostly or entirely to parks
2. Meeting forums devoted mostly or entirely to recreation issues
3. Advisory bodies of community representatives/experts to provide advice to elected officials
4. Ability to ask written questions of elected officials and receive a response
5. Elected officials attending your organizations' meetings
6. Being notified of upcoming agendas
7. Being included in stakeholder engagement opportunities at the staff level to inform elected officials
8. Opportunities for engagement to inform park design/service design strategies
9. Evening meetings
10. (2X) Other/please specify (limited character textbox)



Key Stakeholders - In person meetings

- For key stakeholders and partners
 - Those who have a current Commissioner liaison
 - Other key stakeholder/partners
 - Umbrella organizations
 - Representative mix where no easy umbrellas exist
- Clustered approach by type/interest
 - Not individual meetings
- Allow for deeper levels of discussion and exploration of issues/concerns regarding governance

- CCAs
- Other partners (with Commissioner Liaison and others)
- General community
- Recreation and sports leagues/user groups
- Environmental
- Youth and Children
- Events and Tourism
- Equity

- Invite to all CCAs
- More than one grouping to allow for range of voices to be heard

- Vancouver Botanical Gardens Society (*has liaison*)
- Jericho Sailing Centre Assn. (*has liaison*)
- Brock House Society (*has liaison*)
- Bloedel Strategic Comm. Assn. (*has liaison*)
- Hastings Park Conservancy (*has liaison*)
- Aquarium?
- Others?

- Field Sports Association (*has liaison*)
- Skateboard Coalition (*has liaison*)

- Umbrella organizations or representatives of different sports groups?
 - Rink users?
 - Pool users?
 - Court users?

- Stanley Park Ecological Society (SPES) (*has liaison*)
 - Nature Vancouver
 - Jericho Stewardship Group
 - Georgia Straight Alliance
 - Environmental Youth Alliance
-
- Everett Crowley Park Committee?
 - Fraser River Keeper?
 - Others?

- Bard on the Beach
- Folk Fest
- Kits Fest
- Festival of Lights

- Representation – smaller promoters?
- Tourism Vancouver?

- City Hive
 - City Studio
 - Vancouver District Students' Council
 - Westcoast Child Care Resource Centre
 - Society for Children and Youth BC
-
- ALSO: Children, Youth and Families Advisory Committee

- Council Advisory Committees as a general approach?
 - 2SLGBTQ+ Advisory Committee
 - Older Persons and Elders Advisory Committee
 - Persons with Disabilities Advisory Committee
 - Urban Indigenous Peoples' Advisory Committee
 - Women's Advisory Committee

- 45 minute in-person discussions
 - Those who cannot attend can provide written comments
- Small group discussion, with WG representatives leading
- Staff will provide a guide for discussion:
 - Intro/purpose/mandate
 - Current experience with Park Board governance engagement?
 - What is important for Council governance approach?
 - Others?
- Note takers will attend
- Suggest 3 weeks to set up first round of in person



Next Steps

- Survey
 - Mailing list, introductory email, program and launch
- In Person
 - Mailing List, Invite, Schedule, Form for those who cannot attend in person, Discussion guide
 - If directed, set up times at Council Advisory Committees
- Continue work on interjurisdictional comparison and analysis

From: ["Singh, Sandra" <Sandra.Singh@vancouver.ca>](mailto:Sandra.Singh@vancouver.ca)
To: ["Ford, Trevor" <Trevor.Ford@vancouver.ca>](mailto:Trevor.Ford@vancouver.ca)
["Mochrie, Paul" <Paul.Mochrie@vancouver.ca>](mailto:Paul.Mochrie@vancouver.ca)
["Yao, Luhan" <Luhan.Yao@vancouver.ca>](mailto:Luhan.Yao@vancouver.ca)
CC: ["Pollard, Ben" <Ben.Pollard@vancouver.ca>](mailto:Ben.Pollard@vancouver.ca)
["Fitzgerald, Megan" <Megan.Fitzgerald@vancouver.ca>](mailto:Megan.Fitzgerald@vancouver.ca)
["Pontikis, Maria" <Maria.Pontikis@vancouver.ca>](mailto:Maria.Pontikis@vancouver.ca)
Date: 2/6/2024 7:31:06 PM
Subject: FW: PB Transition documents (3)
Attachments: PB Transition Stakeholder List V1.xlsx
PRT Governance and Engagement Consultation Guide.docx
PB Transition Stakeholder Meetings - Detailed Agenda.docx

Hello Trevor and Luhan,

Please find attached some documents for review with the Working Group tomorrow night that Ben and Maria's Public Engagement Manager Megan Fitzgerald have worked on.

1. Park Board Transition Stakeholder List
 - a. Pls note the dates on Tab 2 should be Feb 14, 21 and 28
2. Draft PRT Governance and Engagement Consultation Guide
 - a. DRAFT Detailed Agenda for Stakeholder Meetings (with highlighted sections)

We hope these will help support the TWG meeting discussion tomorrow.

Please don't hesitate to let us know if you would like to take a break from chairing the meeting and would like one of us to take that on as a more facilitative piece.

Thanks

Sandra

Scheduling Notes

- * In-person stakeholder meetings to take place on as part of pre-scheduled Feb. Working Group meetings (Is it possible to do Feb. 14, 21 and 28)
- * WG to meet with two groups of stakeholders per meeting. Each stakeholder meeting will be 45 min long (i.e. 15-min to get setup, 45 min session, break and then another 45 min session).
- * Up to 4 stakeholder groups per stakeholder meeting, one rep per group. Stakeholders to be grouped together based on interests/background (e.g. session for field sport users).
- * No hybrid in-person/online option. If stakeholder is unable to attend, they can submit feedback via survey with same questions on behalf of their organization.

	Group #1	Date & Time	Affinity Group / Theme	Organization (examples shown in grey)
1	Group 1	Feb. 7, X:15-Y:00	Recreation - Field Sports	Vancouver Youth Soccer Association
2	Group 1	Feb. 7, X:15-Y:00	Recreation - Field Sports	Vancouver Minor Softball Association
3	Group 1	Feb. 7, X:15-Y:00	Recreation - Field Sports	Vancouver Field Sport Federation
4	Group 1	Feb. 7, X:15-Y:00	Recreation - Field Sports	Vancouver Ultimate League Society
5	Group 2	Feb. 7, Y:15-Z:00	Recreation - Water Sports	Dragon Boat BC
6	Group 2	Feb. 7, Y:15-Z:00	Recreation - Water Sports	False Creek Rowing Club
7	Group 2	Feb. 7, Y:15-Z:00	Recreation - Water Sports	Jericho Sailing Centre
8	Group 2	Feb. 7, Y:15-Z:00	Recreation - Water Sports	
9	Group 3	Feb. 14, X:15-Y:00	Recreation - Clubs	Grandview Skating Club
10	Group 3	Feb. 14, X:15-Y:00	Recreation - Clubs	Killarney Youth Soccer
11	Group 3	Feb. 14, X:15-Y:00	Recreation - Clubs	Queen Elizabeth Tennis Club
12	Group 3	Feb. 14, X:15-Y:00	Recreation - Clubs	Canadian Dolphin Swim Club
13	Group 4	Feb. 14, Y:15-Z:00	Nature	Jericho Stewardship Group
14	Group 4	Feb. 14, Y:15-Z:00	Nature	Nature Vancouver
15	Group 4	Feb. 14, Y:15-Z:00	Nature	Stanley Park Ecological Society (SPES)
16	Group 4	Feb. 14, Y:15-Z:00	Nature	Still Moon Arts Society
17	Group 5	Feb. 21, X:15-Y:00	Tourism	Vancouver Aquarium
18	Group 5	Feb. 21, X:15-Y:00	Tourism	Vancouver Botanical Gardens Association
19	Group 5	Feb. 21, X:15-Y:00	Tourism	Dr. Sun Yat Sen
20	Group 5	Feb. 21, X:15-Y:00	Tourism	Vancouver Tourism
21	Group 6	Feb. 21, Y:15-Z:00	Community	HUB Cycling Coalition
22	Group 6	Feb. 21, Y:15-Z:00	Community	West End Seniors Network
23	Group 6	Feb. 21, Y:15-Z:00	Community	Qmunity
24	Group 6	Feb. 21, Y:15-Z:00	Community	South Vancouver Neighbourhood Association

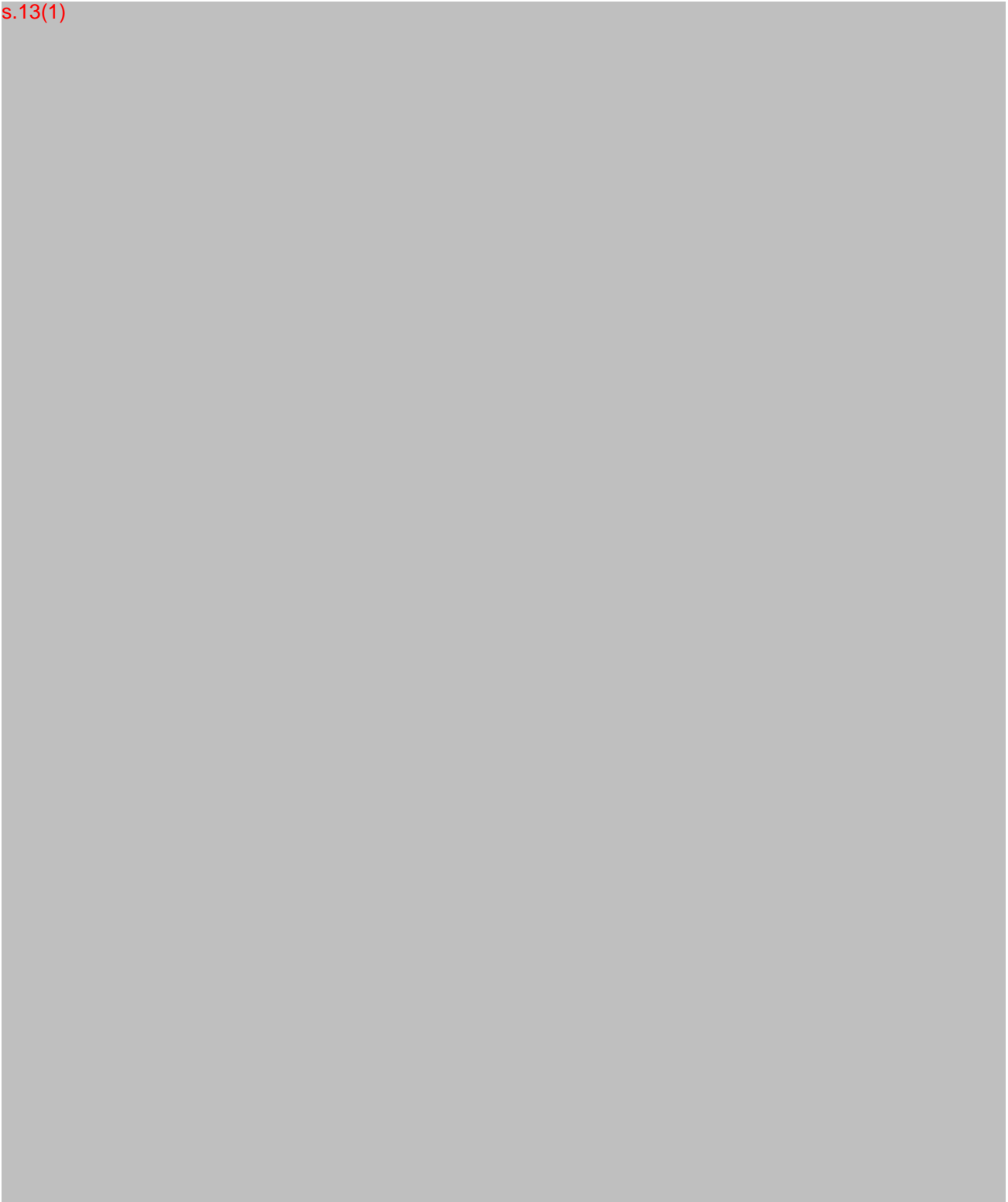
Planning Process (Source Document)	Organization	Organization Focus
X VanPlay	BC Recreation and Parks Association	Recreation
VanPlay	Canadian Association for the Advancement of Women and Sport and Physical Activity	Recreation
X VanPlay	Dr. Sun Yat Sen	Economy & Tourism
VanPlay	Environmental Youth Alliance	Nature
VanPlay	Everett Crowley Park Committee	Nature
VanPlay	Fraser River Keeper	Nature
VanPlay	Jericho Stewardship Group	Nature
X VanPlay	Nature Vancouver	Nature
VanPlay	Port Authority of Vancouver	Partner
VanPlay	Society for Children and Youth BC	Children & youth
X VanPlay	Stanley Park Ecological Society (SPES)	Nature
VanPlay	Still Moon Arts Society	Nature
VanPlay	Trans, Gender Diverse and Two-Spirit (TGD2S) Inclusion steering committee	Equity & Decolonization
VanPlay	Urban Explorers	Children & youth
VanPlay	Vancouver Aquarium	Economy & Tourism
X VanPlay	Vancouver Botanical Gardens Association	Economy & Tourism
X VanPlay	Vancouver Field Sport Federation	Recreation
VanPlay	ViaSport BC	Recreation
Community Centre Strategy	3 Corners Child Care	Children & youth
Community Centre Strategy	Alzheimer Society of B.C.	Other
Community Centre Strategy	Association of Neighbourhood Houses B.C.	Community
Community Centre Strategy	BC Libraries Coop	Other
Community Centre Strategy	Canadian Dolphin Swim Club	Recreation
Community Centre Strategy	City of Vancouver – Carnegie Community Centre	Other
Community Centre Strategy	City of Vancouver – Gathering Place	Other
X Community Centre Strategy	City of Vancouver – Persons with Disabilities Advisory Committee	Advisory Committee
Community Centre Strategy	City of Vancouver – Seniors Advisory Committee	Advisory Committee
Community Centre Strategy	Collingwood Neighbourhood House	Community
Community Centre Strategy	Douglas Park Exiles	Community
X Community Centre Strategy	False Creek Racing Canoe Club	Recreation
Community Centre Strategy	Gordon Neighbourhood House	Community
Community Centre Strategy	Grandview Skating Club	Recreation
Community Centre Strategy	Grandview Woodland Food Connection	Community
Community Centre Strategy	Happy Corner Preschool	Children & youth
Community Centre Strategy	Hastings North BIA	Community
Community Centre Strategy	Investment Softball League	Recreation
Community Centre Strategy	Killarney Youth Soccer Association	Recreation
Community Centre Strategy	Kitsilano Figure Skating Club	Recreation
Community Centre Strategy	Lions Gate Camera Club	Recreation
Community Centre Strategy	Metro Women's Soccer League	Recreation
Community Centre Strategy	Nakashima Dojo Judo Club	Recreation
Community Centre Strategy	No Frills Volleyball League	Recreation
Community Centre Strategy	Pacific Road Runners	Recreation
Community Centre Strategy	Play Vancouver	Recreation
Community Centre Strategy	Queen Elizabeth Tennis Club	Recreation
Community Centre Strategy	Riley Park South Cambie Community Visions	Community
X Community Centre Strategy	South Vancouver Neighbourhood House	Community
Community Centre Strategy	Strathcona Licensed Childcare	Children & youth
Community Centre Strategy	Strathcona Residents Association	Community
Community Centre Strategy	TFC Volleyball	Recreation
Community Centre Strategy	The Diving Locker	Recreation
Community Centre Strategy	The Yoga Buggy	Recreation
Community Centre Strategy	Urban Rec	Recreation
Community Centre Strategy	Vancouver Aikikai	Recreation
Community Centre Strategy	Vancouver Female Ice Hockey Association	Recreation
Community Centre Strategy	Vancouver Food Policy Council	Community
Community Centre Strategy	Vancouver Food Runners Society	Community
Community Centre Strategy	Vancouver Hawks FHC	Recreation
Community Centre Strategy	Vancouver Junior Roller Derby	Recreation
Community Centre Strategy	Vancouver Pacific Wave Synchronized Swim Club	Recreation
Community Centre Strategy	Vancouver Ultimate League Society	Recreation
Community Centre Strategy	Vancouver Vikings	Recreation
X Community Centre Strategy	West Coast Celts	Recreation
Community Centre Strategy	Four Local Farmers Market Society	Community
Vancouver Plan	Association of Neighbourhood Houses	Community
Vancouver Plan	City Hive	Children & youth
Vancouver Plan	City of Vancouver's Children, Youth and Families Advisory Committee	Advisory Committee
Vancouver Plan	City Studio	Children & youth
Vancouver Plan	Coalition of Vancouver Neighbourhoods	Community
Vancouver Plan	Creative BC and BC Film Commission	Economy & Tourism
Vancouver Plan	Disability Alliance BC	Equity & Decolonization
Vancouver Plan	Exchange Inner City	Equity & Decolonization
Vancouver Plan	Georgia Strait Alliance	Nature
X Vancouver Plan	Greater Vancouver Board of Trade	Economy & Tourism
X Vancouver Plan	HUB Cycling Coalition	Community
Vancouver Plan	Lookout Society	Equity & Decolonization
X Vancouver Plan	Metro Vancouver Aboriginal Executive Council (MVAEC)	Equity & Decolonization
Vancouver Plan	MOSAIC	Equity & Decolonization
Vancouver Plan	Real Estate Board of British Columbia	Other
X Vancouver Plan	S.U.C.C.E.S.S.	Equity & Decolonization
Vancouver Plan	SFU Urban Studies Program	Other
Vancouver Plan	Sustainability BC	Other
X Vancouver Plan	Tourism Vancouver	Other
Vancouver Plan	UBC School of Regional and Community Planning	Other
Vancouver Plan	United Way of Lower Mainland	Other
Vancouver Plan	Urban Native Youth Association	Equity & Decolonization
X Vancouver Plan	Urban Development Institute	Economy & Tourism
Vancouver Plan	Vancouver City Planning Commission	Advisory Committee
Vancouver Plan	Vancouver District Students' Council	Children & youth
Vancouver Plan	Vancouver Immigration Partnership	Equity & Decolonization
Vancouver Plan	Vancouver Native Education College (VNEC)	Equity & Decolonization
Vancouver Plan	Westcoast Child Care Resource Centre	Children & youth
X Vancouver Plan	Youth Councils at Dunbar, Mount Pleasant and Champlain Heights Community Centres	Children & youth
Capital Plan	Exchange Inner City	Equity & Decolonization
X Capital Plan	Immigrant Services Society of BC (ISS of BC)	Equity & Decolonization
Capital Plan	Pacific Immigrant Resources Society (PIRS)	Equity & Decolonization
Capital Plan	Qmmunity	Equity & Decolonization
X Capital Plan	West End Seniors Network	Community
On Water Strategy	Canadian Outrigger Racing Association	Recreation
On Water Strategy	Dragon Boat BC	Recreation
On Water Strategy	Dragon Boat Canada	Recreation
On Water Strategy	Ecomarine Paddlesport Centres	Recreation
X On Water Strategy	False Creek Racing Canoe Club	Recreation
On Water Strategy	False Creek Rowing Club	Recreation
X On Water Strategy	Jericho Sailing Centre	Recreation
On Water Strategy	Kitsilano Yacht Club	Recreation
On Water Strategy	Pacific Beach Paddling Club	Recreation
On Water Strategy	Sea Kayak Association of BC	Recreation
Van Splash	Super Sharks Swim Club	Recreation
Van Splash	Vancouver Kayak Club	Recreation
Van Splash	Vancouver Vikings Summer Swim Club	Recreation
Van Splash	J.Dive Diving Academy	Recreation
Van Splash	Pacific Wave Synchro	Recreation
Van Splash	Synchro BC	Recreation
Van Splash	Sea Hiker Swimming	Recreation
Van Splash	BC Diving Association	Recreation
Van Splash	Tempest Aquatics Club	Recreation
Van Splash	Vancouver Vipers Water Polo Club	Recreation
Van Splash	Percy Norman Wave Masters (Masters Swim Club)	Recreation
Sport Field Strategy	British Columbia Mainland Cricket League (BCMCL)	Recreation
Sport Field Strategy	Field Hockey Canada	Recreation
Sport Field Strategy	Last Man Stands Canada and Last Man Stands Canada DEI Foundation	Recreation
Sport Field Strategy	Meroloma Menace	Recreation
Sport Field Strategy	Twin Arrows FC	Recreation
Sport Field Strategy	Vancouver Athletic Football Club (VAFC)	Recreation
Sport Field Strategy	Vancouver Hawks Field Hockey Club	Recreation
Sport Field Strategy	Vancouver Minor Softball Association	Recreation
Sport Field Strategy	Vancouver Ultimate League Society	Recreation
Sport Field Strategy	Vancouver Youth Soccer Association	Recreation
Sport Field Strategy	VBC Jokers Field Hockey Club	Recreation
Sport Field Strategy	Westend Co-Ed Slow-pitch League	Recreation

Organization Type	Organization	Website	Email address
Coalition of Vancouver Neighbourhoods	Arbutus Ridge Community Association	arcca.info	updateARCA@gmail.com
Coalition of Vancouver Neighbourhoods	Cedar Cottage Area Neighbours	ccan2013.wordpress.com	ccan2013@shaw.ca
Coalition of Vancouver Neighbourhoods	Dunbar Residents Association	dunbar-vancouver.org	n/a - use feedback form on website
Coalition of Vancouver Neighbourhoods	Fairview/South Granville Action Committee	fsgac.org	n/a - use feedback form on website
Coalition of Vancouver Neighbourhoods	False Creek Residents Association	falsecreekresidents.org	info@falsecreekresidents.org
Coalition of Vancouver Neighbourhoods	Grandview Woodland Area Council	gwac.ca	info@gwac.ca
Coalition of Vancouver Neighbourhoods	Greater Yaletown Community Association	greateryaletown.org	n/a - use feedback form on website
Coalition of Vancouver Neighbourhoods	Kits Point Residents Association	kpra.ca	info@kpra.ca
Coalition of Vancouver Neighbourhoods	Norquay Residents	eyeonnorquay.wordpress.com	n/a
Coalition of Vancouver Neighbourhoods	Riley Park/South Cambie Visions	rpsscvisions.ca	rpsscvisions@gmail.com
Coalition of Vancouver Neighbourhoods	Shaughnessy Heights Property Owners Association	shaughnessyhomeowners.ca	shpoa.van@gmail.com
Coalition of Vancouver Neighbourhoods	Strathcona Residents Association	strathcona-residents.org	n/a - use feedback form on website
Coalition of Vancouver Neighbourhoods	Upper Kitsilano Residents Association	upperkitsilano.ca	n/a - use feedback form on website
Coalition of Vancouver Neighbourhoods	West End Neighbours	westendneighbours.wordpress.com	westendplanning@gmail.com
Coalition of Vancouver Neighbourhoods	West Kitsilano Residents Association	westkitsresidents.wordpress.com	westkitsresidents@gmail.com
Coalition of Vancouver Neighbourhoods	West Point Grey Residents Association	wpgra.ca	n/a - use feedback form on website
Coalition of Vancouver Neighbourhoods	West Southlands Residents Association	wsouthlands.org	wsouthlands300@gmail.com
Neighbourhood House - ANHBC	Cedar Cottage Neighbourhood House	cedarcottage.org	cnh@cedarcottage.org
Neighbourhood House - ANHBC	Frog Hollow Neighbourhood House	froghollow.bc.ca	n/a - use feedback form on website
Neighbourhood House - ANHBC	Gordon Neighbourhood House	gordonhouse.org	welcome@gordonhouse.org
Neighbourhood House - ANHBC	Kitsilano Neighbourhood House	kitshouse.org	FRONTDESK@KITSHOUSE.ORG
Neighbourhood House - ANHBC	Marpole Neighbourhood House	marpolenh.org	community@marpolenh.org
Neighbourhood House - ANHBC	Mount Pleasant Neighbourhood House	mpnh.org	info@mpnh.org
Neighbourhood House - ANHBC	South Vancouver Neighbourhood House	southvan.org	info@southvan.org
Neighbourhood House - Independent	Collingwood Neighbourhood House	cnh.bc.ca	info@cnh.bc.ca
Neighbourhood House - Independent	Downtown Eastside Neighbourhood House	dtesnhouse.ca	admin@dtesnhouse.ca
Neighbourhood House - Independent	Kiwassa Neighbourhood House	kiwassa.ca	info@kiwassa.ca
Neighbourhood House - Independent	Little Mountain Neighbourhood House	web2.lmnhs.bc.ca	info@lmnhs.bc.ca

s.13(1)



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s.13(1)



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s.13(1)



s.13(1)



DRAFT

effect that change.

Examples of Rationale for Park Board Transition:

In a number of areas around the City of Vancouver, infrastructure projects and assets cross the boundaries into parkland. Though the City of Vancouver owns all City assets, the jurisdiction of the Park Board to care for and manage parkland requires that City staff negotiate with the Park Board to manage infrastructure assets owned by the City on parkland. This split jurisdiction and requirement to receive approval from the Park Board for work and maintenance on infrastructure assets has contributed to lengthy and costly delays to key priority work.

Some examples include:

- There are three separate sewer pump stations (Raymur, Jericho, Dunbar) where work had been planned for completion between 2019-2022. Due to delays in Park Board approvals of the conceptual designs, the entire program is three years behind schedule, which has led to significant and costly delays.
- The Capilano 5 water main provides fresh drinking water to the City of Vancouver and Richmond and is critically in need of replacement. The project, which is being undertaken by Metro Vancouver, has been delayed pending approvals from Park Board, compounding risk and cost that will be transferred to Vancouver taxpayers.
- The Spanish Banks washrooms have been out of service for months because of water infrastructure that needs to be replaced - pipe that has been past end of service life for more than a decade and could no longer even be repaired. Park Board staff have secured a design consultant and plan to construct this year. If this was within the purview of Engineering Services, we would have leveraged our internal water design and works expertise and the replacement would have been completed by now
- The City of Vancouver sees a duplication in services pertaining to the Vancouver Seawall. Despite, the City of Vancouver having an in-house engineering team, the Park Board subcontracts out Seawall engineering services. With 70% of the Seawall being under the jurisdiction of the Park Board, this is a significant body of work.
 - This also results in the Sea Wall being treated like two separate assets instead of one.

As the Auditor General's report highlighted, the lack of coordination and integration between the City of Vancouver and the Park Board results in a lack of project and priority alignment. Vancouver City Council approves the budget and capital plan for the Park Board, and without integration between City and Park Board staff, many Park Board projects are delayed or unfunded, as they do not correspond with or align with Council direction for long-term planning. This transition will allow Parks and Recreation staff to work closely with other city departments so that capital planning and projects can be aligned with council priorities and advance faster and more effectively.

As we discussed, I can offer these immediate assurances:

- The CCAs are key partners in the provision of recreation services, and we share your strong interest and expressed need for a relationship with elected officials, and with the Transition Working Group.
- The intent of this transition is to maintain or improve existing services.
 - With regard to shared services in 2010, it is important to note that two things happened at the same time: (a) facilities management was merged to streamline management, ensure common oversight, and align operational practices, and (b) there were service reductions due to the significant cost pressures at the time. The service

reductions were applied across all City operations, not just recreation services and in some cases, this is what you have reflected in your comments. Our understanding from staff involved in the shared services project is that these reductions would have happened as a cost-saving measure, irrespective of the move to shared services. That is not to say there is no room for improvement in REFM shared services implementation; we acknowledge that and it is a topic of discussion that is of interest to many City departments.

- We are committed to the JOA. From the City's perspective, it is an effective agreement, and there are no intentions to cancel it.
 - With regard to committing to exercising the 5-year renewal, that time frame will happen in the future, and no current Board or Council can decide to bind a future Board or Council to a specific future decision. However, as noted, the City sees these as very effective agreements and is committed to assuming contractual obligations in them should the transition proceed.

As we noted, the Working Group will seek to engage with CCA members more broadly, and there is an open invitation to the CCAs to have someone assigned to sit on the Working Group to support exploring different governance structure options.

A number of you mentioned the need for additional information on the planning. Please see the following links for additional information:

- Transition Plan Update to Council: [February 7 Staff presentation to Council](#) – video (Starts at 9:48:00)
- Transition Plan Summary: <https://vancouver.ca/files/cov/parks-and-recreation-services-proposed-governance-transition-plan-summary.pdf>

Thank you again for your time. Please do not hesitate to contact Trevor, Paul, or Sandra should you require additional information.

Sincerely,
Ken

From: [Zhou, Lenny](#)
To: [Ford, Trevor](#); [Morphy, Mellisa](#); [Sim, K](#); [Kirby-Yung, Sarah](#); [Dominato, Lisa](#); [Bligh, Rebecca](#); [Klassen, Mike](#); [Meiszner, Peter](#); [Montague, Brian](#)
Subject: Fw: Vancouver Parks Policy
Date: Monday, January 15, 2024 10:12:25 PM
Attachments: [Vancouver-Parks-Policy.pdf](#)
[Outlook-cid_image0.png](#)

Hi Team,

Sharing with you a document that Lee Haber put together about the transition of the Park Board. Definitely some interesting ideas here, especially in the areas of fundraising, strategic planning and efficiency, fyi.

Thanks
Lenny

Lenny Zhou, MMOR his/him
Vancouver City Councillor
453 W. 12th Avenue, Vancouver, BC V5Y 1V4
Email: lenny.zhou@vancouver.ca
Twitter: @LennyNanZhou

Assistant
Davin Fung
Email: davin.fung@vancouver.ca



The City of Vancouver acknowledges that it is situated on the traditional, ancestral and unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.

From: Lee s.22(1)
Sent: Monday, January 15, 2024 3:17 PM
To: Zhou, Lenny <Lenny.Zhou@vancouver.ca>
Subject: Vancouver Parks Policy

City of Vancouver Warning - This message is from an untrusted sender

You have not previously corresponded with this sender. Do not click on links or open attachments unless you were expecting the email and know the content is safe.

[Report Suspicious](#)

Hi Lenny, here is the draft Parks Vancouver policy.

You can forward this to Trevor and anyone else who is involved in the transition process.

Let me know what you think.

Cheers,
Lee

--

Lee Haber

[Cambia Consulting \[cambiaconsulting.co\]](http://cambiaconsulting.co)

+1 778-877-8033

Skype: lee.haber

[Calendly - Book at Time \[calendly.com\]](http://calendly.com)

Parks Vancouver - A New Way to Manage Vancouver's Parks



Date: 2024-01-14

Executive Summary

On December 14, 2023, Vancouver City Council made the historic decision to go ahead with disbanding the Vancouver Park Board, an elected body that had governed the management of the city's parks since 1889.

This report recommends that Vancouver adopt a Conservancy Model for managing its parks and establish Parks Vancouver, a non-profit that would manage the city's parks and be composed of an independent and professional board. This board should be selected primarily on their ability to fundraise, addressing the biggest gap that existed under the Park Board.

In addition, the City of Vancouver should establish a Parks Oversight Committee to ensure that the city's parks meet the highest standards of maintenance, cleanliness and safety. Bonuses awarded by the City to the leadership of Parks Vancouver should be contingent on meeting these standards.



Policy Goals and Design Principles

Since the city's founding, the City of Vancouver has made a conscious effort to preserve and honour its spectacular natural beauty through its parks. The system that replaces the Park Board should be designed with the intention of Vancouver having the best urban parks in the world.

This policy is designed with the following principles in mind:

- Retain what worked. Vancouver is widely recognized for the quality of its parks. Despite the shortcomings of the Park Board system, it brought with it a degree of attention and accountability to the management of the city's parks. This does not exist in cities where parks are managed like other civic departments. Staff and expertise should be retained and existing plans should be adapted.
- Address the Shortcomings. The system that replaces the Park Board system needs to address its biggest shortcomings, most notably its lack of professional expertise, inability to raise funds and politicization.



Assessing the Park Board Model

Strengths of the Park Board Model

The Park Board was created to protect the natural spaces in the City of Vancouver. Though its existence may have run its course, there are elements the system contributed that helped the city maintain relatively high-quality parks.

These strengths of the Park Board system include:

- **Attention.** It can be argued the existence of the Park Board gave parks in the city a level of attention and care that would not be present if parks were managed like any other city department.
- **Accountability.** The Park Board system made it clear who the public could hold to account when it come to the managing of Vancouver's parks.

Weaknesses of the Park Board Model

The Park Board system did have several shortcomings. These include:

- **Reacting Instead of Acting.** The Park Board was inherently a political body. Like any political body, it tended to react to problems instead of getting ahead of them. This was seen with the banning of cetaceans from the Vancouver Aquarium in 2017. To its credit, the Park Board did develop VanPlay, a long-term vision for parks in the city in 2020.
- **Lack of Strategic Planning Expertise.** Though the Park Board created a long-term plan, it lacked the expertise to make sure funding was in place to achieve its goals. An auditor's report in 2023 made it clear there was a big disconnect between funding and strategic goals.
- **Lack of Fundraising Capability.** The Park Board was composed of politicians who were elected to represent the public interest. This often meant they lacked expertise in key areas such as fundraising. Though the Park Board does have a fundraising program, it only contributes a small amount to the overall park budget (3.2%). No private foundation has been established to help fund parks long-term.
- **Jurisdictional Conflict.** Endowing a different body with the mandate to exercise authority over parks and everything within parks sometimes created conflicts when it came to the planning and maintenance of civic infrastructure. The additional bureaucratic hurdles often led to delays and additional costs to taxpayers.

Possible New Models

The Department Model

In the Department Model, parks are managed like any other city department and governed by Vancouver City Council. This is how parks are managed in most cities.

The strength of this model is it removes the jurisdictional issues that existed between City Council and the Park Board. The weakness of this model is that direct attention and accountability for the management of parks are lost. It is also not clear how this model would improve the ability the funding situation for parks.

The Conservancy Model

In the Conservancy Model, parks are managed by an independent non-profit. Board members are selected based on their professional expertise and ability to fundraise. The city government would be represented on the board by appointing a councillor or by nominating a board member.

Vancouver already has some experience of having non-profits run civic assets. Both the Vancouver Aquarium and PNE are managed by non-profit organizations. However, the most relevant example of how the Conservancy Model can improve parks specifically can be seen in Winnipeg which established the Assiniboine Parks Conservancy to manage its most prominent park.

In 2008, Assiniboine faced significant challenges when it came to funding the renewal of the park. There was also a lack of organizational focus with a myriad of city departments and non-profits being involved in the park's maintenance. The Assiniboine Park Conservancy put all of the bodies involved in the park's management under the governance of an independent board. The Conservancy's board raised over \$200 M from a mixture of private and public sources, funds that were used to realize a comprehensive renewal plan. Some of the highlights include the renovation of Assiniboine Park Zoo and the construction of The Leaf, a new conservatory garden.

A Hybrid Model

In a Hybrid Model, major parks would be managed by independent non-profits with minor parks managed by the city's parks department.

The argument for a Hybrid Model is that the requirements and fundraising potential for large parks are different from minor parks. For instance, large parks such as Stanley Park have major

attractions and facilities such as the Second Beach Pool and Stanley Park Train that require greater levels of funding but are also focal points to organize fundraising campaigns around. In contrast, smaller, local parks may only require maintenance or minor upgrades.

The disadvantage of a Hybrid Model is that you have two different systems for governing parks, something that adds complexity and could lead to the neglect of minor parks.



The Need for Oversight

Oversight is necessary to ensure that parks within the city meet the highest standards. The existing Park Board system provided some accountability as board members were elected by citizens and the public knew whom they could complain to when it came to the state of the city's parks.

Though none of the models suggested automatically come with a system for providing oversight, some are better suited for oversight mechanisms. The Department Model is perhaps the least suited for oversight. Though city councillors as elected officials can ostensibly be held accountable for the state of parks, their mandate is divided between many different civic matters. In addition, having one branch of the civic government oversee would likely end up as some form of 'the police policing themselves', undermining its effectiveness.

In contrast, both of the models that involve non-profit management allow for city hall to take on more of an oversight role. Having the managing and overseeing parties separate allows the overseeing party to perform their job more effectively. In a system where a non-profit society manages the city's parks, the civic government could establish a Parks Oversight Committee that evaluates the performance of the non-profit and award bonuses to executives in line with performance.

Summary of Recommendations

This report recommends the following:

- Vancouver adopt a Conservancy Model for managing its parks and establish Parks Vancouver, a non-profit that would manage the city's parks and be composed of an independent and professional board.
- Parks Vancouver's board should be selected primarily on their ability to fundraise, addressing the biggest gap that existed under the Park Board.
- City Council should establish a Nominating Committee that will produce a list of candidates for the inaugural Parks Vancouver board. Candidates shall be ratified by City Council.
- All parks should be under the management of Parks Vancouver.
- The City of Vancouver should continue to provide stable and predictable funding to Parks Vancouver. It is recommended that an amount equivalent to the 2023 transfer (\$84 M) to the Park Board that is adjusted by inflation be granted annually.
- Any additional funding for parks will have to be found through new revenue-generating mechanisms.
- Full jurisdiction of civic infrastructure return to the City of Vancouver.
- Existing green space in parks should remain protected. New revenue-generating opportunities in parks should be focused on greyfield sites such as parking lots.
- City Council should establish a Parks Oversight Committee to ensure that the city's parks meet the highest standards of maintenance, cleanliness and safety.
- Either City Council or the Parks Oversight Committee should have the authority to award bonuses to the leadership of Parks Vancouver based on their performance.

Other Considerations

Below is a list of questions that the Parks Transition Committee should consider as it designs the new parks management system:

- Should a City Councillor directly sit on the board of Parks Vancouver or should it appoint a board member?
- What should the composition of the Parks Oversight Committee be? Should be solely city staff or should there be members of the public?
- What portion of bonuses for non-profit executives should be based on performance metrics vs. discretionary?
- What criteria should be used for measuring the performance of Parks Vancouver?
- Should Council determine the bonus amounts or should it be the Parks Oversight Committee?
- How much freedom should Parks Vancouver be given when it comes to generating new revenue? Should the existing fee-setting arrangement be retained?

Sincerely,

A handwritten signature in black ink, appearing to read 'Lee Haber'.

Lee Haber
Founder
Cambia Consulting

From: [Yao, Luhan](#)
To: [Yao, Luhan](#)
Cc: [Ford, Trevor](#); [Mochrie, Paul](#); [Singh, Sandra](#); [Pollard, Ben](#)
Subject: Important Updates
Date: Friday, April 5, 2024 11:44:05 AM
Attachments: [image001.png](#)
[PBTWG Meeting - April 3.potx](#)
[EDITED PBTWG - Meetings and Survey.docx](#)

Hi All,

Thank you for the discussion last night!

1. **Meeting Recap (April 3rd)**

For those who were unable to join us last night, the WG reviewed the final survey, and Ben presented on governance models for Parks and Recreation in other municipalities. Both the final edits to the survey and the inter-jurisdictional research can be found in the presentation attached.

2. **Scheduling Stakeholder Meetings**

As discussed last night, we are aiming to host stakeholders meetings starting the week of April 30th. Depending on WG members' availabilities, we are hoping to schedule the meetings on any of the following Saturdays and weekdays during non-Council weeks:

- Tuesdays after 6pm (April 30, May 14, May 21)
- Wednesdays after 6pm (May 1, May 15, May 22)
- Saturdays (May 4, May 11, May 18, May 25, June 1)

If everyone can please let me know your availabilities on the days listed above and the dates that you will be out of town before mid-June, that would be greatly appreciated.

3. **Upcoming WG meetings CANCELLED until June**

We hope to conclude all stakeholder meetings before June. **Between now and June, we will NOT be meeting every Wednesday from 6-8pm for our regular WG meetings.** Meetings with stakeholders will take place instead, and we will reconvene the WG in June.

4. **Proposed Meeting with Seniors Groups**

In addition to the organizations we have identified, we are also proposing a meeting with a number of seniors groups. If anyone is interested in joining the meeting, please let me know! The complete list of the stakeholder meetings and attendees can be found in the document attached.

As always, please do not hesitate to reach out to me if you have any questions or concerns. Thank you!

Best Regards,

Luhan Yao (she/her) | Research and Communications Coordinator
Office of the Mayor | City of Vancouver



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the x^wməθk^wəyəm (Musqueam), Skwxwú7mesh (Squamish), and səliwətəł (Tsleil-Waututh) Nations.

DIRECT INVITATION TO MEET

The following organizations will receive a direct invitation to meet with members of the Working Group.

	Attendees	Lead/Other
CCAs with JOA 3 meeting times	Meeting 1: 6 CCAs	Lead: Trevor Other: Shauna
	Meeting 2: 6 CCAs	Lead: Trevor Other: Jordan
	Meeting 3: 6 CCAs	Lead: Trevor Other: Gregor
Other Associations 4 meeting times	Britannia Community Services Society	Lead: Trevor Other: Catherine
	Ray-Cam Co-operative Association	Lead: Trevor Other: Catherine
	Riley Park Hillcrest Community Association	Lead: Trevor Other: Jennifer
	Sunset Community Association	Lead: Trevor Other: Jordan
Meeting with partners with Liaison	Brock House Society (<i>has liaison</i>) Bloedel Strategic Comm. Assn. (<i>has liaison</i>) Hastings Park Conservancy (<i>has liaison</i>) Vancouver Public Library (<i>has liaison</i>) Dr. Sun Yat-sen Classical Chinese Garden (<i>has liaison</i>) Jericho Sailing Centre Assn. (<i>has liaison</i>)	Lead: SKY Other: Catherine, Gregor,, Jordan
Aquarium and Nat Bailey	Vancouver Aquarium Nat Bailey	Lead: MCH Other: Jen, Jordan, SKY (?)
VBGA	Vancouver Botanical Gardens Association (<i>has liaison</i>)	Lead: SKY Other: Shauna
Nature	Stanley Park Ecological Society (SPES) (<i>has liaison</i>) Nature Vancouver	Lead: RB Other: Catharine, Jen
Events and Partners	Bard on the Beach Folk Fest Kits Fest Farmers Market	Lead: SKY Other: Gregor, Jen
City Public Partners	Vancouver School Board Vancouver Public Library	Lead: RB Other: Catherine, Jordan, MCH
Commercial/ Business Partners	Golf Pro Shops	Lead: Rebecca Other: Shauna
Sports and Recreation Umbrella Groups 2 meeting times	Field Sports Association (<i>has liaison</i>) Skateboard Coalition (<i>has liaison</i>) Vancouver Youth Soccer Association	Lead: MCH Other: Gregor/Jen
	Vancouver Minor Hockey Association / Thunderbirds Hockey Volleyball BC Vancouver Pickleball Association Vancouver Minor Softball Association Vancouver and District Bowls Association Vancouver Basketball Foundation Note: Jen advised aquatic umbrella groups should receive the survey	Lead: SKY Other: Jen/Gregor

Seniors		Lead: Other:
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SURVEY WITH OPTION TO MEET

All other organizations will receive a survey, but with the option of identifying whether they would like to meet with members of the Working Group to further discuss governance and engagement practices.

From: "Stewart, Alyse" <Alyse.Stewart@vancouver.ca>
To: "Council - DL" s.15(1)(l)
"Sim, K" s.15(1)(l)
CC: "Freedom of Information Office" <FreedomofInformation.Office@vancouver.ca>
"CC Meeting Coordinators - DL" s.15(1)(l)
"Mayor's Office Staff - DL" s.15(1)(l)
"CC Mayor and Council Support - DL" s.15(1)(l)
"City Manager's Office - DL" s.15(1)(l)
"Pontikis, Maria" <Maria.Pontikis@vancouver.ca>
Date: 1/25/2024 9:54:30 AM
Subject: In Camera Item for Release

Good morning Mayor Sim and members of Council -

In Camera items approved for release can be viewed at the following links.

Date of meeting	RTS & Title	
January 15, 2024	RTS 16154: Park Board Transition: Working Group and Appointees	

Thank you,

Alyse Stewart (she/her) | Meeting Coordinator
City Clerk's Office | CITY OF VANCOUVER
E: Alyse.Stewart@vancouver.ca

I am grateful to live and work on the traditional, ancestral, and unceded territories of the x^wməθk^wəyəm (Musqueam), Skwxwú7mesh (Squamish), and səlilwataʔt / səlilwitulh (Tsleil-Waututh) Nations.

From: [CoV - Proposed Parks and Recreation Transition](#)
Subject: Invitation to meet with the Parks and Recreation Transition Working Group
Date: Thursday, May 2, 2024 3:01:31 PM

Good afternoon,

The Parks and Recreation Transition Working Group would like to invite you to a meeting to hear your thoughts on potential future engagement with Vancouver City Council on parks and recreation services.

On December 13, 2023, Council passed a resolution to request that the Provincial Government amend the Vancouver Charter to remove the requirement for a separate Board of Parks and Recreation and bring these functions under the direct oversight of Council.

To help advance this proposed change, Council has established a Parks and Recreation Transition Working Group with a mandate to “provide recommendations and feedback to Council on efficient, effective, and meaningful pathways for community engagement with and input to Council in its proposed governance role for parks and recreation services.” For more information on the Working Group, please refer to : <https://vancouver.ca/your-government/proposed-changes-to-the-governance-of-the-park-board.aspx>

To inform the Working Group in the development of advice to Council, we would like to know:

- How you currently engage with the Park Board
- How you would like to engage with City Council on parks and recreation matters in the future, should the proposed transition proceed.

Your feedback will inform the development of options and advice to be provided to Council for consideration.

The meeting will be held: Saturday, May 25 at 3pm in Room 113 at Vancouver City Hall.

Please let us know if a representative from your organization will be able to attend this meeting, or if you would like to provide written input.

Thank you,

The Parks and Recreation Transition Working Group

From: [Sim, Ken](#)
To: [s.22\(1\)](#); [s.22\(1\)](#); [s.22\(1\)](#); [s.22\(1\)](#)
[s.22\(1\)](#); [Kirby-Yung, Sarah](#); [Bligh, Rebecca](#); [Howard, Marie-Claire](#); [Ford, Trevor](#)
Subject: Letter from Mayor Ken Sim to Park Board Transition Working Group
Date: Friday, July 19, 2024 2:26:37 PM
Attachments: [Letter from Mayor Sim to Park Board Transition Working Group.pdf](#)
[image001.png](#)
[image002.png](#)

Hello,
Please find attached letter for your attention. Thank you,



Ken Sim
Mayor | City of Vancouver





MAYOR KEN SIM

July 19, 2024

To Members of the Park Board Transition Working Group,

I am writing to express my sincere gratitude for the time and effort you have dedicated to the Working Group. Your commitment to considering alternate governance models, engaging with stakeholders, and sharing your insights has been truly invaluable. We have appreciated your openness and the wide-ranging and frank discussions to date.

As we have extended our stakeholder engagement process to include a wider array of parks and recreation stakeholders, as well as community partner organizations, the original six-month mandate of the Working Group no longer aligns with our current timelines.

I am writing to advise you that the timeline for the work of the Park Board Transition Working Group has been extended until the end of November 2024 to enable completion of the work described in the Terms of Reference. This extension will enable us to thoughtfully develop recommendations to Council regarding efficient, effective, and meaningful pathways for community and stakeholder engagement with, and input to Council in its proposed governance role for parks and recreation services. We hope you are able and willing to continue to participate in this process as your contributions to date have been invaluable.

Thank you again for your time and contributions.

Sincerely,

A blue ink handwritten signature, appearing to be "Ken Sim", written in a cursive style.

Mayor Ken Sim
City of Vancouver

From: [Yuasa, Lindsay](#)
To: [Sim, Ken](#); [Klassen, Mike](#); [Meiszner, Peter](#); [Montague, Brian](#); [Kirby-Yung, Sarah](#); [Bligh, Rebecca](#); [Dominato, Lisa](#); [Zhou, Lenny](#); [Carr, Adriane](#); [Fry, Pete](#); [Boyle, Christine](#)
Subject: Letter from Strathcona Community Centre Association re: Mayor Ken Sim's Motion: Amendment to the Vancouver Charter
Date: Tuesday, December 12, 2023 4:20:27 PM
Attachments: [SCCA letterMayorCouncilors_Dec2023.pdf](#)

Please find below a letter from the Strathcona Community Center Association Board of Directors, re: tomorrow's Motion: Amendment to the Vancouver Charter.

Lindsay Yuasa (she/her) | Association Manager
Strathcona Community Centre Association

601 Keefer Street
Vancouver, BC V6A 3V8
t: 604.257.8488 e: lindsay.yuasa@vancouver.ca
strathconacc.ca

Strathcona Community Centre is located on the unceded territories of the xʷməθkʷəy̓əm, Skwxwú7mesh, and səłilwətaʔ/Selilwitulh Nations. We thank them for their care of these lands and commit to working with them in partnership in our community.

December 12, 2023

Dear Mayor Sim and Councillors,

The Board of the Strathcona Community Centre Association is writing to express concerns about the upcoming motion to Council to amend the Vancouver Charter, aimed at eliminating the Vancouver Park Board.

Community Centre Associations play a vital role in ensuring that Vancouver's community centres effectively serve and address the needs of their respective communities. Through carefully negotiated Joint Operating Agreements (JOA's) between our non-profit associations and the Park Board, communities have direct input into the programming, infrastructure and recreation supports that are most needed. As volunteer boards, Community Centre Associations do this important community-based work at no cost to the City or the existing Park Board. We are critical stakeholders in our communities and the City of Vancouver's parks and recreation systems.

The Strathcona Community Centre Association is deeply concerned about the total lack of consultation with our organization before tabling this motion. The absence of concrete data (financial, statistical or other) to support Mayor Sim's claims about the inefficiencies of the current system shows a concerning lack of care and seriousness. We are also missing essential details about the process by which the Park Board would be eliminated. For a change this significant, as critical stakeholders in the potential transition process, we would expect to see a comprehensive risk analysis, clarity around the composition of the proposed "transition team" and clear steps to manage and execute the process. None of this information or analysis has been provided.

Caring for our communities through the provision of parks, pools, community centres and other recreational opportunities requires thoughtfulness, care and proper planning. This motion has presented to Council in a way that is rushed, opaque and dictatorial. As a result, **we cannot support this motion at this time.**

Best Regards,

Strathcona Community Centre Association Board of Directors



601 Keefer Street
Vancouver BC V6A 3V8
Phone: 604-713-1838
Fax: 604-713-1848

December 12, 2023

Dear Mayor Sim and Councillors,

The Board of the Strathcona Community Centre Association is writing to express concerns about the upcoming motion to Council to amend the Vancouver Charter, aimed at eliminating the Vancouver Park Board.

Community Centre Associations play a vital role in ensuring that Vancouver's community centres effectively serve and address the needs of their respective communities. Through carefully negotiated Joint Operating Agreements (JOA's) between our non-profit associations and the Park Board, communities have direct input into the programming, infrastructure and recreation supports that are most needed. As volunteer boards, Community Centre Associations do this important community-based work at no cost to the City or the existing Park Board. **We are critical stakeholders in our communities and the City of Vancouver's parks and recreation systems.**

The Strathcona Community Centre Association is deeply concerned about the total lack of consultation with our organization before tabling this motion. The absence of concrete data (financial, statistical or other) to **support Mayor Sim's claims about the inefficiencies of the current system shows a concerning lack of care and seriousness.** We are also missing essential details about the process by which the Park Board would be eliminated. For a change this significant, as critical stakeholders in the potential transition process, we would **expect to see a comprehensive risk analysis, clarity around the composition of the proposed "transition team"** and clear steps to manage and execute the process. None of this information or analysis has been provided.

Caring for our communities through the provision of parks, pools, community centres and other recreational opportunities requires thoughtfulness, care and proper planning. This motion has presented to Council in a way that is rushed, opaque and dictatorial. As a result, we cannot support this motion at this time.

Best Regards,

Strathcona Community Centre Association Board of Directors



Transition Working Group

March 6, 2024





PURPOSE:

1. Finalize Key Stakeholder In-person meetings

- Reminder of groupings
- Finalize Sports and Recreation list
- Leads/others per meeting

2. Next Steps

Reminder of Groupings and # of organizations



	Invited # of organizations	Optional* # of organizations
CCAs	21	
Other partners with Liaisons	6	
Aquarium	1	
Vancouver Botanical Garden Association	1	
Sports and Recreation users	11-16+**	
Nature	2	
Events and Tourism	3	3
Youth and Children (VSB)	1	
Commercial/business partners	3	4

* Organizations will be sent the broad survey with a question to ask if they want to meet in person

** To be discussed next slide

Key Stakeholder – Sports and Recreation



Umbrella organizations that represent sport/multiple clubs or have a liaison

Field Sports Association (has liaison)

Skateboard Coalition (has liaison)

Vancouver Youth Soccer Association

Vancouver Minor Hockey

Association/Thunderbirds Hockey

Volleyball BC

Vancouver Pickleball Association

Vancouver Minor Softball Association

Vancouver and District Bowls Association

Vancouver Basketball Foundation

SwimBC (local rep)

BC Diving (local rep)

Other sports/recreation without easy Vancouver umbrella group

TennisBC or individual clubs

BaseballBC or individual leagues

SkateBC or multiple clubs?

Curling: CurlBC, Vancouver Curling Club/Marpole Curling Club

For other sports:

- invite provincial organization,
or
 - 1-2 clubs/leagues,
or
- cover them in broad survey?

	# of invited organizations	# of meetings (max 6 orgs at each)	PBTWG Members at Meetings
CCAs	21	4	Lead: Trevor Others:
Other partners with Liaisons	6	1	Lead: Others:
Aquarium	1	1	Lead: Others:
Vancouver Botanical Garden Association	1	1	Lead: Others:
Sports and Recreation users	11-16	2-3	Lead: Others:
Nature	2	1	Lead: Others:
Events and Tourism	3	1	Lead: Others:
Youth and Children (VSB)	1	1	Lead: Others:
Commercial/business partners	3	3	Lead: Others:

1. In-person meetings

- Scheduling availabilities
- Send invitations
- Prep – Walkthrough of discussion guide (next week)

2. Survey

- Draft web-based version will be circulated for Working Group review
- Mailing list
- To run concurrently with the meetings



Transition Working Group

March 13, 2024





PURPOSE:

1. Overview of Discussion Guide
2. Next Steps

- Welcomes and Introductions
- Purpose of Engagement and Mandate of Working Group
- General questions regarding the transition
- Understanding current engagement with Park Board
- Identifying Priorities for Future Engagement with Council
- Next Steps

- Introductions
 - Working Group Members
 - Attendees
- Land Acknowledgement
- Thank them for making time to share their input
 - Reference the importance of parks and recreation to Vancouver
- Logistics
 - 45-60 minutes
 - Washroom locations
 - Note taking

- Mandate of Working Group
 - provide recommendations and feedback to Council on efficient, effective, and meaningful pathways for community engagement with and input to Council in its proposed governance role for parks and recreation services.
- Purpose of session: to gain their input as key stakeholders to inform advice to Council
- Clarify next steps:
 - Based on this round of stakeholder engagement, Working Group will develop initial options regarding engagement with Council on parks and recreation matters
 - Will return with these options for further input from stakeholders before going to Council
- Scope of Engagement:
 - Governance and engagement with Council regarding parks and recreation only
 - Matters related to legal commitments, operations, services, strategy, policy issues other than governance and engagement, and labour relations are out of scope for the working group

- Allow brief opportunity to ask questions about the transition process
 - Not about rationale for transition
- Short, factual responses

- How do you currently engage with Park Board?
- What is working?
- Where are the opportunities for improvement?
- Probe on understanding the underlying driver
 - E.g. “I like my liaison”
 - Probe: “what is it about the liaison function you like? What benefits do you think it has in terms of informing the Park Board?”

- Introduction on how general good governance principles will inform advice to Council
 - E.g. Ability to speak to Council/provide written input
- Looking for more detailed advice
- What should the working group consider in providing advice to Council on how to engage in the future on parks and recreation in Vancouver?
 - Probe on particular nuances of parks and recreation
- Are there particular mechanisms for community engagement that you think the Working Group should consider? Which ones are most important?
 - Probe on potential mechanisms:
 - Advisory committee(s) of community members/experts
 - Committee of Council/specific meetings with a focus on parks and/or recreation
 - Other?
 - Probe on why certain mechanisms are more important/make sense or not

- Thank them for their time
- Tell them their input will be useful in the development of initial options for future governance of parks and recreation by Council
- Let them know we will come back to them with those initial options for their further input

- If it is an operational or strategic issue:
 - Remind them of the scope of the Working Group mandate
 - Let them know we will capture their broader concerns
 - Reframe and ask them how they would like to be able to provide their concerns to Council after the transition

- If it is about whether the transition should occur
 - Remind them of the scope of the Working Group mandate
 - Ask if they would like to give input towards governance and engagement issues if the transition occurs.

1. In-person meetings

- Scheduling availabilities
- Sending invitations

2. Survey

- Adjusting to accommodate Working Group's desire to provide the option to other groups to attend session
 - Also adding ability to provide more open written comments
- Will be circulated before next meeting

From: [Yao, Luhan](#)
To: [Yao, Luhan](#)
Cc: [Ford, Trevor](#); [Mochrie, Paul](#); [Singh, Sandra](#); [Pollard, Ben](#)
Subject: Meeting Tonight CANCELLED (March 27)
Date: Wednesday, March 27, 2024 11:12:10 AM
Attachments: [image001.png](#)
[Draft Broad Survey Text for WG Input.docx](#)

Hi All,

Hope that you are doing well.

With several members absent, we will **cancel** our meeting tonight, and reconvene on Wednesday April 3rd.

Instead of working through the comments at tonight's meeting, we ask that everyone please send your comments for the draft broad survey to Ben at ben.pollard@vancouver.ca **before the end of day on Friday, March 29th**. Thank you!

Enjoy the long weekend!

Best,

Luhan

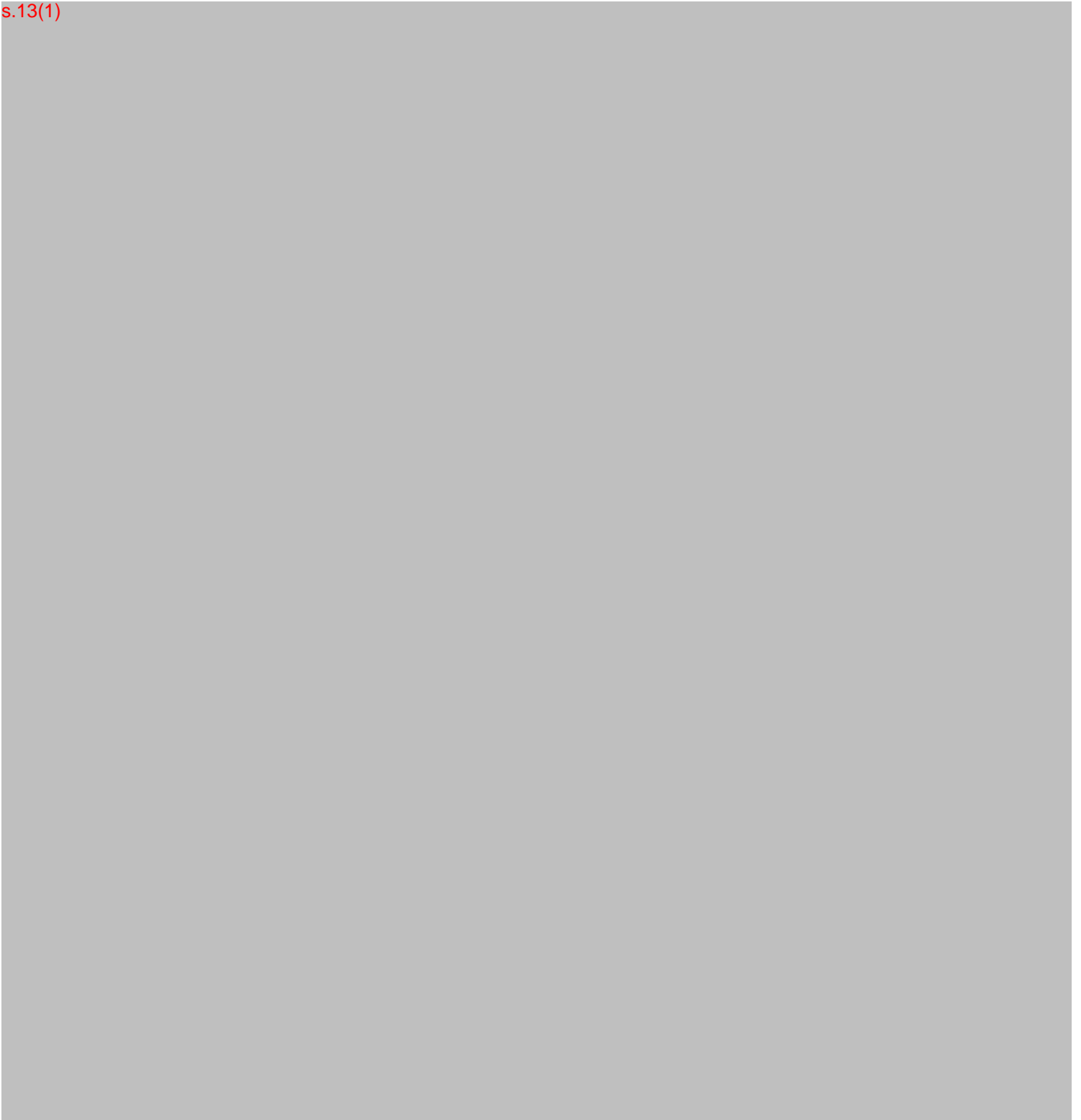
Luhan Yao (she/her) | Research and Communications Coordinator

Office of the Mayor | City of Vancouver



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.

s.13(1)

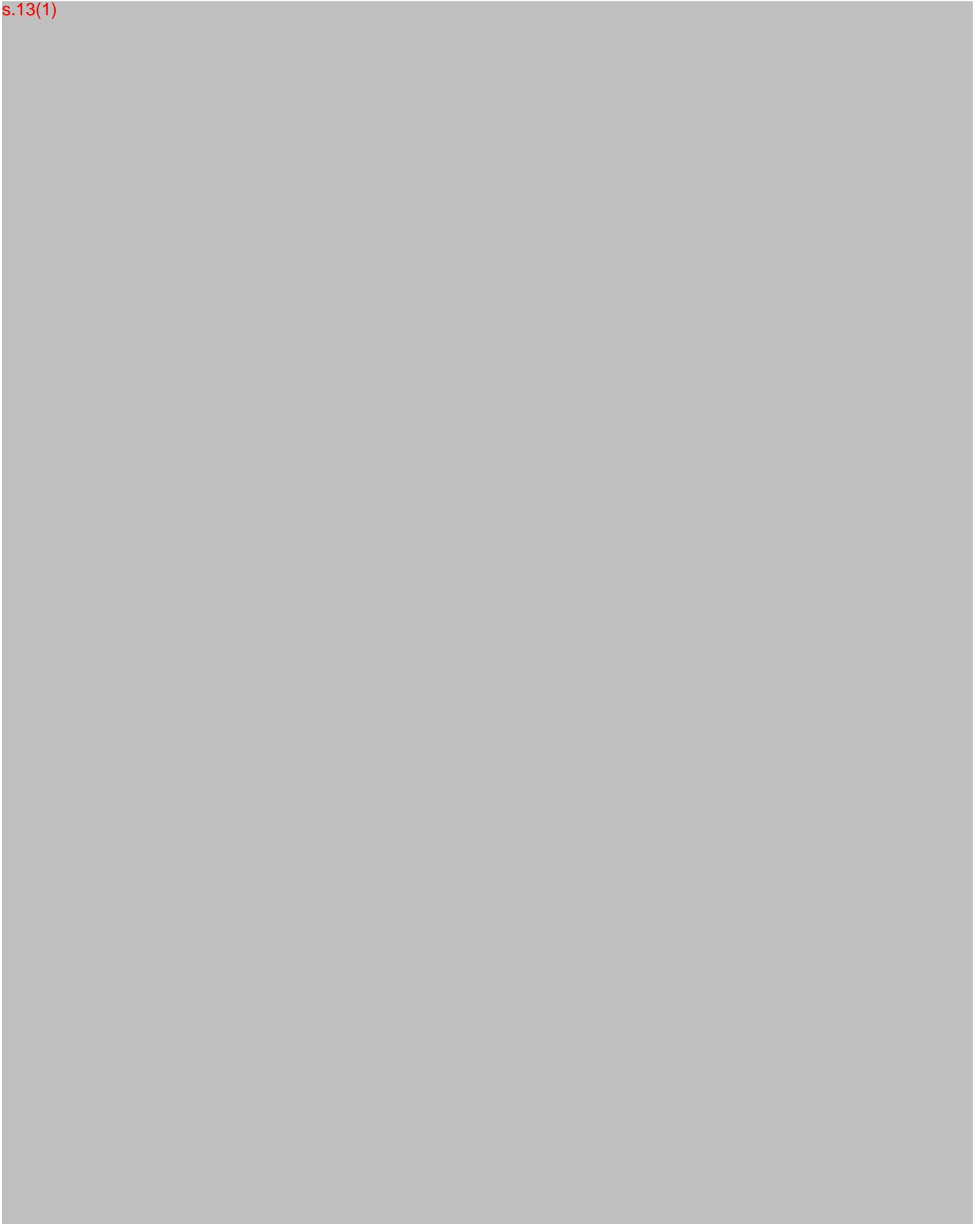


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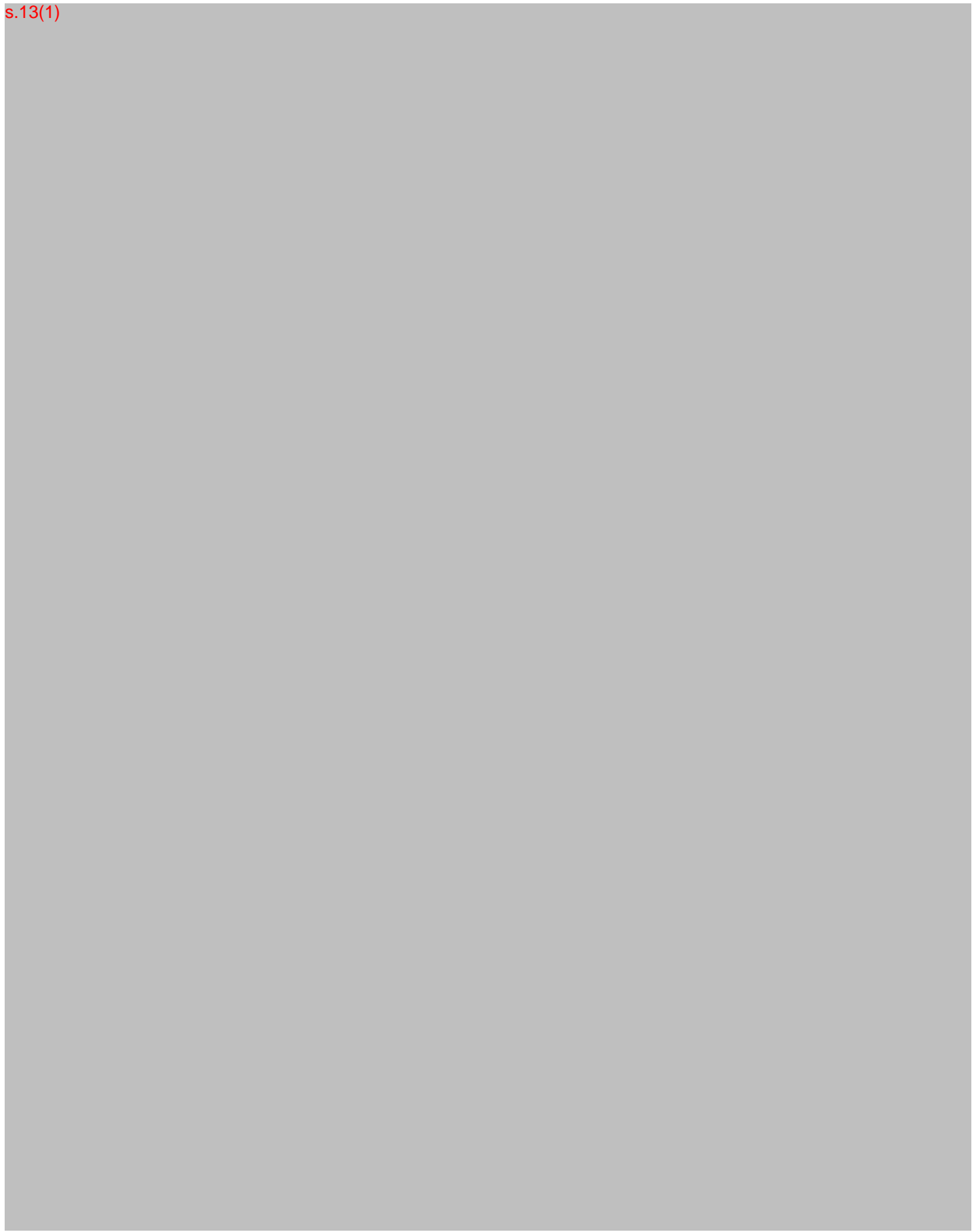


DRAFT

s.13(1)



s.13(1)



From: [Mochrie, Paul](#)
To: [Direct to Mayor and Council - DL](#)
Cc: [Murray, Grant](#); [Connell, Francie](#); [City Manager's Correspondence Group - DL](#)
Subject: Meetings of Council
Date: Thursday, February 1, 2024 10:59:36 AM
Attachments: [s.14](#)
[integrity-commissioner-bulletin-2023-03.pdf](#)
[image001.png](#)

Dear Mayor and Council,

s.14

Please let me know if you have any questions.

Best,

Paul

Paul Mochrie (he/him)

City Manager

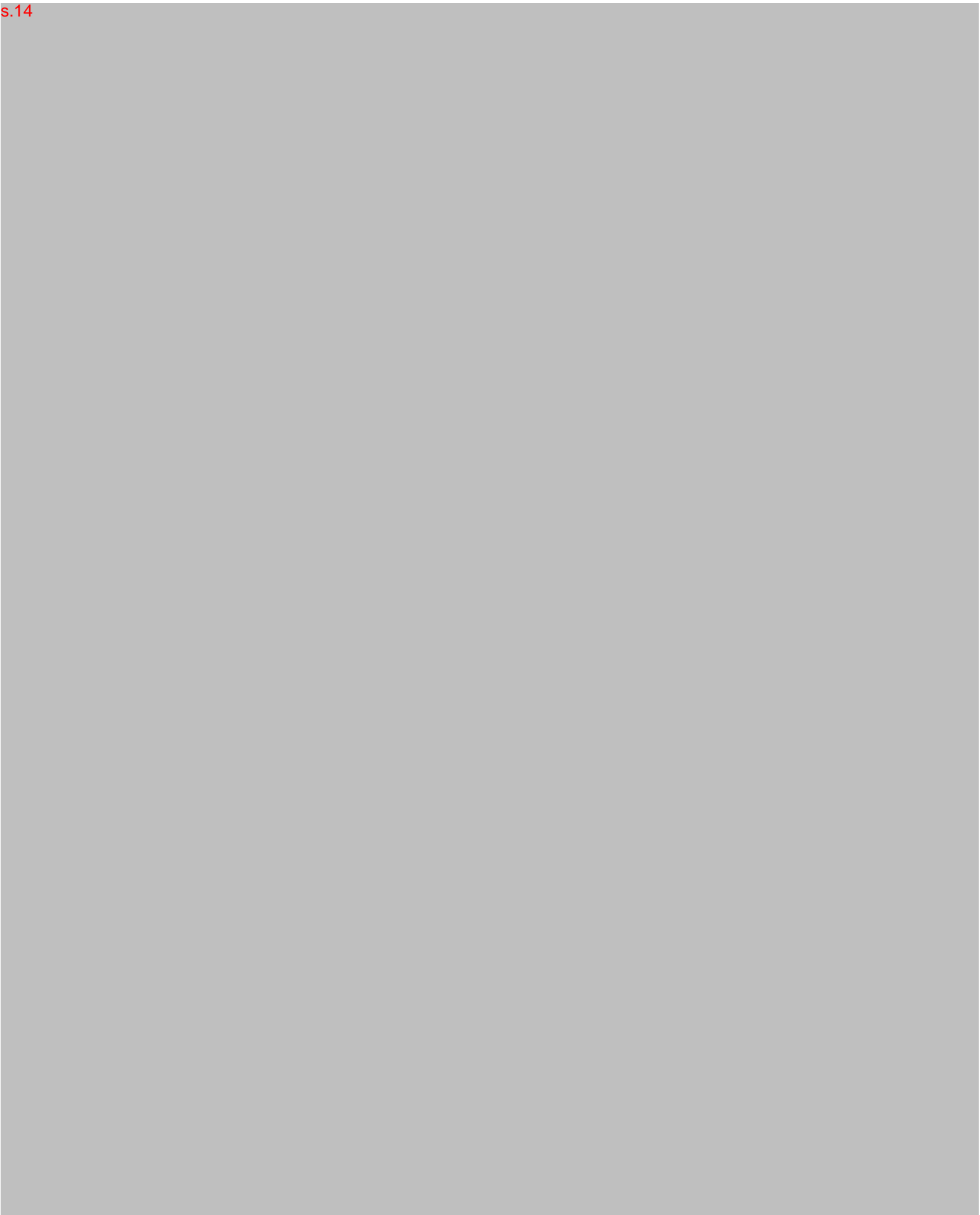
City of Vancouver

paul.mochrie@vancouver.ca

604.873.7666



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the x̱m̱əθḵ'əy̱əm (Musqueam), Sḵw̱x̱w̱ú7mesh (Squamish), and səliwətəł (Tsleil-Waututh) Nations.





s.14



s.14





Integrity Commissioner Bulletin 2023-03: **Open Meeting Principle**

When is a gathering of Councillors considered to be a “meeting” so that it is subject to the open meeting principle, or simply a discussion amongst Councillors? If Councillors are informally gathering to discuss a matter, does that discussion need to be transparent and accessible to the public? At issue is the requirement to allow for public discussion and consideration of the matter before any vote is made by Councillors. Conversely, Councillors cannot decide on a matter during a gathering that has been improperly shielded from the view of the public. This Bulletin explains the open meeting principle, why it is important and how it applies to Councillors.

The Open Meeting Principle

The [Vancouver Charter](#) (and the [Community Charter](#)) state that in the normal business of Council, meetings are to be transparent and accessible to the public, except in specific circumstances where the meeting can be closed to the public, such as for discussions about labour relations or security of the City’s property (see subsections 165.2(1) and (2) for the list of exceptions). If a meeting is closed (otherwise identified as *in camera*), there are specific procedures to follow prior to the closure and rules about what can occur during the meeting (for example, Council must not vote on the reading or adoption of a by-law in a closed meeting (see section 165.1(2))). BC legislation requires local government meetings be open to the public and other jurisdictions have similar provisions in their statutes governing municipalities.

Why Is the Open Meeting Principle Important to Understand?

The open meeting principle underpins the legitimacy of the municipal democratic process and so decisions made by Council in violation of the principle may be declared void.

For example, in [London v RSJ Holdings Inc. v London \(City\)](#), the Supreme Court of Canada quashed a by-law adopted by the City of London’s Council at a public meeting. The by-law was quashed because prior to the public meeting, the Council met privately to discuss the proposed by-law and then emerged from the private meetings to enact the by-law at the public meeting with no substantive debate. The Supreme Court found the decision had in fact (but not in law) already been taken. In setting aside the by-law, the Supreme Court said:

The democratic legitimacy of municipal decisions does not spring solely from periodic elections, but also from a decision making process that is transparent, accessible to the public, and mandated by law. When a municipal government improperly acts with secrecy, this undermines the democratic legitimacy of its decision.

What Is a “Meeting”?

The [Vancouver Charter](#) does not define the word ‘meeting’, so it is not always easy to determine when an informal gathering of Council members is in fact a meeting subject to the open meeting principle.

The [Ontario Ombudsperson](#) has developed the following definition of a ‘meeting’ which can help decide whether Council members have complied with open meeting requirements:

Members of council (or a committee) must come together for the purpose of exercising the power or authority of the council (or committee), or for the purpose of doing the groundwork necessary to exercise that power or authority.

The Ontario Court of Appeal has similarly defined a ‘meeting’. In [Southam Inc. v Regional Municipality of Hamilton-Wentworth](#), a committee of the Municipal Council agreed to meet *in camera* at its next regularly scheduled meeting, with staff, to review past, present and future objectives as well as the committees’ terms of reference. A newspaper tried to attend the meeting but was made to leave so it then sought a declaration that the committee exceeded its jurisdiction in holding the meeting *in camera*. The Court of Appeal held the gathering was a meeting subject to the open meeting principle:

In the context of a statutory committee, meeting should be interpreted as any gathering to which all members of the committee are invited to discuss matters within their jurisdiction. And that is precisely what was being done on that occasion. No matter how the meeting might be disguised by the use of terms such as workshop, or the failure to make a formal report, the committee members were meeting to discuss matters within their jurisdiction. What the committee was trying to do was to have a meeting in camera, something expressly forbidden under the by-law.

When Are Discussions Among Council Members “Meetings”?

The requirement that meetings should be open to the public does not preclude informal discussions among Council members, either alone or with the assistance of their staff (see *Vanderkloet v Leeds & Grenville County Bd. of Education*, [1985 CanLII 1976 \(ON CA\)](#) at pp 16-17). However, even informal discussions can be a “meeting,” depending on the circumstances. The factors various courts have considered in determining whether a gathering of Council members is in fact a meeting are described below.

- The nature of the group:
 - The presence of a quorum or the full membership of Council (or other body) is more likely to constitute a meeting, while a gathering of smaller groups is less likely to constitute a meeting.
 - Recognized groups, such as committees, are more likely to have their gatherings regarded as meetings.
 - Groups that exercise a decision-making authority are more likely to have their gatherings considered meetings than groups who study issues or recommend actions.
- The nature of the discussion:
 - A gathering is a meeting when it involves discussing matters within a local government’s jurisdiction,¹ in a capacity that deprives the public of “the opportunity to observe a material part of the decision-making process.”²
 - Any real progress in the decision-making process of a matter within the local government’s jurisdiction strongly indicates that a gathering is a meeting. This does not necessarily mean, however, that if progress towards a decision is not made that the gathering is not

¹ *Southam Inc. v Regional Municipality of Hamilton-Wentworth*, [1988 CanLII 4709 \(ON CA\)](#) at p 7.

² *Southam Inc. v. Ottawa (City) Council (Div. Ct.)*, [1991 CanLII 7044 \(ON SC\)](#).

a meeting. It may still be a meeting if the discussion was for that purpose even though the desired progress or result was not achieved.³

- The nature of the gathering:
 - If a gathering shares some of the common features of a regular meeting, this may indicate that the gathering is in fact a meeting.⁴ For example, gatherings that occur regularly are more likely to be seen as meetings, as are gatherings that are planned.
 - Procedural matters can also indicate whether a gathering is a meeting. Gatherings that follow an order of proceeding, obey rules of order, have an agenda or record minutes are more likely to be meetings, and the presence of a chair or corporate administrator is also indicative of a meeting.⁵
 - Gatherings that are held at a local government body's normal meeting place are more likely to be seen as meetings. However, even if the meeting location is irregular, gatherings in areas completely under the control of the group, such as a private meeting room, are more likely seen to be meetings than those held in open, public settings.
 - A vote of any sort indicates that a gathering is in fact a meeting.⁶
 - Workshops, "shirt sleeve sessions" and retreats when Council members gather outside of scheduled meetings for training, planning, briefings or other purposes can be meetings.⁷

For more information on best practices for open and closed council meetings, see BC Ombudsperson, [Open Meetings: Best Practices Guide for Local Governments](#), Special Report No 34 to the Legislative Assembly of BC (September 2012).

³ BC Ombudsperson, [Open Meetings: Best Practices Guide for Local Governments](#), Special Report No 34 to the Legislative Assembly of BC (September 2012) at p 9.

⁴ *City of Yellowknife Property Owners Assn. v Yellowknife (City)*, [1998 CanLII 29867 \(NWT SC\)](#); *Southam Inc. v Regional Municipality of Hamilton-Wentworth*, [1988 CanLII 4709 \(ON CA\)](#) at p 9.

⁵ *City of Yellowknife Property Owners Assn. v Yellowknife (City)*, [1998 CanLII 29867 \(NWT SC\)](#).

⁶ *City of Yellowknife Property Owners Assn. v Yellowknife (City)*, [1998 CanLII 29867 \(NWT SC\)](#) at paras 17 and 19.

⁷ *Southam Inc. v Regional Municipality of Hamilton-Wentworth*, [1988 CanLII 4709 \(ON CA\)](#).

From: [Singh, Sandra](#)
To: [Direct to Mayor and Council - DL](#)
Cc: [City Manager"s Correspondence Group - DL](#)
Subject: Memo to Mayor and Council - Parks Designation Update
Date: Friday, April 19, 2024 5:27:19 PM
Attachments: [CMO - DCM Singh - Memo \(Council\) - Parks Designation Update \(2024-04-19\).pdf](#)

Good afternoon Mayor and Councillors,

Please find attached a memo providing information on park designation. The memo provides:

- A backgrounder explaining the park designations and application to the parcels/portions of land that make up parks;
- An overview of the current distribution of park designations, as well as a list of all parks and how they are currently designated; and
- Information regarding the accelerated review of parks for designation as requested by Council and timelines for next steps.

If you have any questions or concerns, please email me and I will work with colleagues to respond through the Q&A.

Thank you,

Sandra

Sandra Singh | Deputy City Manager

sandra.singh@vancouver.ca

Pronouns: she/her

Assistant: Stacey Crawford

Phone: 604-871-6135

E-mail: stacey.crawford@vancouver.ca

Pronouns: she/her

The City of Vancouver acknowledges the unceded homelands of the x^wməθk^wəyám (Musqueam), S^kwxwú7mesh (Squamish), and Selílwitulh (Tsleil-Waututh) Nations.

Sandra Singh | Deputy City Manager

sandra.singh@vancouver.ca

Pronouns: she/her

Assistant: Stacey Crawford

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MEMORANDUM

April 19, 2024

TO: Mayor and Council

CC: Paul Mochrie, City Manager
Armin Amrolia, Deputy City Manager
Karen Levitt, Deputy City Manager
Katrina Leckovic, City Clerk
Maria Pontikis, Chief Communications Officer, CEC
Teresa Jong, Administration Services Manager, City Manager's Office
Mellisa Morphy, Director of Policy, Mayor's Office
Trevor Ford, Chief of Staff, Mayor's Office
Ben Pollard, Director, Business Planning & Project Support, CMO
Steve Jackson, General Manager, Park Board
Lon LaClaire, General Manager, Engineering Services
Francie Connell, Legal Services & City Solicitor

FROM: Sandra Singh
Deputy City Manager

SUBJECT: Park Designation Under the Vancouver Charter – Status and Next Steps

RTS #: N/A

PURPOSE

The purpose of this memo is to update Council on the status of the ongoing review of parks to recommend for Permanent Public Park designation under the Vancouver Charter (VC).

BACKGROUND

Previous Council Direction

On March 1, 2022, staff presented a [report to Council](#) recommending seven parks for Permanent Public Park designation and confirming the status of the park inventory.

Following December 2023 direction from Council to report on the status of reviewing parks for designation, and to accelerate this work, staff are preparing a report for after the implementation of the proposed VC transition of governance of parks and recreation services to City Council which will recommend more parks to Council for Permanent Public Park designation.

Park Designation under the Vancouver Charter

The VC provides for three types of park designations, and there are specific rules for designating and for revoking any designations or changing the future uses of any parks under each category. The category also generally determines how much jurisdiction the Park Board has over the park land and the process for changing its use.

- 1) **Permanent Public Park** (Section 488(1) of the VC): Under the exclusive jurisdiction and control of the Park Board. Change of use requires a 2/3 vote by both Council and Park Board.
- 2) **Temporary Public Park** (Section 488(2) of the VC): Under the exclusive jurisdiction and control of Park Board. Change of use requires a 2/3 vote of Council.
- 3) **Custody, Care and Management** (“CCM”) (Section 488(3) of the VC): Powers prescribed by Council are granted to Park Board. Change of powers granted to Park Board requires a majority vote of Council.

The VC designations noted above do not require that the lands be owned by the City, so parks that are on non-City owned lands can still be designated as Permanent Public Parks.

Composition of Parks

There are 256 parks and golf courses in Vancouver. Parks can be made up of multiple parcels or portions of land (“portions”). There are three types of portions:

- a. titled parcels (e.g. fee-simple property)
- b. non-titled parcels (e.g. Crown parcels); and/or
- c. non-titled, non-parcel portions (e.g., street right of way, foreshore).

There are a total of 765 portions across the 256 parks in Vancouver. Some portions are City-owned, and others are non-City owned (e.g., there is a lease or other agreement). To designate a park under the VC, Council would consider and decide on each portion of the park.

Typically, a whole park is designated with Permanent Public Park status. However, for various reasons some parks have portions which are designated with differing status. For example, a park may have 3 portions: two of which have Permanent Public Park designation, with the third being designated Care, Custody and Management.

Current Status of Parks

The table below shows that of the 256 parks and golf courses in Vancouver, 160 are either Permanent Public Park or partially Permanent Public Park, and 96 are Temporary Public Park, partially Temporary Public Park or Custody, Care and Management.

Number of Parks	Status	Description	Land ownership
115	Permanent Public Park	All portions are designated Permanent Public Park	all City-owned
45	Partially Permanent Public Park	Minimum of one portion is Permanent Public Park, but not all (one or more portion is Temporary Public Park and/or CCM)	36 of these are City-owned, 9 are mixed ownership
1	Temporary Public Park	All portions are Temporary Public Park	City-owned
1	Partially Temporary Public Park	Minimum of one portion is Temporary Public Park, one or more portions are CCM	non-City owned
94	Custody Care and Management (CCM)	All portions are CCM	79 are City-owned, 9 are non-City owned, and 6 are mixed ownership

256 Total parks

For a more detailed breakdown by park, please see **Appendix A**.

Many of the Permanent Public Parks are the largest by area. For example, most of Stanley Park and the three golf courses are designated Permanent Public Park. Therefore, it is important to note that 82% of the total park and golf area in the City is already protected as Permanent Public Park.

Park Area	Status	% of total park area
1106.4 hectares	Permanent Public Park	82.0% of park area
8.6 hectares	Temporary Public Park	0.6% of park area
234.8 hectares	Care, Custody and Management	17.4% of park area

Total: 1349.8 hectares

Land ownership and designation status

All 115 parks where all portions are designated Permanent Public Park and the majority of partially Permanent Public Parks are City-owned land.

There are 9 historical exceptions where a park is not fully City-owned (at least a portion has a long-term lease), but has Permanent Public Park portions (e.g., Stanley Park). However, most of the completely non-City-owned park land is designated as Custody, Care and Management.

Reviewing and recommending parks to Council for Permanent Public Park designation

Under the current governance system, any work on utilities or other infrastructure in Permanent Public Parks requires the express permission of the Park Board. City departments have been reluctant to support the designation of portions of land as Permanent Public Parks because of

the need to ensure the ongoing access, maintenance and upgrade of utilities or other public works that may be contained within lands which are subject to a separate elected body's control.

If implemented, the proposed amendments to the VC to bring parks and recreation services governance under Council should simplify the process to designate lands as Permanent Public Parks while allowing for necessary access for utility upgrades/repairs. Accordingly, some of the reasons for not recommending a park for Permanent Public Park designation could be altered, the staff review process simplified, and more parks may be deemed suitable for Permanent Public Park designation. As per Council's associated direction, staff have accelerated the work to identify additional portions for Council consideration of land as Permanent Public Parks.

It is important to note that not all 256 parks will at some point be recommended for Permanent Public Park designation. For example, in some cases there may be a benefit in being able to amend the park boundary slightly in the future (e.g. to accommodate street widening, to reconfigure the lands while maintaining the same park area, etc.). Some parks are on non-City-owned land – while these have occasionally been designated as Permanent Public Park in the past as above, that is not proposed as an approach moving forward. Others are on street right of way or street ends which require careful consideration before being designated as Permanent Public Park. Finally, there may be parks located adjacent to other City-owned land which present potential strategic opportunities to achieve Council priorities, and which would require Council discussion and direction.

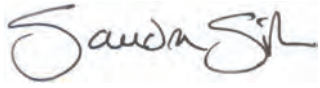
NEXT STEPS

Due to the time intensive review process and limited departmental capacity, staff will continue to review parks incrementally in batches. Council can expect the next batch of parks to be presented with a recommendation to designate at a public meeting of Council after the proposed governance transition is implemented.

FINAL REMARKS

Public parks play a vital role in the social, cultural, economic, and ecological development and life of Vancouver and its residents. At the same time, as with any dense city, land often plays multiple roles in communities. For Vancouver, many of the portions of land that comprise parks serve dual purposes: as parks and as the home to key community-serving infrastructure. While the land itself is never intended to be developed or used for other purposes, this intersection of uses and the uncertainty caused by dual governance systems has often held back the permanent dedication of certain portions as parks. As we look toward the implementation of the proposed governance transition of parks and recreation services from the Park Board to City

Council, the potential to designate more portions of land currently used as parks as Permanent Public Parks only increases.

A handwritten signature in black ink, appearing to read "Sandra Singh". The signature is fluid and cursive, with the first name "Sandra" written in a larger, more prominent script than the last name "Singh".

Sandra Singh
Deputy City Manager

sandra.singh@vancouver.ca

Appendix A: List of Parks by Status and Ownership

	Park Name	Status	Ownership
1	Aberdeen Park	CCM	City
2	Adanac Park	Permanent Public Park	City
3	Alexandra Park	Permanent Public Park	City
4	Alice Townley Park	Permanent Public Park	City
5	Almond Park	Partially Permanent Public Park	City
6	Andy Livingstone Park	CCM	Non-City
7	Angus Park	Permanent Public Park	City
8	Arbutus Greenway Park	CCM	City
9	Arbutus Park	Permanent Public Park	City
10	Arbutus Village Park	Permanent Public Park	City
11	Art Phillips Park	CCM	City
12	Ash Park	Permanent Public Park	City
13	Balaclava Park	Permanent Public Park	City
14	Barclay Heritage Square	Partially Permanent Public Park	City
15	Bates Park	CCM	City
16	Beaconsfield Park	Permanent Public Park	City
17	Bobolink Park	Permanent Public Park	City
18	Braemar Park	Permanent Public Park	City
19	Brewers Park	Permanent Public Park	City
20	Burrard Slopes	Permanent Public Park	City
21	Burrard View Park	Permanent Public Park	City
22	Callister Park	Permanent Public Park	City
23	Cambie Park	Permanent Public Park	City
24	Cambridge Park	Partially Permanent Public Park	City
25	Captain Cook Park	Permanent Public Park	City
26	Cardero Park	CCM	City
27	Cariboo Park	Permanent Public Park	City
28	Carleton Park	Permanent Public Park	City
29	Carnarvon Park	Partially Permanent Public Park	City
30	Carolina Park	CCM	City
31	Cartier Park	Permanent Public Park	City
32	Cathedral Square	CCM	City
33	Cedar Cottage Park	Permanent Public Park	City
34	Chaldecott Park	Permanent Public Park	City
35	Champlain Heights Park	Partially Permanent Public Park	City
36	Charles Park	CCM	City
37	Charleson Park	CCM	City
38	China Creek North Park	Partially Permanent Public Park	City
39	China Creek South Park	Partially Permanent Public Park	City
40	Choklit Park	CCM	City
41	Clark Park	Permanent	City
42	Clinton Park	Permanent Public Park	City
43	Coal Harbour Park	CCM	City
44	Collingwood Park	Permanent Public Park	City

	Park Name	Status	Ownership
45	Columbia Park	Permanent Public Park	City
46	Connaught Park	Permanent Public Park	City
47	Coopers' Park	CCM	Non-City
48	CRAB Park at Portside	CCM	Non-City
49	Creekside Park	CCM	City
50	Creekway Park	CCM	City
51	David Lam Park	CCM	City
52	Deering Island Park	Permanent Public Park	City
53	Delamont Park	CCM	City
54	Devonian Harbour Park	CCM	Mixed
55	Devonshire Park	Permanent Public Park	City
56	Douglas Park	Permanent Public Park	City
57	Downtown Skateboard Plaza	CCM	City
58	Dusty Greenwell Park	Partially Permanent Public Park	City
59	Earles Park	Permanent Public Park	City
60	East Fraserlands Neighbourhood Park North	CCM	City
61	East Fraserlands Neighbourhood Park South	CCM	City
62	East Park	CCM	City
63	Ebisu Park	CCM	City
64	Eburne Park	Permanent Public Park	City
65	Elm Park	Permanent Public Park	City
66	Emery Barnes Park	CCM	City
67	Empire Fields - Hastings Park	CCM	Mixed
68	English Bay Beach Park	Partially Permanent Public Park	Mixed
69	Everett Crowley Park	Permanent Public Park	City
70	Falaise Park	Permanent Public Park	City
71	Foster Park	Temporary Public Park	City
72	Fraser River Park	Partially Permanent Public Park	City
73	Fraser River Trail Park	CCM	Mixed
74	Fraserview Golf Course	Partially Permanent Public Park	City
75	Fraserview Park	Permanent Public Park	City
76	Garden Park	Permanent Public Park	City
77	Gaston Park	Permanent Public Park	City
78	General Brock Park	Partially Permanent Public Park	City
79	George Park	Permanent Public Park	City
80	George Wainborn Park	CCM	Non-City
81	Gibby's Field	CCM	City
82	Gladstone-Riverside Park	CCM	Mixed
83	Glen Park	Permanent Public Park	City
84	Gordon Park	Partially Permanent Public Park	City
85	Grandview Park	Permanent Public Park	City
86	Granville Island Water Park	CCM	Non-City
87	Granville Loop Park	CCM	City
88	Granville Park	Permanent Public Park	City

	Park Name	Status	Ownership
89	Grays Park	Permanent Public Park	City
90	Grimmett Park	Permanent Public Park	City
91	Guelph Park	Permanent Public Park	City
92	Habitat Island Park	CCM	City
93	Hadden Park	Partially Permanent Public Park	City
94	Harbour Green Park	CCM	City
95	Hastings Community Park	Partially Permanent Public Park	City
96	Hastings Mill Park	Permanent Public Park	City
97	Hastings Park - Italian Garden	CCM	City
98	Hastings Park - Sanctuary	CCM	City
99	Heather Park	Permanent Public Park	City
100	Helmcken Park	CCM	City
101	Hillcrest Park	Permanent Public Park	City
102	Humm Park	Permanent Public Park	City
103	Jean Beaty Park	Partially Permanent Public Park	City
104	Jericho Beach Park	Partially Permanent Public Park	Mixed
105	John Hendry (Trout Lake) Park	Permanent Public Park	City
106	Jonathan Rogers Park	Permanent Public Park	City
107	Jones Park	Permanent Public Park	City
108	Kaslo Park	Permanent Public Park	City
109	Kensington Park	Permanent Public Park	City
110	Kerrisdale Centennial Park	Permanent Public Park	City
111	Kerrisdale Park	Permanent Public Park	City
112	Killarney Park	Permanent Public Park	City
113	Kingcrest Park	Partially Permanent Public Park	City
114	Kinross Corridor - Middle	CCM	City
115	Kinross Corridor - North	CCM	City
116	Kinross Corridor - South	CCM	City
117	Kinross Ravine Park	Permanent Public Park	City
118	Kitsilano Beach Park	Partially Permanent Public Park	Mixed
119	Langara Golf Course	Permanent Public Park	City
120	Langara Park	CCM	Non-City
121	Laurel Landbridge Park	CCM	City
122	Lilian To	CCM	City
123	Locarno Beach Park	Partially Permanent Public Park	Mixed
124	Locarno Park	Partially Permanent Public Park	City
125	MacDonald Park	Permanent Public Park	City
126	Maclean Park	Permanent Public Park	City
127	Main & 7th	CCM	City
128	Major Matthews Park	Partially Permanent Public Park	City
129	Malkin Park	Permanent Public Park	City
130	Maple Grove Park	Permanent Public Park	City
131	Margaret Pigott Park	Permanent Public Park	City
132	Marina Square	CCM	City
133	Marpole Park	Permanent Public Park	City
134	May & Lorne Brown Park	CCM	City

	Park Name	Status	Ownership
135	McAuley Park	CCM	City
136	McBride Park	Permanent Public Park	City
137	McCleery Golf	Partially Permanent Public Park	City
138	McCleery Park	Permanent	City
139	McGill Park	Partially Permanent Public Park	City
140	McSpadden Park	Permanent Public Park	City
141	Melbourne Park	CCM	City
142	Memorial South Park	Partially Permanent Public Park	City
143	Memorial West Park	Permanent Public Park	City
144	Milton Wong Plaza	CCM	City
145	Moberly Park	Permanent Public Park	City
146	Mont Royal Square	CCM	City
147	Montgomery Park	Permanent Public Park	City
148	Morton Park	Permanent Public Park	City
149	Mosaic Creek Park	CCM	City
150	Mount Pleasant Park	Permanent Public Park	City
151	Musqueam Park	Partially Permanent Public Park	City
152	Nanaimo Park	Permanent Public Park	City
153	Nat Bailey Stadium Park	Permanent Public Park	City
154	Nelson Park	CCM	City
155	New Brighton Park	Partially Permanent Public Park	Mixed
156	Norquay Park	Permanent Public Park	City
157	Oak Meadows Park	Permanent Public Park	City
158	Oak Park	Permanent Public Park	City
159	Oppenheimer Park	Permanent Public Park	City
160	Oxford Park	Partially Permanent Public Park	City
161	Pandora Park	Permanent Public Park	City
162	Park Site On Blenheim	Permanent Public Park	City
163	Park Site on Jervis St. @ Pacific St	CCM	City
164	Park Site on Marine Way	CCM	City
165	Park Site on Point Grey at Stephens	Partially Permanent Public Park	City
166	Park Site on Point Grey at Trafalgar	CCM	City
167	Park Site on Point Grey at Trutch	Permanent Public Park	City
168	Park Site On Puget Drive	Permanent Public Park	City
169	Park Site On Quesnel Drive	Permanent Public Park	City
170	Park Site On Shaughnessy Street	CCM	City
171	Park Site On South East False Creek (Hinge Park)	CCM	City
172	Park Site On Trafalgar Street	Permanent Public Park	City
173	Park Site On Trinity Street	Partially Permanent Public Park	City
174	Pioneer Place (Pigeon Park)	Partially Permanent Public Park	City
175	Pocket Park	CCM	City
176	Portal Park	CCM	City
177	Price Park	Permanent Public Park	City
178	Prince Edward Park	Permanent Public Park	City
179	Prince Of Wales Park	Permanent Public Park	City

	Park Name	Status	Ownership
180	Quadra West Park	Permanent Public Park	City
181	Queen Elizabeth Park	Partially Permanent Public Park	City
182	Quilchena Park	Permanent Public Park	City
183	Ravine Park	Partially Permanent Public Park	City
184	Renfrew Community Park	Permanent Public Park	City
185	Renfrew Ravine Park	Partially Permanent Public Park	City
186	Riley Park	Permanent Public Park	City
187	Riverfront Park	CCM	Mixed
188	Riverview Park	Permanent Public Park	City
189	Robson Park	Permanent Public Park	City
190	Rosemary Brown Park	CCM	City
191	Rosemont Park	CCM	City
192	Ross Park	Permanent Public Park	City
193	Roundhouse Turntable Plaza	CCM	City
194	Rupert Park	CCM	City
195	Sahalli Park	CCM	City
196	Salsbury Park	CCM	City
197	Seaforth Peace Park	Partially Permanent Public Park	City
198	Shannon Mews Park	CCM	City
199	Shannon Park	Permanent Public Park	City
200	Shaughnessy Park	Permanent Public Park	City
201	Slidey Slides	CCM	City
202	Slocan Park	Partially Permanent Public Park	City
203	Spanish Banks Beach Park	Partially Temporary Public Park	Non-City
204	Spanish Banks Extension	CCM	Non-City
205	Sparwood Park	CCM	City
206	Stanley Park	Partially Permanent Public Park	Mixed
207	Strathcona Linear Park	Partially Permanent Public Park	City
208	Strathcona Park	Partially Permanent Public Park	City
209	Sun Hop Park	CCM	City
210	Sun Yat-sen Gardens Park	Permanent Public Park	City
211	Sunnyside Park	Permanent Public Park	City
212	Sunrise Park	Permanent Public Park	City
213	Sunset Beach Park	Partially Permanent Public Park	Mixed
214	Sunset Park	Permanent Public Park	City
215	Sutcliffe Park	Partially Permanent Public Park	Mixed
216	sθeqelxenem ts'exwts'áxwi7 (Rainbow)	CCM	City
217	Tatlow Park	Permanent Public Park	City
218	Tea Swamp Park	CCM	City
219	Tecumseh Park	Permanent Public Park	City
220	Templeton Park	Permanent Public Park	City
221	Thornton Park	Partially Permanent Public Park	City
222	Thunderbird Park	Partially Permanent Public Park	Mixed
223	Tisdall Park	Permanent Public Park	City
224	Trafalgar Park	Partially Permanent Public Park	City
225	Triangle Park	CCM	City

	Park Name	Status	Ownership
226	Trillium Park	CCM	City
227	Valdez Park	Permanent Public Park	City
228	Vandusen Botanical Garden	Permanent Public Park	City
229	Vanier Park	CCM	Mixed
230	Vanier Park (Cultural Harmony Grove)	CCM	Non-City
231	Victoria Park	Permanent Public Park	City
232	Victory Square	Permanent Public Park	City
233	Volunteer Park	Permanent Public Park	City
234	W.C. Shelly Park	Permanent Public Park	City
235	Wall Street Ends (Cambridge E)	CCM	City
236	Wall Street Ends (Kamloops)	CCM	City
237	Wall Street Ends (Nanaimo)	CCM	City
238	Wall Street Ends (Penticton)	CCM	City
239	Wall Street Ends (Renfrew)	CCM	City
240	Wall Street Ends (Slocan)	CCM	City
241	Wendy Poole Park	CCM	Non-City
242	West End minipark - BROUGHTON ST @ NELSON ST	CCM	City
243	West End minipark - BUTE ST @ HARO ST	CCM	City
244	West End minipark - CARDERO ST @ BURNABY ST	CCM	City
245	West End minipark - CARDERO ST @ COMOX ST	CCM	City
246	West End minipark - CHILCO ST @ COMOX ST	CCM	City
247	West End minipark - GILFORD ST @ HARO ST	CCM	City
248	West End minipark - JERVIS ST @ BURNABY ST	CCM	City
249	West End minipark - NICOLA ST @ PENDRELL ST	CCM	City
250	West Point Grey Park	Partially Permanent Public Park	City
251	Westmount Park	Permanent Public Park	City
252	William Mackie Park	CCM	City
253	Willow Park	Permanent Public Park	City
254	Winona Park	Permanent Public Park	City
255	Woodland Park	Permanent Public Park	City
256	Yaletown Park	CCM	City

From: [Mochrie, Paul](#)
To: [Direct to Mayor and Council - DL](#)
Cc: [Ford, Trevor](#)
Subject: Memo to PB Commissioner re governance transition planning
Date: Tuesday, June 18, 2024 7:23:57 AM
Attachments: [CMO Memo - Parks and Recreation Transition Planning - June 11 2024.pdf](#)
[image001.png](#)

Good morning Mayor and Council,

The attached memo was provided to Park Board Commissioners in response to concerns regarding involvement of Park Board staff in planning for the proposed change in governance over parks and recreation services. I am sharing it for your information.

Best,

Paul

Paul Mochrie (he/him)

City Manager

City of Vancouver

paul.mochrie@vancouver.ca

604.873.7666



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.

MEMORANDUM

June 11, 2024

TO: Vancouver Board of Parks and Recreation

CC: Sandra Singh, Deputy City Manager
Steve Jackson, General Manager, Vancouver Board of Parks and Recreation

FROM: Paul Mochrie
City Manager

SUBJECT: Proposed Governance Transition Planning

RTS #: RTS 016199 (February 7, 2024)

This memo is provided to clarify actions being undertaken by City staff in relation to proposed changes to governance of parks and recreation services in Vancouver.

As you are aware, implementation planning for the proposed governance transition of parks and recreation services from the Board to City Council is under way pending enactment of the requisite legislative amendment by the provincial government. This work reflects Council's direction and is intended to position the organization to operationalize the governance change and associated efficiencies without delay.

I confirm that City staff engaged in this preliminary planning work are proceeding with respect to the Park Board's direction to parks and recreation staff to not be involved in transition planning. Until such time as the governance change is affected, we are not engaging Park Board management or staff in this work, nor are we seeking policy or operational advice/assessment on any matters.

Commissioners have expressed concern that ongoing engagement between the City and Community Centre Association representatives requires the involvement of recreation staff who provide support to those CCAs. I confirm that there is no intent to put recreation staff in a position which may conflict with the direction issued by the Board, nor is it necessary for recreation staff to be involved in those discussions. We will take steps to avoid any uncertainty or confusion in this regard in the future.

We are proceeding through this work as per the implementation plan published on February 7, 2024. Any general information updates that are shared internally regarding the status of the implementation plan will also be available to Park Board staff as they are part of the broader staff group.

Should further concerns arise for Commissioners in respect of this matter, please do not hesitate to raise those matters with me for Sandra Singh for our attention and response.

Paul Mochrie
City Manager

604.873.7666 | paul.mochrie@vancouver.ca

From: [COV Broadcast Server](#)
To: [All Staff \(COV\) - DL](#)
Subject: Message from Sandra Singh: Parks and Recreation Governance Transition Planning: Progress Update (August 12, 2024)
Date: Monday, August 12, 2024 3:10:20 PM
Attachments: [CMO - Memo \(All Staff\) - Parks and Recreation Governance Transition Planning - Progress Update - \(2024-08-12\).pdf](#)
[Message from Sandra Singh - Update on proposed Parks and Recreation governance transition and supporting Q&As \(August 12, 2024\).pdf](#)
[Proposed Parks and Recreation governance transition Q&As - Aug 2024 Update.pdf](#)

Key takeaways

- In this message, Deputy City Manager Sandra Singh provides an update on Parks and Recreation Governance Transition planning
- Sandra outlines work to date and explains next steps to identify early operational integration opportunities between City and parks and recreation services
- Sandra shares a memo with full details about this work and areas in scope, for those who wish to review in greater depth

*Managers and supervisors, please print this email and its attachments and share with staff who do not have regular access to email.

Good afternoon all,

I am writing to provide an update on the work to prepare for the proposed transition of governance and oversight of parks and recreation services from the elected Park Board to the elected City Council. Council has requested that the Provincial Government amend the Vancouver Charter to make this change.

Below is key information related to work to date and upcoming work. This work is outlined in more detail in the attached memo if you are interested in reading more.

Work to Date: Governance Transition Planning

▫ In February 2024, Mayor and Council received an update on how staff would approach planning for the proposed transition. The Transition Plan is [outlined in this document](#). The initial focus was on legal and bylaw matters, while still planning for early post-transition operational and service improvements and scoping the longer-term transformative opportunities.

▫ Parks and recreation stakeholder engagement sessions are now complete. Park Board policies, bylaws and parks designations have been reviewed. Work is underway to review City bylaws.

▫ Governance recommendations will be brought to Council for consideration in fall 2024.

▫ Based on previous communications from the provincial government, we anticipate that proposed changes to the Vancouver Charter to enable the governance transition will be brought forward soon after the upcoming Provincial election.

Upcoming Work: Operational Integration

▫ Integrating parks and recreation operations with City operations presents significant opportunities for service improvements, process simplification, policy and service

coherence, and savings that could be reinvested into public services. This will be the single biggest opportunity in decades to critically examine these areas and is a moment for transformative change.

▫ As per the Transition Plan, we are starting to plan for early post-transition integration opportunities and are starting to scope longer-term opportunities.

▫ Discussions related to those opportunities will advance over the next few months. A draft list of early opportunities being explored is included in the attached memo.

▫ Up next, the internal project team will meet with Departmental leads to explore those areas of work in more detail.

▫ Any potential integration of services or functions will need to be validated with parks and recreation colleagues before any changes are implemented.

▫ Any savings realized through integration present Council with an opportunity to reinvest in parks and recreation service improvements and other public service priorities.

Participation of Park Board Staff

▫ All staff currently under the governance of the Park Board are employees of the City and are subject to collective agreements or employment contracts negotiated with the City.

▫ As a reminder, the Park Board has given direction to staff who deliver parks and recreation services under their governance to not engage with City staff on issues related to the proposed transition, including discussing opportunities for operational integration.

▫ We recognize the expertise of these staff and look forward to the time when we can talk to them about and finalize recommendations for the integration opportunities.

Keeping Staff Informed and Involved

▫ As we work to explore these areas of opportunity, there is no intention to reduce public service levels and we plan to manage any impacts to positions through attrition and existing vacancies.

▫ Our commitment is always to respect the obligations in employment contracts and in collective agreements, and to keep union leaders apprised.

As a reminder, you can stay updated on work to date [regarding Parks and Recreation Governance Transition on Currents](#), where this update and memo will be shared.

As this work progresses, we will provide updates as feasible. Recognizing you may have questions, please provide them through [the linked feedback form](#).

Best,

Sandra

Sandra Singh | Deputy City Manager

City of Vancouver

E-mail: sandra.singh@vancouver.ca

Pronouns: she/her

Assistant: Alix Kivlin

Phone: 604.754.3721

E-mail: alix.kivlin@vancouver.ca

Pronouns: she/her

The City of Vancouver acknowledges the unceded homelands of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Sel̓ílwitulh (Tsleil-Waututh) Nations.

MEMORANDUM

August 12, 2024

TO: All Staff
FROM: Sandra Singh, Deputy City Manager
SUBJECT: Parks and Recreation Governance Transition Planning: Progress Update

PURPOSE

To update on the work to prepare for the proposed transition of governance of parks and recreation services from an elected Park Board to the elected City Council.

BACKGROUND

On December 13, 2023, Council adopted a resolution requesting legislative amendments to the Vancouver Charter (“Charter”) from the Government of BC that would transition the governance of parks and recreation services in Vancouver from a separate, elected Park Board to the elected City Council.

This transition is intended to simplify governance for parks and recreation services as core City services, ensure efficient and effective service operations, reduce complexity in public service experiences, and reduce any duplication that has resulted from dual governance systems. These governance and operational changes are anticipated to result in service improvements, process simplification and financial savings that can be reinvested in parks and recreation and other City services.

Council also committed to enhancing parks protections and continuing the City’s commitment to meaningful public access to governance and governance process related to parks and recreation services.

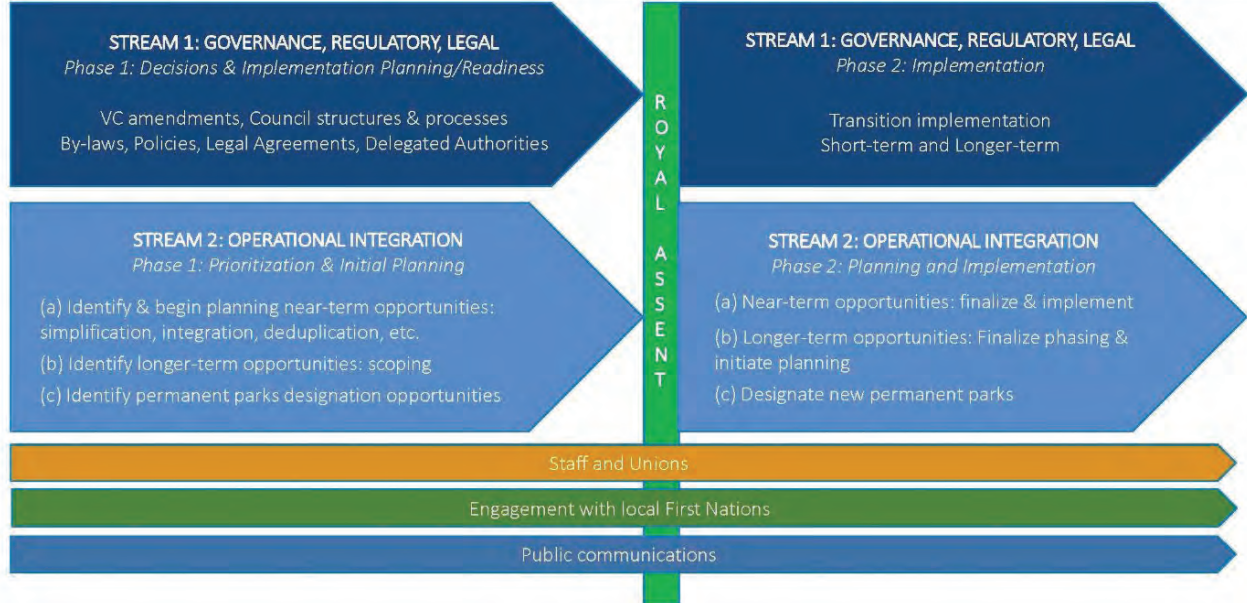
Approach to the Transition Planning

An overview of the Transition Plan (“Plan”) was presented to Mayor and Council on February 7, 2024, and has been posted publicly at [Parks and Recreation Services: Proposed Governance Transition - Transition Plan Summary \(vancouver.ca\)](#).

As noted in the Plan, recognizing the complexity of the proposed transition, initial focus was on addressing critical issues for transition – primarily legal and by-law matters – while laying the foundation for early post-transition service and operational improvements and longer-term transformative opportunities. Importantly, the City is approaching this potential transition as an opportunity to enable significant service improvements across the City’s operations; simplify processes and ensure faster decision-making for both the community and internally; reduce administrative duplication and inefficiencies; improve leveraging of expertise across City operations; and increase permanent park designations.

The overall work program was presented in the following diagram:

Overall Approach: Work Streams and Phases



Reporting to the City Manager's Office, a project team from the Project and Strategy Support Office (formerly Business Planning and Project Support or BPPS) is coordinating the work.

PROGRESS UPDATE

Resolving Regulatory, Legal, and Governance Matters

- Staff have discussed with the Government of BC the requested amendments to the Charter to enable the governance transition. Based on previous communications from the provincial government, we anticipate that proposed changes will be brought forward soon after the upcoming Provincial election.
- All Park Board policies and by-laws have been reviewed and we have confirmed recommendations related to these policies, including delegated authorities. The main recommendations are anticipated to be adoption of public service strategies and alignment of delegated authorities for parks and recreation work with delegated authorities for other areas of City work.
- Work is now commencing to review all City by-laws.
- The Council-appointed Transition Working Group has reviewed information about how other City Councils organize their business related to parks and recreation and has also neared the end of its consultation with parks and recreation stakeholders and community partner organizations.
 - They have discussed these findings, and their next step is to develop recommendations to Council regarding efficient, effective, and meaningful pathways for community and stakeholder engagement with and input to Council in its proposed governance role for parks and recreation services.
 - These recommendations will be presented to Council in November 2024 as part of a broader public report back on the work to plan for the proposed transition.
 - The Working Group's appointments are being administratively extended to enable them to complete this work and report back to Council.

Advancing Planning for Operational Integration and/or Alignment

Integrating parks and recreation operations with City operations presents significant opportunities for service improvements, process simplification, policy and service coherence, and savings that could be reinvested into public services. These opportunities exist on both sides of the current operational structure – City and Park Board – and arise primarily from areas in which the current dual governance structure has resulted in duplication, service complexity, inefficiencies, and/or additional costs. This will be the single biggest opportunity in decades for transformative change and service improvements.

To be clear, as we explore these opportunities, there is no intention to reduce public service levels or lay off staff. For all discussions, we will apply the guiding principles that were outlined in the Plan Summary:

- Deliver the greatest benefit to users, residents and taxpayers.
- Minimize disruption to public and ensure services continue to work.
- Seek administrative and service simplicity and efficiency.
- Be clear and transparent on the public and taxpayer benefit: Measurable outcomes – service experience, financial, etc.
- Recognize time is of the essence and be efficient and ensure informed decision-making.
- Be considerate as possible of the impacts of change and uncertainty on our employees.
- Respect labour and employee relation obligations.

Timelines

As noted above, amendments to the Vancouver Charter to enable the transition of parks and recreation governance are not expected until after the upcoming Provincial election. This extended timeline reinforces that we need to begin operational integration discussions to be in a place to realize financial and/or public service benefits once the Charter amendments are made. Practically, however, nothing has changed from the original plan: we will seek to implement some straightforward opportunities as soon as feasible after the transition and scoping of more complex opportunities will also begin. **In all cases, finalized plans for any service integration will need to wait until we can validate information with parks and recreation colleagues.**

Commitments to Staff

We recognize that any type of service or operational restructuring can create uncertainty for employees. With respect to any future operational integration and impacts on specific positions or teams within Parks and Recreation or other City departments, we will aim to manage those impacts through attrition and existing vacancies, and to communicate regularly with staff. Over the coming months, we will be seeking to work with the Unions to confirm a constructive transition process for positions impacted by integration efforts. **Again, our aim is to provide continuing employment for staff involved with any service integration.**

Importantly, we will always respect the obligations in employment contracts and in collective agreements and will keep the unions apprised, seeking feedback and agreement on labour relations matters when appropriate.

City staff who deliver services under the governance of the Park Board

All staff currently under the governance of the Park Board are employees of the City and are subject to collective agreements or employment contracts negotiated with the City. While

reporting to two distinct elected bodies, we all operate as one staff team. There is no distinction in our approach to managing the impact of service integration.

The Park Board has given direction to parks and recreation staff to not engage on issues related to the proposed transition. This creates unique challenges not normally encountered in restructuring efforts and means we cannot finalize plans until we can validate some information with the parks and recreation management team. As soon as the transition happens, we will connect with the parks and recreation management team to discuss this work and how we will engage staff moving forward.

We continue to consider all questions and comments we receive from staff across various departments. Any staff questions can continue to be submitted through the [feedback form](#). As well, we will continue to update the [Currents page](#) with updated information and responses to submitted questions.

Operational Integration Planning

In consultation with City Department General Managers and Directors, the Project Team has identified a draft list of operational areas where we believe there are opportunities for alignment, service improvements, and work or customer service efficiencies. The areas we have identified for initial exploration are outlined in the table below.

Example Areas to Explore Alignment and/or Integration	
Near Term, 0-6 months:	Longer-Term
<p>For this category, next steps will be to draft an approach to be validated with parks and recreation management once possible.</p> <ul style="list-style-type: none"> • Road design, safety and maintenance* • Traffic management and transportation funding* • Water and sewer design and maintenance* • Seawall and structures maintenance* • Parking management • Park lighting • Decorative fountains maintenance • Small equipment management • Tree maintenance • Horticulture and green infrastructure maintenance • Film and special events permitting • Public art, arts and culture policy • Communications, engagement and Indigenous Relations • Sponsorships and donations • Board operations/clerk functions 	<p>For this category, next steps will be to draft a provisional project plan that outlines how we would approach a review and develop operational structure options.</p> <ul style="list-style-type: none"> • Management of bike share, e-scooters, street furniture • Development review • Management of marinas/docks • Signage, electrical and fabrication shops • Management of plazas • Lease management • Bylaw enforcement, urban issues/encampment response • Fleet management, radio systems
<p><i>* Park Board relies significantly on external contractors to deliver these public works. There is potential for Engineering to take on much of this work in house at a smaller incremental cost due to efficiencies of scale and internal reallocation.</i></p>	

To confirm at this point, what the above list represents are areas where we all know there is some duplication, potential policy misalignment, or potential to simplify delivery of operations or services. As we have consistently stated, we are anticipating that service levels will remain the same or improve. The significant changes will be in how we work collectively to deliver these services to the public and the clarity and coherence that will create for everyone.

Any savings realized through the work above – whether through bringing contracted works in-house or through integration of operations – present Council with an opportunity to reinvest in parks and recreation service improvements and other public service priorities.

Designating More Permanent Parks

A review of all parcels of land currently utilized for park purposes has been completed. Should the governance transition proceed, staff anticipate bringing forward recommendations to convert a significant number of parcels of land to permanent park designation. Specific parcels are still to be confirmed.

NEXT STEPS

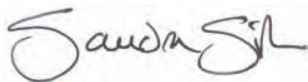
Next, the project team will meet with departmental leads to explore the areas of work in more detail, recognizing that we will need to validate some information and ideas with parks and recreation staff before finalizing decisions.

The project team will continue to provide regular updates to union leaders and will share and discuss information as the work proceeds. The project team will also provide updates to staff at key milestones as the planning advances.

Staff are planning a progress update and public presentation to Council in November 2024.

FINAL REMARKS

Parks and recreation services are critical to the health and well-being of the whole community. Successive Councils have supported extensive investments in parks and recreation services, deploying City land and capital dollars to expand and grow these community services. That commitment has not changed with this Council direction. However, in planning for the future, Council has charged us to seek streamlined and simplified processes, both within operations and governance. As we continue to plan for the anticipated transition, we maintain our commitment to working responsibly, thoughtfully, and with care for our employees – who are at the heart of public services – community users and stakeholders, and government partners.



Sandra Singh
Deputy City Manager

Message from Sandra Singh: Update on proposed Parks and Recreation governance transition and supporting questions and answers (August 12, 2024)

Note for managers and supervisors: this email is intended for all staff so it is important to ensure it is shared with operational and frontline staff who are off-network.

Time sensitive	
Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Please share this at a convenient time in a way that works for your team.

Key takeaways

- In this message, Deputy City Manager Sandra Singh provides an update on Parks and Recreation Governance Transition planning
- Sandra outlines work to date and explains next steps to identify early operational integration opportunities between City and parks and recreation services
- Sandra shares a memo with full details about this work and areas in scope, for those who wish to review in greater depth

Good afternoon all,

I am writing to provide an update on the work to prepare for the proposed transition of governance and oversight of parks and recreation services from the elected Park Board to the elected City Council. Council has requested that the Provincial Government amend the Vancouver Charter to make this change.

Below is key information related to work to date and upcoming work. This work is outlined in more detail in the attached memo if you are interested in reading more.

Work to Date: Governance Transition Planning

- In February 2024, Mayor and Council received an update on how staff would approach planning for the proposed transition. The Transition Plan is [outlined in this document](#). The initial focus was on legal and bylaw matters, while still planning for early post-transition operational and service improvements and scoping the longer-term transformative opportunities.
- Parks and recreation stakeholder engagement sessions are now complete. Park Board policies, bylaws and parks designations have been reviewed. Work is underway to review City bylaws.
- Governance recommendations will be brought to Council for consideration in fall 2024.

- Based on previous communications from the provincial government, we anticipate that proposed changes to the Vancouver Charter to enable the governance transition will be brought forward soon after the upcoming Provincial election.

Upcoming Work: Operational Integration

- Integrating parks and recreation operations with City operations presents significant opportunities for service improvements, process simplification, policy and service coherence, and savings that could be reinvested into public services. This will be the single biggest opportunity in decades to critically examine these areas and is a moment for transformative change.
- As per the Transition Plan, we are starting to plan for early post-transition integration opportunities and are starting to scope longer-term opportunities.
- Discussions related to those opportunities will advance over the next few months. A draft list of early opportunities being explored is included in the attached memo.
- Up next, the internal project team will meet with Departmental leads to explore those areas of work in more detail.
- Any potential integration of services or functions will need to be validated with parks and recreation colleagues before any changes are implemented.
- Any savings realized through integration present Council with an opportunity to reinvest in parks and recreation service improvements and other public service priorities.

Participation of Park Board Staff

- All staff currently under the governance of the Park Board are employees of the City and are subject to collective agreements or employment contracts negotiated with the City.
- As a reminder, the Park Board has given direction to staff who deliver parks and recreation services under their governance to not engage with City staff on issues related to the proposed transition, including discussing opportunities for operational integration.
- We recognize the expertise of these staff and look forward to the time when we can talk to them about and finalize recommendations for the integration opportunities.

Keeping Staff Informed and Involved

- As we work to explore these areas of opportunity, there is no intention to reduce public service levels and we plan to manage any impacts to positions through attrition and existing vacancies.
- Our commitment is always to respect the obligations in employment contracts and in collective agreements, and to keep union leaders apprised.

As a reminder, you can stay updated on work to date [regarding Parks and Recreation Governance Transition on Currents](#), where this update and memo will be shared.

As this work progresses, we will provide updates as feasible. Recognizing you may have questions, please provide them through [the linked feedback form](#).

Best,
Sandra

Sandra Singh | Deputy City Manager
City of Vancouver
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The City of Vancouver acknowledges the unceded homelands of the x^wməθk^wəy̓əm (Musqueam), Sk̓wx̓wú7mesh (Squamish), and Sel̓íl̓wítulh (Tsleil-Waututh) Nations.

From: [Yao, Luhan](#)
To: [Ford, Trevor](#); [Kirby-Yung, Sarah](#); [Bligh, Rebecca](#); [Howard, Marie-Claire](#); [Shauna Wilton](#); [Catherine Evans](#); [Jordan nijjar](#); [Gregor Young](#); [Jennifer Wood](#)
Cc: [Singh, Sandra](#); [Pollard, Ben](#)
Subject: Minutes for Approval
Date: Friday, July 19, 2024 1:39:44 PM
Attachments: [image001.png](#)
[DRAFT PBTWG Meeting Minutes July 17.docx](#)
[DRAFT Meeting Minutes Mar 6.docx](#)

Hi All,

Thanks for the insightful discussion earlier this week!

Please find attached the meeting minutes for July 17 and March 6.

If you can please email me your approval or suggestions for edits **by Tuesday, July 23**, that would be greatly appreciated.

Best Regards,

Luhan

Luhan Yao (she/her) | Research and Communications Coordinator
Office of the Mayor | City of Vancouver



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the x^wməθk^wəyəm (Musqueam), Sḵwǝxwú7mesh (Squamish), and səilwətał (Tsleil-Waututh) Nations.

UPDATED: Proposed Parks and Recreation governance transition: Questions and Answers

Original Q&A: February 2024
Questions marked “new” or “updated”: August 2024

Staffing and resourcing

New: Does the list in the memo mean that all of these areas of work will be taken away from Park Board staff and given to City staff?

Definitely not. The list represents the areas of work or service where we have long known there to be duplication or parallel policies or processes. These are the areas where we think there are opportunities to bring teams together into unified work areas, streamline public service processes, improve policy coherence, improve service experiences, and perhaps find some financial savings to reinvest in parks and recreation services.

It is important to not jump to conclusions that newly integrated work will end up in a particular City department, whether that be, for example Engineering Services, Parks and Recreation, or another Department. Recommendations will come forward through the various reviews and options analysis.

New: If my position is made redundant or is no longer needed, what will happen to me?

Our goal will be to try to implement any changes through attrition and existing vacancies wherever possible. We are committed to respecting the obligations in our collective agreements, keeping unions apprised, and when appropriate, seeking feedback and agreement on labour relations processes or matters.

Over the coming months, we will be seeking to work with the unions to confirm what a constructive transition process would look like in the event some positions are impacted by integration efforts.

New: What does attrition mean in the above context and within the plan?

The term attrition refers to the natural process by which employees leave the workforce – for example, through resignation for personal reasons or retirement – and are not immediately replaced.

New: Why are you sharing this update in August when people may be away?

We had been planning for an update given many stakeholders expect one over the summer, as committed to in an earlier update. In addition, we need to advance work related to operational planning and want to be transparent with staff related to areas we are exploring before those conversations begin. We are committed to sharing updates as they are available with all staff.

New: Is there a budgetary savings target for this work?

There have been no targets set. However, integrating parks and recreation operations with City operations presents significant opportunities for service improvements, process simplification, policy and service coherence, and savings that could be reinvested into public services.

These opportunities exist on both sides of the current operational structure – City and Park Board – and arise primarily from areas in which the current dual governance structure has resulted in duplication, service complexity, inefficiencies, and/or additional costs.

These governance and operational changes are anticipated to result in service improvements, process simplification and financial savings that can be reinvested in parks and recreation and other City services.

Updated: What is being done to reassure staff members who may feel uncertain through this change and may be worried about their jobs or layoffs?

There are no plans to recommend reductions to parks and recreation services. The work to deliver and maintain parks and offer recreation services, and grow those as the City grows, is essential to the health and well-being of all Vancouver residents. If the transition proceeds, we may modify how we organize work and consider opportunities to integrate teams and processes. As stated previously, our goal will be to try to address position impacts through attrition and vacancies. We understand that the uncertainty can create worry for employees and are committed to regularly communicating with employees about the transition and being as transparent as we are able to be.

While we are beginning to prioritize and scope the work related to operational integration opportunities, any decisions regarding operational changes arising from a governance transition would not be finalized until we can discuss with colleagues at the Park Board so this needs to wait until after the transition.

Will staff continue to work out of the Beach Avenue office?

At this point, should the transition proceed, we do not see moving the offices for parks and recreation services from Beach Avenue. City operations and offices are located in many different buildings across the city, such as Crossroads, West Annex, Echelon and Marine Gateway. However, it is possible that operational integration of some work across some City departments could result in some staff moving from Beach Avenue to another worksite and some staff moving from other worksites to Beach Avenue. At this point, however, it is much too early to confirm. As usual, if there are any changes, we would provide ample notice of any potential worksite move.

Will this be similar to the Vancouver Services Review? How it will be different?

The Vancouver Services Review ran from 2012 to 2016, and many staff gained learnings from it that may be relevant to this—or any—transition. We will look to implement any lessons learned from previous operational and structural changes as we plan for the proposed changes to Park Board governance.

With the Park Board's motion on December 11, 2023, directing staff not to participate in transition planning, how will they be involved?

For now, we will ensure that Park Board staff can access the same information City staff can access. The Park Board's current direction to staff to not reprioritize resources to support the transition means finalization of any operational changes will have to come after the proposed Vancouver Charter amendments are implemented when parks and recreation staff can be engaged.

Considering direction given to Park Board staff not to participate in the transition, why is the Park Board General Manager involved in the transition?

The extent of the General Manager's involvement with the transition planning is determined by direction provided by the Park Board. We will not expect Steve or other Park Board staff to provide advice or commentary on any matters related to the proposed transition. We also recognize that there is now further direction from the Board that information requests from the City staff needed to advance the planning are not to be fulfilled. In order to respect the Board's direction, we will use formal channels such as Freedom of Information requests to seek any necessary information that we do not currently have. As respected colleagues, we will ensure the General Manager and Park Board staff have access to the same updates regarding the process and ongoing work that other staff do.

Will Park Board staff be merged into shared services areas that align with City work such as REF, planning or strategic initiatives?

We will explore all areas where there are similar types of work happening across the City and Park Board to see where there are integration or alignment opportunities. The City and Park Board have various models of service department design and delivery when there are common functions: some areas use a centralized model, and others use department liaisons. We will need to consider each of these areas distinctly and explore options and consider their benefits and drawbacks before a final decision is made. We anticipate these discussions would be finalized or initiated once any proposed Vancouver Charter changes are implemented.

What will happen to all the existing Park Board policies that guide how staff do their jobs? What about operational processes?

A [transition plan summary](#) provides information on how we're planning to handle policies and by-laws and phasing this work.

Should the Province approve changes to the Vancouver Charter, we will seek benefits and efficiencies by aligning different City and Park Board policies and rationalizing duplicative policies. For example, right now in some cases City staff are delegated more authority from Council than the Park Board delegates to Park Board staff, and we'd be looking to better align those delegated authorities. For now, existing policies remain in place and operational processes should still proceed as planned.

Why are there so many front-line staff vacancies at recreation centres?

This question is for the leadership team at the Park Board. There has not been any direction to hold vacancies. If you are wondering why a position may be taking some time to fill, please discuss with your supervisor or manager.

Are there going to be cuts to lifeguard positions?

There are no plans to reduce services to the public or to reduce levels of lifeguarding.

Reconciliation and engagement with local First Nations

How are the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations being engaged?

Importantly, relationships with the First Nations are treated as government-to-government relationships. Ongoing Council-to-Council discussions and meetings and the MSTV UN Declaration of the Rights of Indigenous Peoples (UNDRIP) Task Force are key places to discuss matters specific to City relations with the local Nations. The Mayor's Office received a letter of support for this governance transition from Musqueam Indian Band, Squamish Nation, and Tsleil-Waututh Nation. We will work with the City's Indigenous Relations team to ensure appropriate process and considerations. It is also understood that each Nation may want to engage with the City in a different way, or they may wish to engage together. We will respect their preferences.

Updated: The City has received a letter of support on behalf of the three Nations from MST.

Staff are engaged in significant staff-to-staff, inter-governmental work with the Nations. How will the transition plan recognize this work, the scope and details?

We can confirm that there is no intent to disrupt any of the ongoing work with the Nations in relation to parks. More generally, consistent with Council's foundational commitment to the UN Declaration of the Rights of Indigenous Peoples (UNDRIP), we expect to maintain the close engagement with the three local Nations. City staff have many points of staff contact with the Nations through the work to support the UNDRIP Task Force, through the referrals process, and their ongoing liaison work.

If the elected Park Board is dissolved, will the current budget allocated to the Stanley Park Comprehensive Plan remain in place and the work that Park Board staff and First Nations representatives are doing continue?

There is no intent to disrupt any of the ongoing Stanley Park Comprehensive Plan work with the Nations or reduce any planned expenditures.

Have there been discussion about the possibility of Land Back (land transfers) with the transition?

This transition is about municipal governance of parks and recreation services. Broader work on reconciliation will be considered and prioritized through the collaborative work to implement the MSTV UNDRIP Strategy.

Transition and change management

New: How can Operational Integration Planning happen before a transition is approved without those staff impacted being involved?

This first phase of operational planning was described in the Transition Plan that was published in February. What we are doing right now is providing a mid-Phase 1 planning update. As we progress through this first phase of operational planning, we will continue to respect the Park Board's direction to staff under their governance to not participate in these transition planning discussions. We hope that these colleagues understand that the delivery of parks and recreation services continue to be core City services, that their work and expertise are valued, and that we will engage them as soon as we are able to do so.

Our intention is to validate information with leaders in Parks and Recreation before finalizing any decisions. Where the opportunity is straightforward, the validation may be to confirm the information and implementation plan. Where more review is needed, the validation may be related to the scoping work and proposed approach to further review and planning.

New: Why are you planning for integration now? I thought you were waiting until amendments to the Vancouver Charter were made to authorize the change in governance?

Please see the original [Transition Plan](#) summary document, including the diagram on page 5. As you will see, we had always intended to start the initial planning and scoping (Phase One) prior to the actual legislative changes, recognizing that final decisions would need to wait until we could validate information with colleagues currently under the purview of the Park Board. Really, nothing has changed in terms of our process, except we have a bit more time to do the work due to the anticipated updated timeline for Vancouver Charter amendments.

We made a commitment to be as transparent as possible through this process which is why we have shared the list of areas that we will be looking at as part of *Stream 2, Phase 1: Operational Integration – Prioritization and Initial Planning*.

New: Which teams are part of the review work happening now?

Please see the memo on Currents for the list of teams being considered.

Updated: What is the timeline for the proposed changes and how much will this cost? How much staff time will be needed and how will it be funded?

Based on previous communications from the provincial government, we anticipate that proposed changes to the Vancouver Charter to enable the governance transition will be brought forward soon after the upcoming Provincial election.

As we are using internal project management expertise, we do not expect there to be significant additional costs associated with project management.

Why isn't there a representative from the ecological community in the Parks and Recreation Transition Working Group?

The Working Group's focus is not on the technical matters of parks and recreation services, but rather to consider options for how Council can organize its governance work and ensure opportunities for stakeholder engagement with them should the governance transition proceed. In coming up with these options, the working group needs to ensure that there is engagement with all groups who are part of the parks and recreation system. The ecological community is one of the key stakeholder groups with whom the working group will need to engage.

Updated: Should a transition occur, will staff be engaged in the process? If so, how?

Whenever feasible, we will seek to engage staff in planning for any operational restructuring. Given the Park Board's direction to staff to not participate in planning for the proposed transition, we will not be able to engage with Park Board staff until the Province decides a transition will happen.

To maximize time, we will begin discussions with City managers and directors as appropriate, but no decisions will be finalized until we can discuss and validate with parks and recreation colleagues. "Validation" could mean confirming understanding of information, discussing a potential review process for potential changes, verifying assumptions, etc.

Given the Park Board motion, can the City and Park Board staff keep working on files until the Province decides on Vancouver Charter amendments?

Our day-to-day work together continues. There are many services and projects we are already working on between Park Board and City teams that can and should continue.

Are there going to be any learnings considered from the previous transition of trade services from Park Board to REF?

Definitely – we will seek to understand lessons learned from previous organizational change initiatives. With regard to shared services in 2009 and 2010, it is important to note that two things happened at the same time:

- Facilities management was merged to streamline management, ensure common oversight, and align operational practices
- There were service reductions due to the significant cost pressures at the time.

The service reductions were applied across all City operations, not just recreation services and in some cases, this is what you have reflected in some of the critique of REF shared services. It is important to note that these cross-City reductions would have happened as a cost-saving measure, irrespective of the move to shared services. That is not to say there is no room for improvement in REF shared services implementation – just as there is room for improvement

in all service areas; we acknowledge that there is always opportunity for improvement, and it is a topic of discussion that is of interest to many City departments.

Are staff allowed to attend any public gatherings or town halls about the transition?

In line with the [code of conduct policy](#), staff should not engage in activity that could be seen as partisan while representing the City. Staff need to maintain political impartiality in the public service and not make public statements unfairly attacking or reflecting negatively on the City of Vancouver, City Council, the Vancouver Board of Parks and Recreation, individual Council members or staff.

Governance

New: I thought the Charter changes were going to happen in the Spring 2024 session. What happened?

The Vancouver Charter is complex legislation, and it is important for the Province to undertake the drafting of proposed amendments carefully. Staff were very engaged with Provincial counterparts over the spring to ensure clear understanding of Council's direction and intentions about assuming governance of parks and recreation services and increased protections for permanent parks. Based on previous communications from the provincial government, we anticipate that proposed changes will be brought forward soon after the upcoming Provincial election.

Without an elected board, will the role of Park Board staff still include preserving and protecting park space for future use?

Preserving and protecting parks and providing engaging and enriching outdoor spaces for individual, family, and community use is important for City Council and they have expressed this imperative. We would expect that the staff with this expertise currently under the governance of the Park Board would continue to provide this expertise and advice should Council assume governance.

In its request to the provincial government to amend the Vancouver Charter, Council is seeking to establish a higher threshold for a change in land designated as permanent parks. Specifically, Council has requested that such a change in use be conditional upon a unanimous vote of Council and the result of a public referendum.

We recognize that our work on UNDRIP requires additional considerations about parks management. We look forward to ongoing engagement with the local Nations on how practices in Vancouver need to continue to evolve as we work to implement the UNDRIP Action Plan.

How can we be assured our park lands will not be developed?

First, it is important to note that this City Council and previous successive City Councils have all invested significant capital funding in the ongoing preservation, maintenance, and expansion of parks in Vancouver. In fact, over recent years, the City has been actively purchasing additional lands to expand parks.

In the resolution passed in December, Council also directed staff to undertake an analysis of temporary parks and other lands under the care, custody and management of Park Board to identify opportunities for additional permanent park designations if/when the existing jurisdictional separation is resolved through a Vancouver Charter amendment.

Given that the proposed transition would resolve the existing jurisdictional complexity which presents a barrier to permanent park designations, there are opportunities for expediting and expanding designations of permanent parks.

Staff will develop a list of such potential designations for Council consideration after such a time that proposed amendments are made to the Vancouver Charter.

In recent media coverage of some community members' opposition to this change and a potential legal challenge being raised, it was reported that the Park Board would not be dismantled before the next election in 2026. How does this align with the transition plan?

We cannot comment on any legal challenges. However, given the challenges created by uncertainty over governance, our hope is that the Vancouver Charter amendments happen in a timely manner, including Council assumption of governance so that we can move forward with planning and delivering services in Vancouver with confidence.

How will any transition from elected Park Board to City Council impact the Community Centre Joint Operating Agreement?

The CCAs are important partners in the delivery of recreation services in Vancouver. The City would assume the obligations in the Joint Operating Agreements.

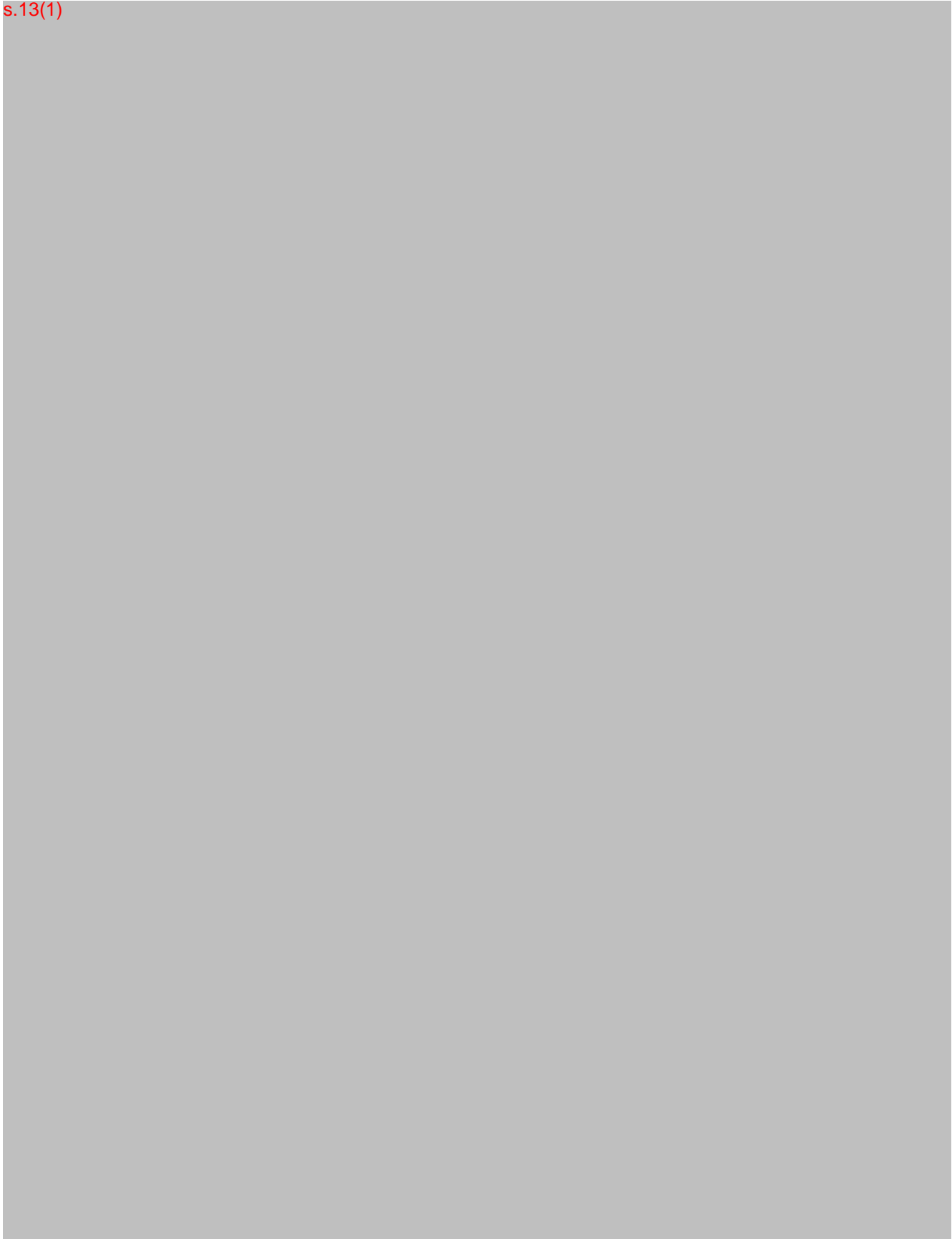
The Park Board has a \$211M Capital Plan for 2023-2026, in addition to carry forward from the previous Capital Plan. Has any consideration been given to this, and the risks of delays to expenditures?

We don't see that this transition would delay any capital project delivery work. Should that be a real risk, we would want to understand that and seek to mitigate it.

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From: [Mochrie, Paul](#)
To: [Kirby-Yung, Sarah](#)
Subject: Park Board transition
Date: Thursday, January 25, 2024 9:38:24 AM
Attachments: [image001.png](#)
[PB transition NOTES Jan25.docx](#)

Hi Sarah,
FYI – as discussed.

Paul
Paul Mochrie (he/him)
City Manager
City of Vancouver
paul.mochrie@vancouver.ca
604.873.7666



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.

- Following Council resolution in December to request amendment to the Vancouver Charter, City staff have been working to address conditions required to transition governance for parks from Park Board to City Council.
- In contact with Provincial officials regarding the specific revisions to the Charter that would be required to effect the governance change.
- Technical perspective, we believe that the actual governance change is relatively straightforward.
- We are certainly mindful of Minister Kang's response to the Council motion in Dec; the Minister referenced three specific issues to be addressed:
- Engagement with Musqueam, Squamish and Tsleil-Waututh Nations – under way.
- Ownership of land – dissolution of Park Board has no implications. Park Board does not own land or facilities - all assets are owned by the City of Vancouver.
- Minister also referenced future of workers at Park Board. Again, clear answer.
- Insofar as Park Board does not actually employ any staff. All employees who deliver parks and recreation services are employed by the City of Vancouver and are subject to collective agreements or employment contracts with the City of Vancouver.
- We are in contact with leadership of the 2 CUPE locals that represent Park Board staff – there is shared understanding existing collective agreements will not be impacted by a change in governance.
- If/when Charter amendment requested by Council is enacted by the Province and we are in a position to proceed with opportunities for operational integration between City and Park Board, we do not expect significant disruption for staff. Where there are impacts for particular roles or teams within the Park Board or City organizations, we will aim manage those impacts through attrition and vacancies.
- So, in respect of these issues initially identified by the Minister, the answers are well in hand.

- Also want to address questions regarding the use of park land and the implications for future use if Council assumes governance of Vancouver's parks similar to the model in place in other municipalities.
- There continues to be significant confusion and misinformation regarding this issue.
- VC – defines three categories of land utilized for Park purpose.
- Permanent parks. Some subject to caveats – no change. Change in use of a permanent park to some other use requires 2/3 majority vote by Council and 2/3 majority vote by Park Board.
- Temp park. Use as temporary park is subject to change based on 2/3 vote of Council. Park Board has no authority with respect temporary park designation and dissolution of Park Board would have no implications for the status quo.
- Other properties designated by Council as subject to care, custody and management of PB – approx. 100 of these properties.
- Council assigns properties to PB CCM by simple majority vote. Except as specifically granted by Council, Park Board has no authority over these properties and no jurisdiction in relation to a change in the use of these properties. Dissolution of Park Board has no impact on use these lands under care custody and management of PB.
- Key point - removal of Park Board from VC would only represent a change to the terms governing use of permanent public parks.
- Motion adopted by Council requesting amendments to the Vancouver Charter requests imposition of a more rigorous threshold to change designation to non-park use than currently exists. Motion calls for unanimous vote by Council plus public referendum. Rather than 2/3 and 2/3.
- Not accurate that this would represent weakening of those protections

- Also note that elimination of jurisdictional barrier will remove obstacles to designation of additional permanent parks. At present, that is a very complex exercise.
- In December 13 resolution, Council directed staff to examine that portfolio of properties not designated as permanent parks and report back on opportunities to designate additional permanent parks following amendment to VC. Work under way.
- That is the update on work related to the requested change in governance for Vancouver parks.
- In parallel, we are proceeding with planning for operational integration of City and Park Board organizations.
- At this time, not in a position to provide specifics regarding integration of services, potential benefits.
- Many opportunities to consolidate similar functions, capitalize on efficiencies, leverage specialist expertise in Parks and City departments.
- However, implementation of those opportunities will require close collaboration with colleagues in Park Board to determine sequencing, quantify benefits, develop details of implementation plans.
- Our focus will be on implementing changes in a way that protects service delivery, manage impacts for our existing staff through attrition and vacancies.
- PB direction to staff to refrain from participation in any work related to governance transition.
- Acknowledge that Board has authority to issue that direction, but will delay detailed operational plans for integration, adding to uncertainty for staff on both sides in interim.
- We have commenced that planning work, but will be in a position to provide additional details once the VC amendments have been enacted and we are able to engage PB managers and staff directly.

From: [Kennett, Bonnie](#)
To: [Council Meeting Amendments - DL](#)
Subject: PRESENTATION - Standing Committee - February 7, 2024
Date: Wednesday, February 7, 2024 9:48:47 AM
Attachments: [cfsc_presentation_1.pdf](#)

Good morning:

Attached is the presentation for Presentation 1 - Vancouver Parks & Recreation Services: Proposed Governance Transition - Planning Update, on today's Standing Committee on City Finance and Services meeting agenda.

Please note this is intended for internal information only and is not for public distribution until it is presented at the meeting.

Kind regards,

Bonnie

Bonnie Kennett | Meeting Coordinator

Office of the City Clerk | City of Vancouver

bonnie.kennett@vancouver.ca

604.873.7269

This email is being sent from the unceded territory of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səlilwətaʔt / səlilwítulh (Tsleil-Waututh).

Pronouns: she/her/hers



Vancouver Parks and Recreation Services: Proposed Governance Transition – Planning Update

RTS 016199; February 7, 2024





Vancouver Parks and Recreation Services: *Proposed Governance Transition - Planning Update*

Purpose: To update on the Transition Plan

- Overall Project Approach and Workstreams
 - Governance, Regulatory, Legal
 - Operational Integration
 - Permanent Parks Designations
 - Staff and Unions
 - Engagement with local First Nations
 - Public Communications
- Next Steps



Project Approach

Overall Approach: Timelines and Considerations

General Approach

- Focus on addressing critical issues for transition, while laying foundation for early post-transition moves and longer-term opportunities
- Opportunity: significant service improvements, process simplification and faster decision-making, reduction in duplication, opportunities to better leverage expertise across departments, increased permanent park designations

Timelines

- Seeking timely amendments to the Vancouver Charter by the Provincial government
- Legislative amendments are typically in force upon Royal Assent which is usually shortly after third reading

Considerations

- Park Board direction to staff to not support planning for a transition
 - Impacts planning for operational integration
 - Creates uncertainty for Park Board staff
- Province seeking specifics on how the City would approach aspects of the transition and integration

Overall Approach: Work Streams and Phases

STREAM 1: GOVERNANCE, REGULATORY, LEGAL

Phase 1: Decisions & Implementation Planning/Readiness

VC amendments, Council structures & processes
By-laws, Policies, Legal Agreements, Delegated Authorities

STREAM 1: GOVERNANCE, REGULATORY, LEGAL

Phase 2: Implementation

Transition implementation
Short-term and Longer-term

STREAM 2: OPERATIONAL INTEGRATION

Phase 1: Prioritization & Initial Planning

- (a) Identify & begin planning near-term opportunities: simplification, integration, deduplication, etc.
- (b) Identify longer-term opportunities: scoping
- (c) Identify permanent parks designation opportunities

STREAM 2: OPERATIONAL INTEGRATION

Phase 2: Planning and Implementation

- (a) Near-term opportunities: finalize & implement
- (b) Longer-term opportunities: Finalize phasing & initiate planning
- (c) Designate new permanent parks

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Staff and Unions

Engagement with local First Nations

Public communications



STREAM 1: GOVERNANCE, REGULATORY, LEGAL

STREAM 1: GOVERNANCE, REGULATORY, LEGAL

- A. Governance
- B. Legislation and Regulatory
- C. Policies and Delegated Authorities
- D. Existing Legal Obligations

A. GOVERNANCE – Transition Working Group

- Terms of Reference for Working Group adopted by Council; chaired by Mayor.
- **Scope:** How Council will structure its governance responsibilities and manage engagement with key community stakeholders and the public in relation to parks and recreation services.
- **Timeline:** Working group mandate limited to 6 months (per adopted resolution).

Important Note:

- *Relationships with the First Nations are treated as government-to-government relationships.*
- *Some engagement with Nations will be requested via the WG on the WG's focused scope of engagement.*
- *Ongoing relations with First Nations Council-to-Council and through the MSTV UNDRIP Task Force are key places to discuss matters specific to City relations with the local Nations.*

B. LEGISLATION AND REGULATORY

(1) Vancouver Charter Amendments

While the Community Charter provides a working example of how all other local governments across BC already effectively govern parks and recreation, there are unique considerations arising from the VC that require further consideration.

(2) By-laws

- There are 6 Park Board By-laws.
- As a first measure, staff will likely recommend to the Government of BC that all the by-laws be continued by the Province, until Council can repeal and replace them.
- A closer look at by-laws that represent governance and administrative duplication will almost certainly allow for the repeal of some by-laws, but that review is incomplete.

C. POLICIES AND DELEGATED AUTHORITIES

(1) Policies

- Council and City Administrative policies will need to be reviewed and updated to ensure they encompass staff and work formerly under the purview of the Park Board.
- Park Board policies will need to be reviewed for adoption, revision, or repeal.
- Motions and other standing directions fit within this category of work.

(2) Delegated Authorities

- Delegated authorities will need to be established for matters previously under the purview of the Park Board.
- Of note, the Park Board currently addresses issues on a relatively granular level – there may be significant opportunity for faster decision making, and a simplified process for community stakeholders.

D. LEGAL OBLIGATIONS

- The Park Board is a party or signatory to many legal and other agreements:
 - Leases, service contracts, grant agreements, joint operating agreements; memoranda of understanding, letters of agreement, etc.
- For administrative simplicity and to provide assurances to those who are party to the various agreements, the City proposes assuming responsibility for all contractual obligations outlined in these agreements. This will likely be accomplished through an amendment to the VC. Legal Services is considering the most expeditious approach.
- There are no implications for ownership of land or other assets; those assets are held by the City.
- The City is already the insurer for the Park Board so there is no assumption of additional risk management or insurance issues.
- The City is already the employer of all Park Board workers, so there appears to be no additional considerations related to existing employment contracts or collective agreements.



STREAM 2: OPERATIONAL INTEGRATION

STREAM 2: OPERATIONAL INTEGRATION

- Opportunity: look across all City operations – significant service improvements, process simplification and faster decision-making, deduplication and leverage expertise, increased permanent park designations, improved policy coherence
 - *Important: these opportunities are evident on both sides of the current operational structure – City and Park Board – and arise primarily from areas in which decades of the dual governance structure have resulted in operational duplication, service complexity, inefficiencies, and/or additional costs.*
- Ability to plan impacted by Park Board direction to staff re: not participating
 - Recognize that this has created uncertainty for staff
- Nonetheless:
 - Immediate redirection/integration in some areas
 - Some clear areas of duplication – transformation work already underway we will continue
 - Near-term and longer-term transformational opportunities

STREAM 2: OPERATIONAL INTEGRATION

Guiding Principles

- Deliver the greatest benefit to users, residents and taxpayers
- Minimize disruption to public and ensure services continue to work.
- Seek administrative and service simplicity and efficiency
- Be clear and transparent on the public and taxpayer benefit: Measurable outcomes – service experience, financial, etc.
- Time is of the essence: Efficient, informed decision-making
- Be considerate as possible of the impacts of change and uncertainty on our employees
- Respect labour and employee relation obligations

STREAM 2: PARK DESIGNATIONS

- As part of Stream 2, staff will identify for Council the list of potential temporary parks and “custody, care and management” (CCM) parks for designation as Permanent Parks.
- Staff aim to have this decision before Council once the VC amendments are made.

Type	Current Jurisdiction and Change of Use	Changes Proposed by Resolution	Impact on Park preservation
Permanent Public Park	<ul style="list-style-type: none"> • Exclusive jurisdiction and control of the Park Board. • Change of use requires a 2/3 vote by both Council and Park Board. 	<ul style="list-style-type: none"> • Change of use requires unanimous vote of Council • Provisions for a public referendum 	Strengthened
Temporary Public Park	<ul style="list-style-type: none"> • Exclusive jurisdiction and control of Park Board. • Change of use requires a 2/3 vote of Council. 	<ul style="list-style-type: none"> • No changes suggested 	Same
Custody, Care and Management (CCM) Lands	<ul style="list-style-type: none"> • Powers prescribed by Council are granted to Park Board. • Change of powers granted to Park Board requires a majority vote of Council 	<ul style="list-style-type: none"> • No changes suggested 	Same



CROSS-CUTTING WORK STREAMS:

- Staff and Unions (CUPE 15 and CUPE 1004)
- Engagement with Nations
- Public Communications

STAFF AND UNIONS

Park Board

- 2,617 employees (558 CUPE1004; 1943 CUPE15; 116 exempt)
 - 1,198 FTE: 682 RFTE, 126 TFTE, 52 RPTE, 357 Aux/Casual
- City is the employer

City

- Multiple work areas will be engaged in this work, still TBC
- Near-term: Engineering Services, ACCS, REFM, Indigenous Relations, Communications

Implementation

- With respect to any future operational integration and impacts on specific positions or teams within the Parks or City organizations, as feasible, we would aim to manage those impacts through attrition, existing vacancies, or reassignment.

Unions: CUPE 15 and CUPE 1004

- Respect the commitments in our respective Collective Agreements
- Will engage regularly with the Unions to ensure they are updated and any concerns are addressed as feasible

Internal communications

- Will communicate regularly with staff across the City about this work with opportunities for questions and feedback
- Multi-channel (face-to-face, town halls, online), phased communications that also supports change implementation

ENGAGEMENT W/ LOCAL NATIONS

We can confirm that there is no intent to disrupt any of the ongoing work with the Nations in relation to the Stanley Park Comprehensive Plan and its inter-governmental working group or other parks related work or considerations with the Nations. More generally, consistent with Council's foundational commitment to UNDRIP, we expect to maintain the close engagement with the three Nations in relation to parks.

Note:

- Relationships with First Nations are treated as government-to-government relationships.
- Ongoing relations with First Nations Council-to-Council and through the MSTV UNDRIP Task Force are key places to discuss matters specific to City relations with the local Nations.

This Process: Multiple channels for engagement

- Mayor's Office is in direct engagement with Nation leadership.
- Working Group will seek to engage with local Nations regarding Council's Governance procedures.
- Council-to-Council discussions will continue and matters can be raised there as Nations see fit.
- MSTV UNDRIP Table continues its work and matters can be raised there as Nations see fit.
- City will be responsive to each Nation's preference for how they would like to provide feedback to Council.

Ongoing

- The City remains committed to the implementation of the Calls for Action in the UNDRIP Action Plan.

Public Communications

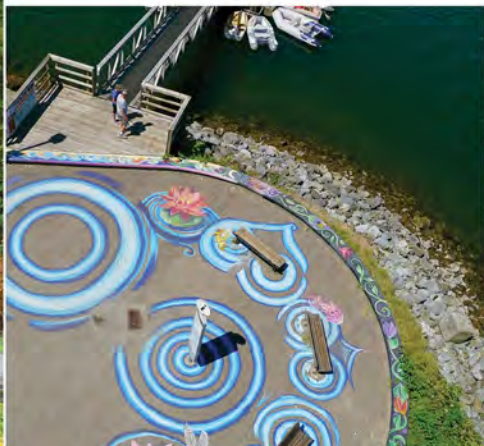
- Multi-channel communications strategy to keep the public informed, aligned with key timelines, milestones and at regular cadence
- Guided by principles of proactiveness, transparency, and accuracy of information
- Tactical approach includes:
 - Vancouver.ca webpage as single source for regular information sharing, project milestones and to house key documents
 - Media events at key intervals and regular media relations; media products and social updates
 - City spokesperson to articulate technical details of proposed governance and operational changes

NEXT STEPS

- Continue discussions with the Province and Nations
- Continue with *Stream I: Governance, Regulatory, Legal* readiness work
 - Support the Working Group in their mandate
- Advance various streams of *Stream II: Operational Integration* planning, including identifying parks for potential designation
- Maintain updates on the public website



Thank you



From: [Veras, Maria](#)
To: [Kirby-Yung, Sarah](#)
Subject: PRESS RELEASE: Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation Unite in Support of Eliminating Elected Park Board
Date: Monday, March 4, 2024 9:50:47 AM
Attachments: [image001.png](#)
[MST Letter to BC and CoV RE Vancouver Charter.pdf](#)



FOR IMMEDIATE RELEASE

March 4, 2024

Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation Unite in Support of Eliminating Elected Park Board

VANCOUVER, BC - Today, Vancouver Mayor Ken Sim shared a letter of support from Musqueam Indian Band, Squamish Nation, and Tsleil-Waututh Nation, expressing their unified endorsement for the elimination of the elected Park Board.

“We are grateful to Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation for their invaluable support and continued partnership,” said Mayor Ken Sim. “My team and I look forward to continuing our collaborative efforts with First Nations throughout this process to ensure our parks and recreation facilities get the care they deserve.”

The endorsement marks a significant stride towards amending the *Vancouver Charter* to transfer the jurisdiction of park and recreation services to City Council. It further underscores the core focus of reconciliation in the planning process and a brighter future for Vancouver’s parks and recreation facilities.

“First, we confirm that the MST Nations support the City’s initiative to amend the *Vancouver Charter* in the manner described above,” read the letter signed by Chief Wayne Sparrow, a Khelsilem Chairperson, and Chief Jen Thomas. “In that regard, we have asked the MST Technical Team to meet with your officials to immediately begin work on the proposed amendments”.

The letter also requests a joint initiative between the Province and City to modernize the *Vancouver Charter* in alignment with the *United Nations Declaration on the Rights of Indigenous Peoples* and the requirements of the *Declaration on the Rights of Indigenous Peoples Act, SBC 2019, c 44*. The City acknowledges this vital work and commits to long-term collaboration with Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation.

The City also reaffirms its commitment to working alongside staff, stakeholders and the Province to ensure that the governance structure of Vancouver’s parks and recreation facilities serves the best interests of all residents.

-30-

Media Contact:

Maria Veras, Press Secretary
Office of the Mayor
maria.veras@vancouver.ca

You're receiving this email because you are subscribed to our newsletter with sarah.kirby-yung@vancouver.ca.

Contact us here: <http://vancouver.ca/your-government/tell-us-online.aspx>.

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Thank you,
City of Vancouver
453 W 12th Avenue
Vancouver, BC V5Y 1V4



MUSQUEAM



SQUAMISH



TSLEIL-WAUTUTH

March 1, 2024

Sent by E-mail

Honourable Anne Kang
Minister of Municipal Affairs
PO Box 9056, STN PROV
GOVT
Victoria, BC, V8W 9E2
E-mail:
Muni.Minister@gov.bc.ca

Honourable Murray Rankin
Minister of Indigenous
Relations and Reconciliation
PO Box 9051, STN PROV
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Mayor Ken Sim
City of Vancouver
3rd Floor, City Hall
453 West 12th Ave
Vancouver, BC, V5Y 1V4
E-mail:
Ken.Sim@vancouver.ca

Dear Ministers Kang and Rankin, and Mayor Sim:

Re: Proposed amendments to the *Vancouver Charter*, SBC 1953, c 5
("Charter")

We write on behalf of the Musqueam Indian Band, Squamish Nation, and Tsleil-Waututh Nation (the "MST Nations") further to correspondence from the Province and the City in connection with the recent motion Vancouver City Council passed on December 13, 2023 relating to the Park Board. In brief, the motion calls for: (i) eliminating the Park Board by repealing ss. 485 and 486 of the *Charter*; (ii) transferring specific park-related authorities from the Park Board to City Council; and (iii) amending the process to cancel designations of public parks under s. 488. The motion also calls for the creation of a working group "to facilitate the smooth transition of responsibility for park and recreation services, from the current oversight by an elected Park Board to the oversight of Council."

First, we confirm that the MST Nations support the City's initiative to amend the *Vancouver Charter* in the manner described above. In that regard, we have asked the MST Technical Team to meet with your officials to immediately begin work on the proposed amendments, together with any consequential and related amendments that may be required to the *Community Charter*, *Local Government Act*, and other provincial legislation.



MUSQUEAM



SQUAMISH



TSLEIL-WAUTUTH

Second, we wish to secure the Province and the City's written commitment to begin a joint initiative to modernize the *Vancouver Charter* (and related legislation) to make it consistent with the *United Nations Declaration on the Rights of Indigenous Peoples* and the requirements of the *Declaration on the Rights of Indigenous Peoples Act, SBC 2019, c 44*. We envision that work could start after we complete our work to amend the *Vancouver Charter* in the manner described above.

Please ask your staff to contact Jason Forsyth, the Chair of the MST Technical Team, at jforsyth@twnation.ca to begin work on these matters as quickly as possible.

Yours sincerely,

Chief Wayne Sparrow
Musqueam
Indian Band

Khelsilem, Chairperson
Squamish Nation

Chief Jen
Thomas
Tsleil-Waututh
Nation

cc: Premier David Eby, e-mail: Premier@gov.bc.ca

MST Technical Team

MST Councils

Attendees:

- Sunset Community Centre Association

Governance

Current engagement:

- Challenges with relationship with Liaison Commissioners since litigation
 - o Attendance issues for Liaison
 - o No real relationship with Commissioners

Future engagement by Council on Park and Recreation issues

- Desire for real partnership/relationship between City and CCA
 - o Including more engagement on the operations and budgeting
- Likes the idea of the liaison model, if properly implemented and liaisons can be proactive
- Need to understand and recognize the differences between community associations
- More forward-looking planning done with community
 - o CCAs need to be part of the development of the new vision
- Clarity and engagement on the budgeting process

Operational Issues

- More engagement with CCAs on operational issues as well

Attendees:

- Jericho Sailing Centre
- Dr. Sun Yat-sen Garden
- Folkfest/Children's Festival

Governance

Current engagement:

- Respondent 1: range of experience with Commissioner liaisons – sometimes will show up to meetings, but not sure it makes a difference, except when there is a challenge.
 - o Primary point of contact is staff, and generally a good relationship/well consulted
 - o Does not believe change of governance to City would make much difference
- Respondent 2: challenges with staff level connection; limited Commissioner engagement
 - o Does not see a major difference in terms of overall governance if City Council takes over responsibility – just wants better staff connection
- Respondent 3: point of engagement is primarily at staff level

Future engagement by Council on Park and Recreation issues

- Would be good to have a point person/point of contact for when there are challenges
- Desire for more proactive consultation and open communication
- Think of the community organizations as longer-term partnerships

Operational Issues

- Need to ensure staff have appropriate training and understanding of cultural significance of Garden
- Need clarity on roles and responsibilities for organizations on park land
- Desire for less burdensome approval processes
- Desire for longer-term security and co-planning for festivals and events that are annual
- Need better policy coherence – confusion between Park Board and City on operational issues and can be challenging in getting approvals
- Think about the connections between parks/recreation and culture and the use of public spaces
- City should consider City-run festivals

Attendees:

- Vancouver Youth Soccer Association
- Skateboard Coalition
- Pickleball Association

Governance

Current engagement:

- Respondent 1: limited direct connection with the Park Board – primarily through the Field Sport Federation
- Respondent 2: Primary engagement is with front line staff
- Respondent 3: Has an assigned liaison, but was unaware that they had an assigned liaison; never met them
 - o Staff contact is their primary point of contact with Park Board
- Perception that the Park Board has become more distant – more insulating layers between them and the PB (Field Sports)
- Some engagement on specific strategies

Future engagement by Council on Park and Recreation issues

- More responsive and agile engagement and governance – quicker linkage between engagement and decision-making
- Regular meetings with workshops to help shape and provide input to decisionmaking
- More desire to be involved upstream rather than downstream
- Direct representation to PB – fewer insulating levels
- Need to find balance of how to engage with range of stakeholders from big very organized sports and the new and upcoming supports
- Don't reinvent the wheel if there are Council approaches that work already
- Fewer surveys
- Make sure people are aware of engagements
- Public space use committee of Council as an option

Operational Issues

- Need for better planning of fields
- Need to fix existing fields, build more fields and skate parks
- Think about recreation uses of non-park public spaces
- Greater collaboration between VSB and City around use of space
- Make connection between FIFA and youth soccer – lots of perceived opportunities

Attendees:

- Roundhouse Community Centre Association

Governance

Current engagement:

- Have had uneven engagement with Park Board commissioners
 - o Early days quite a bit of engagement, fallen off recent years
 - o A commissioner has attended the last few meetings
- Want the Commissioner to understand more about the Roundhouse and be purposeful in discussion
 - o e.g. not just provide information about general Park Board issues
 - o Roundhouse is a cultural hub as well as community centre

Future engagement by Council on Park and Recreation issues

- Someone specifically accountable for community centres
 - o Either individual or small group
 - o A system of regular dialogue and engagement
 - o Who knows and understands the differences between community centres and their specific needs
- Desire for more engaged relationships with staff and Council
- More strategic relationship/partnership
 - o With joint strategic planning sessions

Operational Issues

- Challenges in getting things fixed
 - o e.g. barn door and track lighting – has impact on programming
- Better sharing of information regarding potential supports (e.g. Capital Incentive Fund)
- Recognize the difference of the Roundhouse compared to other community centres

Attendees:

- Vancouver Botanical Gardens Association

Governance

Current engagement:

- Day to day operations – primary engagement is with PB Staff, and some Park Board staff at central office
 - o Sense is that not much will change if City takes on responsibility
- Room for improvement is on the strategic approach and the decision-making processes
 - o Lack of clarity on who is making decisions, or the processes for making decisions
 - o Lengthy approval processes
- Mix of experiences with Commissioner Liaisons – some positive, some absent
- Challenges of navigating bureaucracies and roles and responsibilities
 - o Sometime conflict between different parts of City and Park Board

Future engagement by Council on Park and Recreation issues

- Someone who really understands the gardens and can advocate for them internally
- Quality regular briefing of Council so they are aware of the issues
- Want to be treated more as a partner, less as a licensee/tenant
- Want a Strategic Relationship Lead to build and nurture the relationship
- Keep it relatively simple – never going to please everybody
- Aim for more collaborative and cohesive public service
- Make sure there are clear accountabilities and decision-making paths

Operational Issues

- Some concern about the operational level during transition
- Need for more nimbleness – challenges of missed opportunities especially when it comes to capital donations
- Support more revenue generation approaches with partners
- Need for clarity of roles and responsibilities of staff

Attendees:

- Vancouver Ultimate League
- Classic Car Show
- United Gospel Mission

Governance

Current engagement:

- Respondent 1: Current primary point of engagement is with Park Staff, not Park Board
 - o Board members sometimes come to events; staff support is great
- Respondent 2: No current engagement direct with Board – through Field Sport Federation or staff
 - o Need more staff
- Respondent 3: No real engagement with Commissioners in Park Board
 - o Commissioners will show up to events sometimes
- Concern regarding the governance on Park Board rangers – and how they engage with the unhoused
- Confusion between City and Park Board roles and parallel processes – who do they go to for what?
- Challenges of different political bodies and priorities – Council and Board may not agree and this causes challenges and lack of clarity for community

Future engagement by Council on Park and Recreation issues

- Want a better partnership approach with Council and Staff
- Need to consider equity in decision-making to support all Vancouverites to use parks and recreation facilities
- Desire for less confusion between processes/groups
 - o Both for efficiency and for better supporting community organizations
- Advisory committee could be good – but only if efficient and has Council buy-in
- More engagement with other municipalities and Metro – greater collaboration in providing these spaces.
- Need to be proactive in planning forward

Operational Issues

- Concerns that Park Board gets a cut of the revenue for their event, but Van Dusen does not
- Park Rangers timing and washrooms – often washrooms closed because otherwise would be working overtime
- Permit fees need to be considered
- Need more staff for helping with customer service/bookings
- Need for more pools
- Need for more fields
- Importance of having places that are comfortable for all people
 - o Keep/expand the Leisure Access Pass

Attendees:

- False Creek Tennis Club
- Kerrisdale Figure Skating Club

Governance

Current engagement:

- Respondent 1: No direct commissioner engagement
- Respondent 2: No commissioner engagement - Commissioner may show up at the AGM, but not much more
- Not allowed to go directly to Park Board staff – through CCA only.
 - o Concerns with FCCA stepping into more operational/ staff issues, and the level of expertise compared to recreation staff

Future engagement by Council on Park and Recreation issues

- Elected body needs to have more understanding of the recreation world – either through an advisory
- Need to have staff/Council understanding of minor sports in the ice rinks.
- Need “knowledgeable people who care”
- Need to ensure equity between larger organizations and smaller organizations.
- Need to respect the local bodies and community partners.
- Want a clear vision/mission that has a role for community organizations
- More consultations with all groups for major changes
- Think of community organizations as partners in delivery

Operational Issues

- Need more rinks, especially one with 2 ice surfaces to allow for competitions
- More cleaning, more maintenance of facilities
- Need more capital investment to deal with the growing population

Attendees:

- Marpole Community Centre Association

Governance

Current engagement:

- There is very little contact with anyone from the PB or the City of Vancouver
- Liaison never really showed up – does not come to board meetings
- Staff are the best pathway to getting things done – critical role of the CSRs
 - o Challenges for these staff in taking on navigating Park Board/City processes in addition to their core role.
- Benefits of the Joint Operating Agreement – gives clarity on roles and responsibilities
- Association Presidents' Group – not perceived as effective

Future engagement by Council on Park and Recreation issues

- Desire for more consistent communications and a regular interface/system
 - o Framework for communication
 - o E.g. annual meeting to talk through the issues, and plan forward.
- Prefer direct communication, rather than Association Presidents Groups
- Desire for a stronger partnership/connection and understanding of the CCA issues
- Desire for a 'bridge' role to support community associations
- Desire for systems that don't rely on individual relationships
 - o Need to last beyond a single relationship or electoral term

Operational Issues

- Need to plan forward for increased density
- Need to think about equity in support, especially for the poorer areas of the City
 - o Challenges of connecting and supporting
- Think about the role of the community associations in connecting with community

Attendees:

- Kits Point Residents Association
- Windsure
- Dolphin Swim Club/SwimBC
- False Creek Rowing Club

Governance

Current engagement:

- Current engagement is primarily with staff
- When they have tried, there have been challenges in getting responses from Commissioners
- Organizations have found it challenging to figure out how to navigate the organization and get responses

Future engagement by Council on Park and Recreation issues

- Want to repair the partnership (comment on Vanier Park lane)
- Want an internal champion within the Park Board to help navigate when there are issues
- Build out system to support and uplift volunteer organizations
- Need to validate strategic plans with user groups
- More engagement early on
- Get professional advice or opportunities for greater engagement with volunteer organizations

Operational Issues

- Clarity on replacement plans and long-term strategies
- Recognize the importance of community partnerships
- Need for more swimming lanes, better system for booking
- Think of sport as a community-building exercise
- Need for long term funding and infrastructure
- Need to think about supports for open water sports

Attendees:

- Stanley Park Bowling Club
- Dunbar Bowling Club

Governance

Current engagement:

- Engagement primarily with staff person
 - o One respondent says they have benefited from having one point of contact
- Limited engagement with Park Board Commissioners
 - o Had to go to Park Board for liquor license, but otherwise limited
- Unsure if their feedback on longer-term plans has been incorporated

Future engagement by Council on Park and Recreation issues

- Need for single point of contact – someone who understands the sport and can help navigate/address issues
- Annual check-ins with clubs/sports groups
- Feedback loops when consultation has occurred

Operational Issues

- Need for updated operating agreements, and clarity on roles and responsibilities
 - o Especially with regards to repairs, capital improvements, etc.
- Longer-term clarity on issues like sponsorship

Attendees:

- Kits Yacht Club/Paddling Club/CORA/Dragon Boat Canada
- False Creek Racing Canoe Club
- Pickleball Association

Governance

Current engagement:

- Little direct engagement with Commissioners besides exceptional circumstances to help with issues
- Benefit of having a staff member that can help navigate
- Perceived lack of consultation on some issues – e.g. lease cost increases
- Some challenges with staff turnover
- Need for clarity on escalation paths
- Challenges with navigating bureaucracy especially with multiple departments.
- Not sold on existing advisory committees

Future engagement by Council on Park and Recreation issues

- Someone in charge of 'sport' maybe split out by type of sport (Court/Water/Field/Rink)
 - o Someone who understands the sports
 - o To help navigate and manage issues
 - o Want a 'big red Easy button'
- More consultation and understanding of the sports and the users' needs
- Staff who can make a concrete decision
- Want to be viewed more as a partner
- Want to be involved in strategic discussions – partners in the solutions

Operational Issues

- Number of pickleball courts and decisions on use of courts – need clarity and approach to reflect growing nature of sport
- Significant challenges with events permitting process – multiple signoffs, multiple departments
- Desire for longer leases - e.g. 1 year lease on boat storage, but also generally hard to invest in anything with short term leases (e.g. 5 years)
- Challenges in getting things done – e.g. need for more structures, but told no, or things stalled out.



Parks and Recreation Transition Working Group

July 17, 2024



PURPOSE:

1. Summary of Stakeholder Engagement
2. Proposed Approach for Discussion



Summary of Stakeholder Engagement

Survey

- 502 organizations contacted, with 73 complete responses

In-person engagement

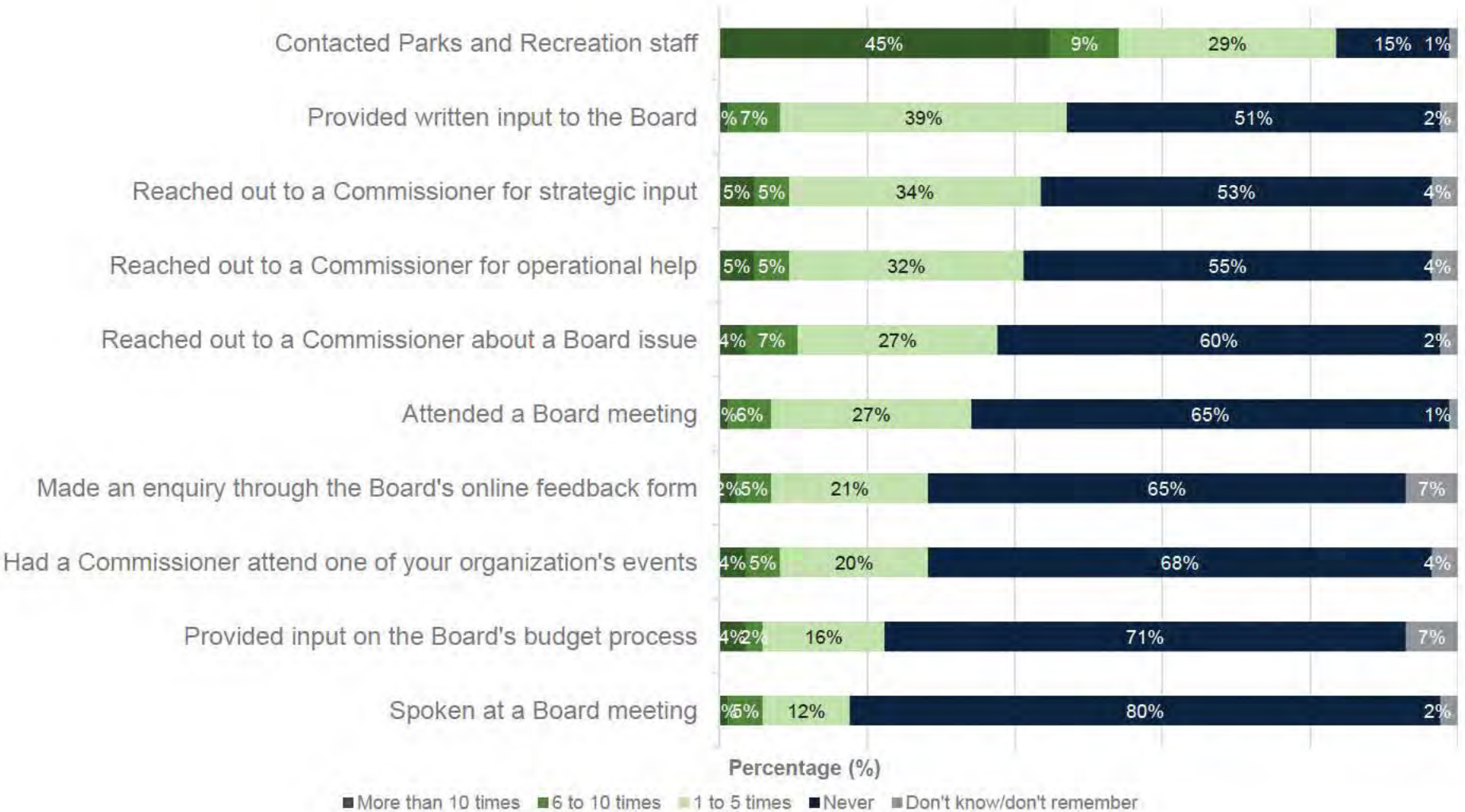
- Initial stakeholder list (CCAs + 25 other organizations)
- 41 additional organizations requested a meeting through the survey

Will continue to engage with remaining stakeholder groups

- significant coalescing around main themes

Survey - Current Engagement Methods

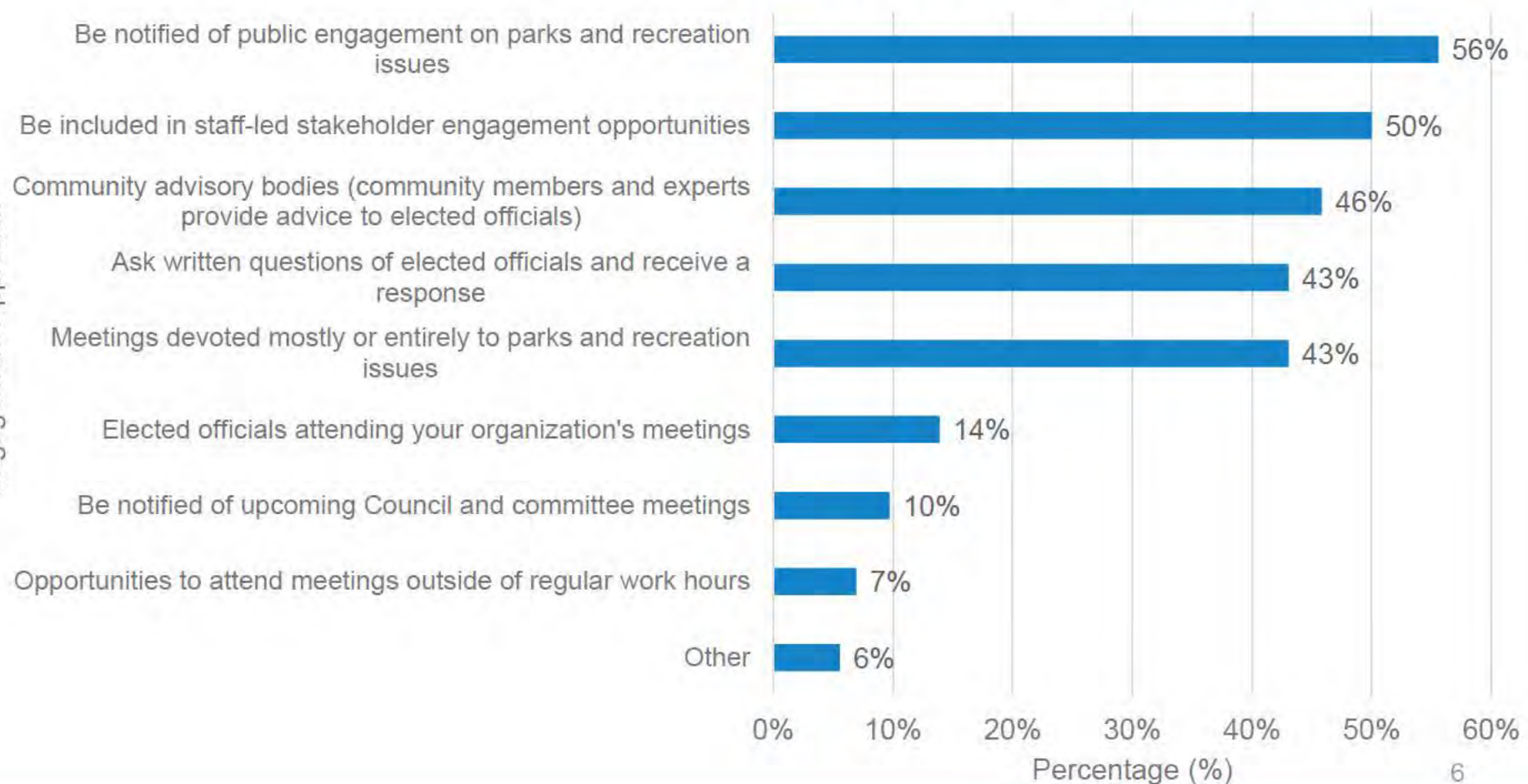
- Most frequent method of engagement is contacting staff; 45% have done this more than 10 times.



Preferred Engagement Approaches

- Stakeholders primarily value proactive communication and being included in structured engagement processes

% of respondents who selected each approach as one of their top three choices



Survey - Themes in open-ended responses

- Importance of staff
 - Benefit of having a point of contact (staff)
- Challenges with existing engagement
 - (e.g. lack of response, knowing who to contact)
- Mixed views on Commissioner engagement
- Operational challenges

- **Current Practice**
 - Challenges with existing approach
 - Expertise, time, responsiveness, understanding
 - Not a lot of direct connection with Commissioners
 - Importance of staff
 - Confusion on overlaps between departments
 - Limitations of PB Liaison model
 - Challenges for smaller organizations
 - Intermediary organizations – benefits and challenges
- **Operational challenges**

- **Importance of informed Council**
 - Council needs to understand stakeholder/partner/user experience and issues
 - Council needs to be supported with expertise
 - Opportunity to provide direct input
 - Focus on parks and recreation issues
- **Important role of staff**
 - Expertise, continuity, navigation
- **Want to be seen as partners, not just 'users'**
 - Understanding of issues that affect delivery
 - Co-planning/strategic alignment
- **Manage competing interests, and equity for smaller groups**



Proposed Governance Approach for Discussion

The Working Group will provide recommendations and feedback to Council on **efficient, effective, and meaningful** pathways for community engagement with and input to Council in its proposed governance role for parks and recreation services

- **Effective**

- Supports well-informed decisions by Council
- *As appropriate, supports partner relationships*

- **Meaningful**

- Ability to be heard on issues that affect them
- Input is considered by Council/decisionmakers

- **Efficient**

- Balance of specific public engagement and broader considerations
- Balance of governance and administration
- Right-sized to issue

- **Representation**

- Representation (e.g. on advisory committees)
- Specific focus of engagement efforts
 - especially where there is potential for differential effects of policy

- **Process considerations**

- Outreach and connection
- Consideration and/or role in decision-making
- Timing and process
- Supports

- **Benchmark: Council**
 - Working Group is not a review of Council engagement practices more broadly
 - Council has general engagement terms (meetings, speaking times, etc.)
- **Key attributes of Parks and Recreation issues:**
 - Significant desire for co-creation from stakeholders/CCAs/sports/nature groups, etc.
 - Significant public interest

*“Efficient, effective, and meaningful pathways
for community engagement with and input to Council”*

COMPONENTS OF PROPOSED POTENTIAL MODEL FOR DISCUSSION

1. s.13(1) [REDACTED]
2. s.13(1) [REDACTED]
3. s.13(1) [REDACTED]

Note: General Council procedures remain

- *Stakeholder notification processes (will need to bring over/enhance current from PB)*
- *Council meeting procedures*
- *Direct engagement with Councilors*

Venue for expert and community advice to Council

- Combination of experts, key stakeholders and community representatives
- Includes Council representatives
- In line with Council practice

Potential Options (among others)

- Parks and Recreation Advisory Committee
- Recreation and Sports Advisory Committee and a Nature and Ecology Advisory Committee

Key considerations

- Range of representatives (sports, recreation, nature, etc.)
- Diversity of membership

DISCUSSION

Partnership Engagement Model

- s.13(1)

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DISCUSSION

- s.13(1)
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DISCUSSION

From: [Mochrie, Paul](#)
To: [Direct to Mayor and Council - DL](#)
Cc: [City Manager's Correspondence Group - DL](#)
Subject: Upcoming news release: City Provides Update on Park Board Transition Plan (February 7, 2024)
Date: Wednesday, February 7, 2024 11:25:17 AM
Attachments: [image001.png](#)

Dear Mayor and Council,

Following today's presentation to City Council on the planning update for the proposed transition of governance of parks and recreation services from the Park Board, the following news release will be issued. A summary of the transition plan also will be posted to the [proposed governance changes landing page](#) on Vancouver.ca.

Please keep this news release embargoed until it goes live from the City media email account.

Maria will reply to this email with the relevant Vancouver.ca link and social media links once these are live.

Best,

Paul

Paul Mochrie (he/him)

City Manager

City of Vancouver

paul.mochrie@vancouver.ca

604.873.7666



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the x̱m̱əθḵʷəy̱əm (Musqueam), Sḵw̱x̱w̱7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.

City of Vancouver

News release

February 7, 2024

City Provides Update on Park Board Transition Plan

Today, Vancouver City Council received a comprehensive update from City staff on the work to plan for the proposed transition of governance of parks and recreation services from the Park Board to City Council.

On December 13, 2023, Council passed a resolution to request that the Provincial Government amend the Vancouver Charter to remove the requirement for a separate Board of Parks and Recreation and bring these functions under the direct oversight of Council. This transition would provide unified oversight of parks with other City service departments, enabling improved service delivery, simplified public and internal processes, deduplication of dual functions, greater leveraging of staff expertise across departments, and increased designation of permanent parks.

Today's presentation highlighted key elements of the transition plan, including the various work streams and timelines. The transition plan outlines two streams related to public service governance and service operations:

(i) Governance, Regulatory and Legal: Focused on addressing the essential legislative, governance, legal, and regulatory aspects of the transition in advance of proposed amendments to the Vancouver Charter.

(ii) Operational Integration: Considering the opportunities for service improvements and operational efficiencies arising from the streamlining of

governance. These two service-oriented streams are underpinned by essential cross-cutting efforts related to engagement with local Nations, staff and Union engagement, and public communications.

As part of the presentation, City staff recognized the government-to-government relationship between the City and each of the three local Nations – xʷməθkʷəyəm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tseil-Waututh). They confirmed the City's commitment to the current and ongoing involvement of the three Nations with Vancouver parks, including the Stanley Park Comprehensive Plan Intergovernmental Working Group. Consistent with Council's foundational commitment to UNDRIP, staff noted they expect to maintain the close engagement with the three Nations in relation to parks moving forward.

Council was also briefed on the progress of their December request for staff to accelerate park protections by identifying opportunities for more permanent park designations. Having Council as the governing body for parks will reduce current obstacles to permanent park designation and also open avenues for accelerating and broadening the scope of permanent park designations. Staff confirmed today that the work to identify additional parks for permanent designation is underway.

"I am pleased with the progress that has been accomplished by our team in such a short time and have full confidence in their ability to execute the transition plan successfully. Their dedication and expertise have been and will continue to be indispensable in ensuring Vancouver's parks and recreation facilities can serve our community to their fullest potential," says Mayor Ken Sim.

Recognizing the high public interest in parks and recreation services, the City is committed to providing regular public updates regarding the work to ready for the proposed transition. For more information on these efforts, please visit City's [webpage outlining the proposed changes and updates in the process](#).

-30-

Update on Parks and Recreation governance transition and Provincial statement of support (March 8, 2024)

Note for managers and supervisors: this email is intended for all staff so it is important to ensure it is shared with operational and frontline staff who are off-network.

Time sensitive	
Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Please share this at a convenient time in a way that works for your team.

Key takeaway


- This email is an update about the Province's support for transitioning governance of parks and recreation services to City Council.

Good afternoon all,

This morning, Premier Eby issued a statement committing to amend the Vancouver Charter to transition the governance of parks and recreation services to City Council in the next legislative session. You can read the statement at the end of this email.

This milestone provides the City with clarity regarding the Province's intentions with respect to the Vancouver Charter. With this confirmation, we are in a position to continue planning for this transition. The implementation team will be meeting to consider how the timeline provided by the Premier impacts our planning process and will share more information with everyone in the coming weeks about advancing necessary operational work.

I'd also like to confirm that earlier this week, the Mayor's Office received a letter of support for this governance transition from the three local Nations – x^wməθk^wəyəm (Musqueam), Sḵwḵwú7mesh (Squamish), and səlilwətał (Tseil-Waututh).

You can read the  [MST letter of support](#) and updated [questions and answers](#) on Currents.

Best,
Paul

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Premier Eby's statement:

We are committed to advancing the dissolution of the Vancouver Park Board in the next legislative session. The Province appreciates the enormous amount of work Mayor Sim and the City of Vancouver has done to move this forward. While there remain some details to be addressed, we are confident they will be resolved in the coming months. Once completed, we commit to advancing the requested Vancouver Charter changes to dissolve the Park Board in the next earliest legislative session. We value our relationship with the City of Vancouver and look forward to continuing to work productively together with Mayor Sim on all shared priorities, including housing, safe communities, and cost of living support so that everyone can build a good life here.

From: ["Howard, Marie-Claire" <Marie-Claire.Howard@vancouver.ca>](mailto:Marie-Claire.Howard@vancouver.ca)

To: ["Falconer, Cobi" <Cobi.Falconer@vancouver.ca>](mailto:Cobi.Falconer@vancouver.ca)

Date: 10/21/2024 7:01:45 PM

Subject: Fw: Meeting Tonight (Feb 21)

Attachments: DRAFT PBTWG Meeting Agenda Feb 21.docx
DRAFT PBTWG Meeting Minutes - Jan 31 2024.docx
DRAFT PBTWG Meeting Minutes - Feb 7, 2024.docx

From: Yao, Luhan <Luhan.Yao@vancouver.ca>

Sent: Wednesday, February 21, 2024 1:59:16 PM

To: Yao, Luhan <Luhan.Yao@vancouver.ca>

Cc: Ford, Trevor <Trevor.Ford@vancouver.ca>; Mochrie, Paul <Paul.Mochrie@vancouver.ca>; Singh, Sandra <Sandra.Singh@vancouver.ca>; Pollard, Ben <Ben.Pollard@vancouver.ca>

Subject: RE: Meeting Tonight (Feb 21)

Hi All,

Please find attached the following:

- DRAFT Agenda for the meeting tonight
- DRAFT Minutes for the meeting on Jan. 31
- DRAFT Minutes for the meeting on Feb. 7

As always, please let me know if you have any questions or concerns! Thanks!

Best,
Luhan

From: Yao, Luhan

Sent: Wednesday, February 21, 2024 11:50 AM

To: Yao, Luhan <Luhan.Yao@vancouver.ca>

Cc: Ford, Trevor <Trevor.Ford@vancouver.ca>; Mochrie, Paul <Paul.Mochrie@vancouver.ca>; Singh, Sandra <Sandra.Singh@vancouver.ca>; Pollard, Ben <Ben.Pollard@vancouver.ca>

Subject: Meeting Tonight (Feb 21)

Hi All,

I hope that you are doing well.

I look forward to seeing everyone tonight at 6pm at City Hall. For those who are unable to make it in-person, please find the Teams link below.

If you haven't already, please let me know if you are unable to attend the meeting tonight or if you are planning to join the meeting virtually. Thank you!

Best,
Luhan

Luhan Yao (she/her) | Research and Communications Coordinator
Office of the Mayor | City of Vancouver

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: s.15(1)(l)

Passcode: s.15(1)(l)

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

+1 604-665-6000, s.15(1)(l) Canada, Vancouver

Phone Conference ID: s.15(1)(l)

[Find a local number](#) | [Reset PIN](#)

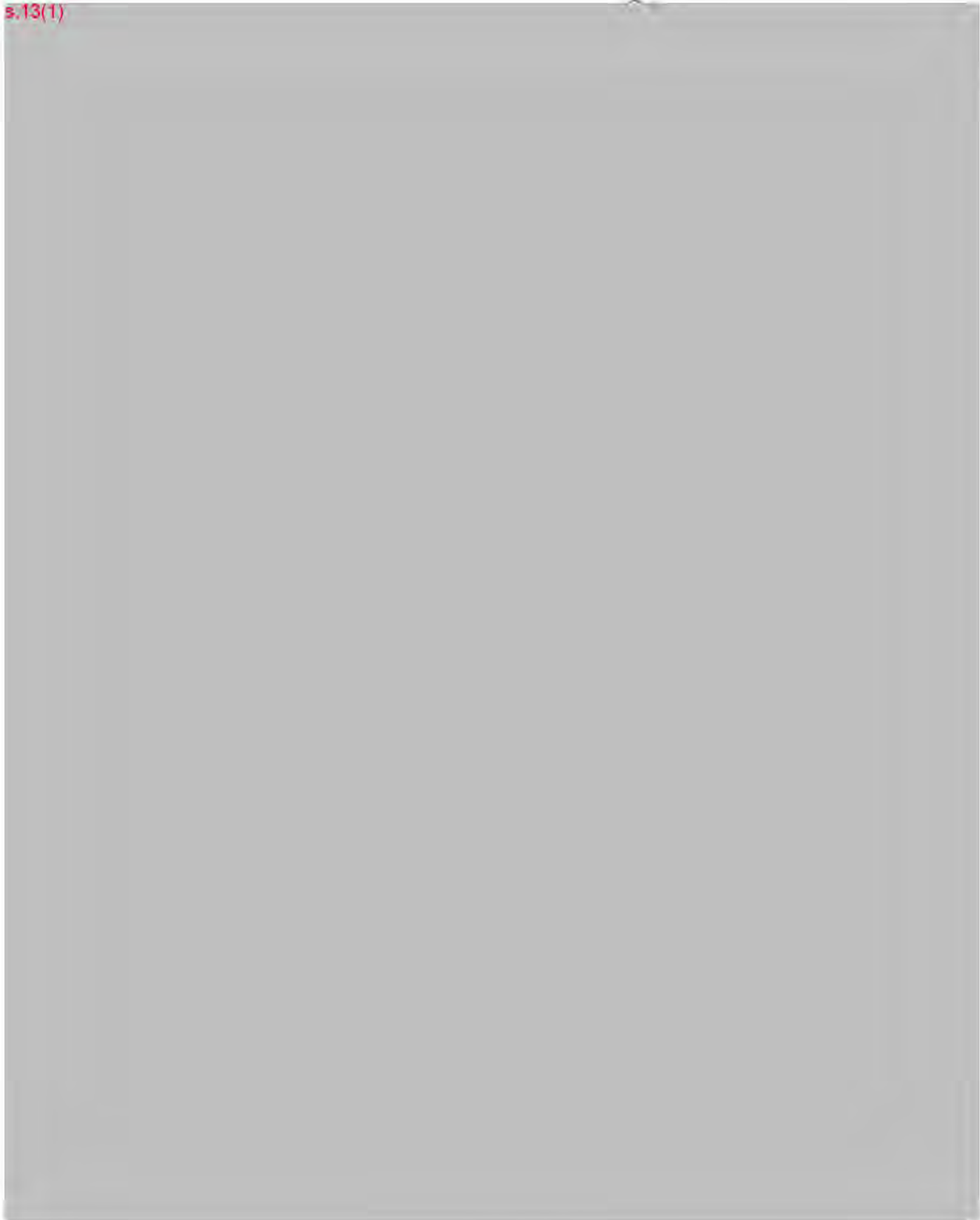


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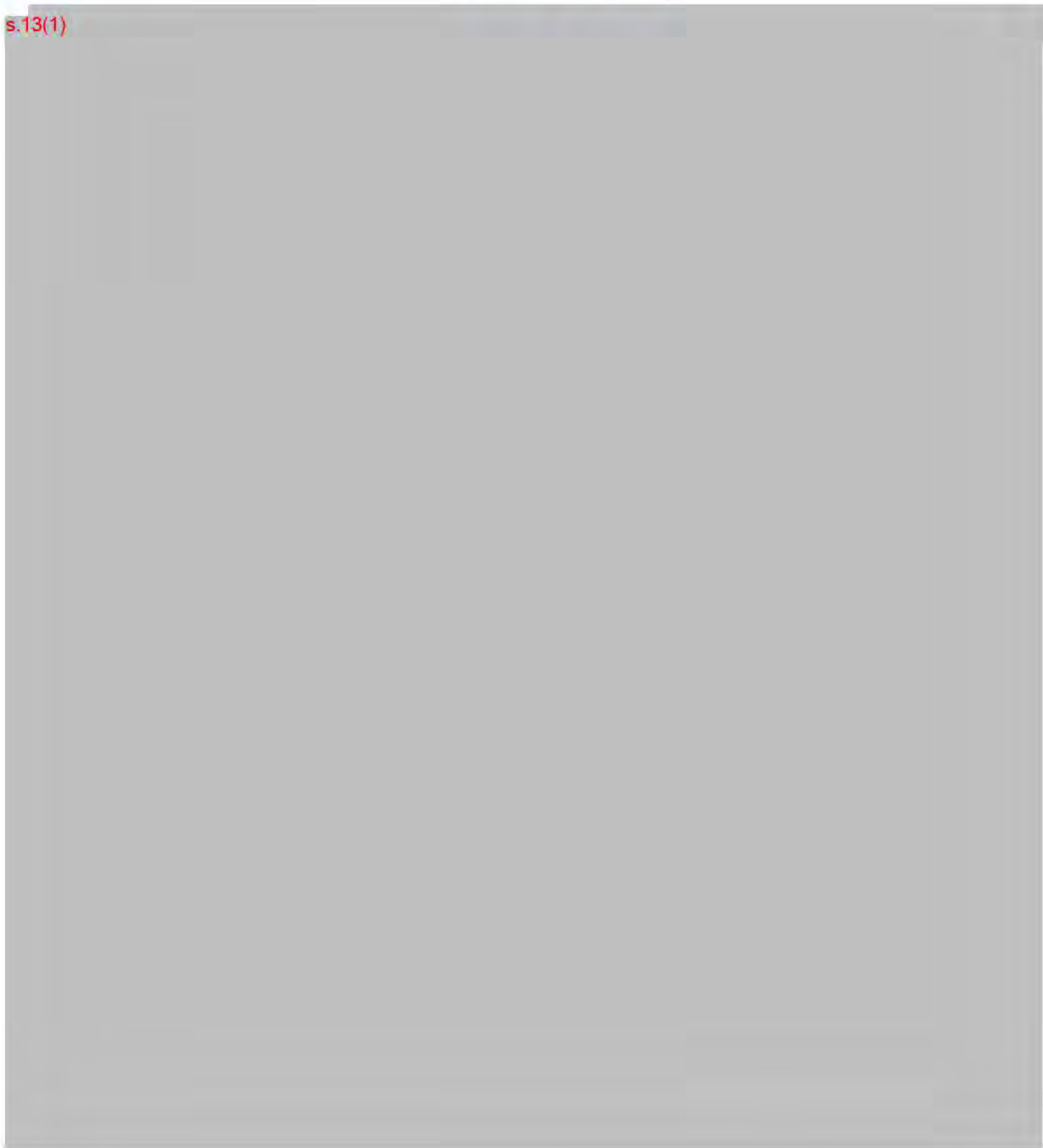
privacy@vancouver.ca

[Learn More](#) | [Meeting options](#)

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