



**Van
Play**
Imagine
parks+recreation

VANCOUVER'S PARKS AND RECREATION: **THE PLAYBOOK** IMPLEMENTATION PLAN

REPORT 4 - 2019



ACKNOWLEDGMENTS

Vancouver Board of Parks and Recreation Commissioners

Stuart Mackinnon, Chair

Tricia Barker

John Coupar

Dave Demers

Camil Dumont

Gwen Giesbrecht

John Irwin

Vancouver Board of Parks and Recreation Senior Leadership Team

Malcolm Bromley, General Manager

Shauna Wilton, Deputy General Manager

Steve Jackson, Director Finance

Donnie Rosa and Daisy Chin, Director Recreation

Howard Normann, Director Parks

Christine Ulmer, Manager Communications

Vancouver Board of Parks and Recreation Staff Project Team

Dave Hutch, Director of Park Planning and Development

Doug Shearer, Manager of Policy, Planning and Environment

Katherine Howard, Project Manager

Consultant Team

Design Workshop: Kurt Culbertson, Amanda Jeter, Cali Pfaff, Hadley Peterson, Chris Perkes, Sarah Horn, Nino Pero

Modus Planning, Design & Engagement: Vince Verlaan, Krystie Babalos, Ignatius But

Lees + Associates: Erik Lees & Megan Turnock

HCMA Architecture + Design: Darryl Condon, Melissa Higgs

Urban Design 4 Health: Lawrence Frank, Eric Fox, Jim Chapman

Rand Corporation: Dr. Deborah Cohen, Terry Marsh

ETM Associates: Tim Marshall, Desiree Liu, Theresa Hyslop

University of Victoria: Val Schaefer

Applied Ecological Services: Steven Apfelbaum, Ry Thompson

Urban Food Strategies: Janine de la Salle

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INTRODUCTION

VANPLAY INTRODUCTION

Vancouver's stunning, world-class parks are the culmination of more than a century of committed effort by the Vancouver Park Board. From our world-renowned seawalls to our lush destination gardens to our citywide network of vibrant neighbourhood parks and recreation, it is a legacy we're proud of.

What's next for parks and recreation in Vancouver? How do we respond to the challenges we are currently facing and thrive into the future?

To answer these questions the Park Board set out to create a new "Parks and Recreation Services Master Plan," and we have called the journey "VanPlay." This is the first citywide review of parks and recreation services we've done since 1992. In 2017, we commenced a robust data collection and analysis process, research on international best practices and consultation with the public, park board staff, partners, stakeholders and experts.

The result of this work is presented in four parts:

- [Vancouver's Parks And Recreation: Inventory & Analysis](#) – a compendium to the current state of the City's parks and recreation system (2018)
- [Vancouver's Parks And Recreation: 10 Goals to Shape the Next 25 Years](#) – a set of aspirational statements to set the course for parks and recreation into the future (2018)
- [Vancouver's Parks and Recreation: Strategic Bold Moves](#) – outlining bold strategies to deliver on the vision for the future over the next 25 years - (2019)
- [Vancouver's Parks and Recreation: The Playbook](#) – the plan for implementation and operationalization of these bold moves **this document** (2019)



VANCOUVER'S PARKS AND RECREATION: THE PLAYBOOK: IMPLEMENTATION PLAN

This report is the plan for implementation and operationalization of the 10 Goals to Shape the Next 25 Years (Report 2) and the Strategic Bold Moves (Report 3). It outlines three foundational tasks followed by 24 "Approaches for Action" alongside a list of associated initiatives to be undertaken over the next 10 years (2019–2029).

REPORT STRUCTURE

This plan builds off a dynamic toolbox approach to planning.

Vancouver's Parks and Recreation *Report 4: The Playbook: Implementation Plan* is part of a suite of reports that identify a 25-year vision and goals for a more connected and equitable future for parks and recreation in Vancouver. This plan provides implementation tasks, approaches for action and potential initiatives to support the three "bold moves," in Report 3, which in turn support a powerful vision that will be considered a legacy for generations to come, in a future where parks and recreation will better serve every Vancouverite.

The process to create this suite of four documents—VanPlay—was a two-year-long conversation with residents, staff, partners, stakeholders and experts. The Playbook is the result of those conversations.

REPORT 1: Inventory and Analysis

- Get to know the system
- Shine light on challenges and opportunities

REPORT 2: 10 Goals to Shape the Next 25 Years

- Define visions and aspirations
- Highlight areas of focus

REPORT 3: Strategic Bold Moves

- Achieve our goals and vision while addressing challenges and opportunities

Move 1: EQUITY | Tool: INITIATIVE ZONES

This Bold Move pursues a more equitable distribution of parks and recreation opportunities by introducing a geographic priority setting tool – Initiative Zones.

Move 2: ASSET NEEDS | Tool: ASSET TARGETS

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

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

This Bold Move presents a vision for a network of parks, green spaces and recreation areas, interwoven into everyday life, that connects us to nature, to each other and to ourselves.

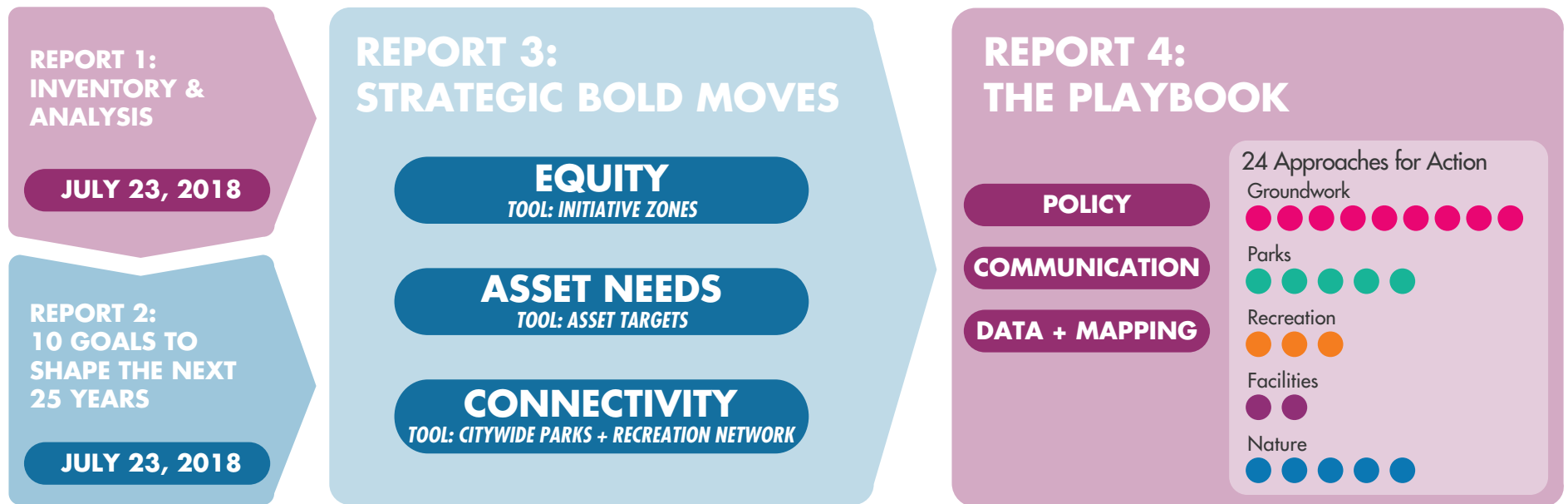
REPORT 4: The Playbook, Implementation Plan

- Outline the plan for implementation and operationalization of the Goals and Bold Moves

INTRODUCTION

HOW DO THE REPORTS FIT TOGETHER?

The diagram below shows how each report supports the next from the initial discoveries during inventory and analysis, to the shaping of goals with the community, which both in turn became the foundation for the three strategic bold moves and supporting playbook for implementation. Each step was informed through the VanPlay engagement process.





INTRODUCTION

HOW TO USE THIS DOCUMENT

The VanPlay Playbook outlines the plan for implementation which will pave the way for operationalization and integration of the bold moves and goals into the day-to-day of the Park Board over the next 10 years.

Underpinning the Approaches for Action, the Implementation Plan identifies three Foundational Tasks which will ease the implementation of the entire suite of VanPlay recommendations;

1. **Set clear policy** – which will support consistent and transparent decision-making and operations.
2. **Support great communication** – which will modernize communication methods, systems and tools.
3. **Excel at data and mapping** – which will enhance understanding of trends, needs and patterns.

Approaches for Action are overarching recommendations which describe how the Vancouver Board of Parks and Recreation should focus action in order to achieve the aspirations outlined in VanPlay.

Each Approach for Action is supported by a list of associated initiatives to be undertaken over the next 10 years (including plans, projects and policy steps).

For ease of use, the Approaches for Action are organised into five chapters:

- **Groundwork** – for activities relating to community engagement, communication, reconciliation, administration and other broad topics;
- **Parks** – for activities relating to park acquisition, design, and operations;
- **Recreation** – for activities relating to provision and management of predominantly outdoor amenities;
- **Facilities** – for activities relating to provision and management of predominantly indoor amenities; and
- **Nature** – for activities relating to naturally managed areas in parks.

By focusing effort in these areas an immediate and substantial difference will be made towards achieving our goals and undertaking the Strategic Bold Moves.

INTRODUCTION

VANPLAY TERMINOLOGY

The table below provides definitions for the components of the master plan reports. As a whole, Reports 1–4 provide a comprehensive inventory, vision, strategy and implementation plan to realize the Vancouver Board of Park and Recreation vision to connect people with themselves, each other and nature.

TERM	DEFINITION	WHAT IT IS
Vision (The Bigger Picture)	The plan vision guides staff and the community in their role and mission in implementing the master plan.	The VanPlay plan vision is: <i>To maximize access to high quality parks and recreation experiences that connect people with each other and nature.</i>
Goals (Aspirations)	Report 2 laid out 10 Goals for the Next 25 Years. These goals are broad initiatives describing what the Vancouver Board of Parks and Recreation aspires to achieve and have evolved out of the findings from Report 1 Inventory and Analysis; the consultation process with stakeholders, staff and community members; and alignment with recent Vancouver planning initiatives.	10 Goals for the Next 25 Years
Bold Moves (Prioritization Tools)	Each bold move has a strategic tool that will help prioritize where improvements should be targeted with quantitative and qualitative guidance. These tools are to be used in conjunction with existing Park Board processes (work planning, capital planning, etc.) and additional community consultation during the next decade of implementation.	The VanPlay Strategic Bold Moves and their corresponding Tools are: <i>Equity (Initiative Zones)</i> <i>Asset Needs (Asset Targets)</i> <i>Connectivity (Citywide Parks and Recreation Network)</i>
Approaches for Action (What Type of Improvement)	Approaches for Action are overarching recommendations which describe how the Vancouver Board of Parks and Recreation should focus action in order to achieve the aspirations outlined in VanPlay.	Example Approach for Action: <i>G.8 Strengthen and expand partnerships to build capacity and clarify roles.</i>
Initiatives (Projects, Policies, Activities)	Each Approach for Action is supported by a list of initiatives— activities, plans, projects and policies —to be undertaken over the coming 10 years.	Example Initiative: <i>Groundwork G.8.3: Develop a Partnership Policy which includes frameworks, principles and decision-making criteria to clarify roles and responsibilities for partnership agreements to simplify working with the Park Board.</i>

FOUNDATIONS OF IMPLEMENTATION

FOUNDATIONAL TASKS

Underpinning the entire suite of VanPlay goals, vision and strategy, three foundational tasks have been identified which will enable implementation of all recommendations.

By focusing effort in these areas an immediate and substantial difference will be made towards achieving our goals and undertaking bold moves.

1. Set clear policy
2. Support great communication
3. Excel at data and mapping



(Hummingbird | Nick Page)

1. Set clear policy

The Vancouver Board of Parks and Recreation Policy Manual will support consistent and transparent decision-making. Position statements covering common practices and issues will help us communicate what we do, what we expect others to do, what you can expect from us, and how we will approach certain decisions. All policy statements will be publicly accessible, so that the suite of documents can be continually expanded, enhanced, improved and referred to.

Immediate actions:

- Develop a park protection policy which aims to prevent negative impacts, such as encroachment, on park space, use and function.
- Create policy statements to guide operational decision-making ensuring parks use and recreation activities support Park Board principles of access, inclusion and welcome.

FOUNDATIONS OF IMPLEMENTATION

2. Support great communication

A welcoming and accessible parks and recreation system is built on good relationships. The Park Board must focus efforts to improve our relationship with the community, our partners, and stakeholders by:

- providing comprehensive, consistent, punctual, informed answers to questions and requests;
- conducting best practice community engagement;
- telling the Park Board story: communicating what we do and why we do it;
- modernizing our approach to providing customer service by leveraging technology and acknowledging the societal shift towards seeking online information; and
- supporting our customer service staff to provide a welcoming experience to all.

This effort, resulting in improved procedures, will help to build trust, avoid misunderstandings, and reduce reactive responses. All this will set the stage for an efficient and priority-focused Park Board.

Immediate actions:

- Create a communications plan and new Park Board identity that is more reflective of the organization and its values
- Commence work to redesign the Park Board's website
- Develop community engagement guidelines.
- Expand staff training on inclusion, anti-oppression, decolonisation, access and welcome for all.

3. Excel at data and mapping

Much of what we want to achieve going forward requires a better understanding of the community, trends, and our resources. The Park Board must step up its acquisition and use of data to support both day-to-day operations, inform strategy, and advocate for what is needed

Better data management, such as asset inventories, interactive GIS platforms, review recreation enrollment systems, regular surveys and data consolidation, for starters, will set the Park Board up for success in the implementation of VanPlay.

Immediate actions:

- Create an online, interactive map of the Initiative Zones and Equity Analysis Factors.
- Complete the hard assets inventory and condition assessment of park amenities and features.
- Optimize the existing recreation registration program and other systems.

APPROACHES FOR ACTION

OUTLINE OF THE PLAYBOOK

The following pages outline the Approaches for Action and their supporting initiatives to be undertaken over the coming 10 years.

The Initiatives outlined describe projects, policies, and activities to be undertaken by staff. Each Initiative has an indicated expected time frame for implementation.

TIME FRAMES FOR IMPLEMENTATION

UNDERWAY: has begun and will occur continuously

SHORT TERM: 1–3 years

MEDIUM TERM: 3–7 years

LONG TERM: 5–10 years

REPORT 4: THE PLAYBOOK

24 Approaches for Action

Page #

Groundwork: 9 Approaches



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Parks: 5 Approaches



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Recreation: 3 Approaches



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Facilities: 2 Approaches



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Nature: 5 Approaches



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(Ceramics Class | Park Board)

APPROACHES FOR ACTION

KEY TERMS

strategy

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

plan

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

policy

A policy outlines intent, principles and guidelines to direct responses to particular proposals, situations or activities. It is used as a consistent basis for decision-making in scenarios that are typically internal-facing and operations-based.

park master plan

A park design document that describes the community's vision for the site and its planning, design, and operation. Park master plans can be created for both new and existing parks and their infrastructure in order to fulfill that vision. When created for park renewal, these plans may propose new functions or features not currently in the park and may consider upgrades to increase resilience to changing pressures on existing amenities.

management plan

A management plan outlines operations, programming and maintenance, as well as day-to-day activities required to fulfill stated goals. The document will typically describe principles and decision-making criteria to maintain flexibility.

GROUNDWORK

GROUNDWORK CHAPTER OVERVIEW

GROUNDWORK**PARKS****RECREATION****FACILITIES****NATURE**

9 APPROACHES FOR ACTION

G.1 POLICY FRAMEWORK

G.2 EVIDENCE-BASED DECISION-MAKING

G.3 CUSTOMER SERVICE

G.4 COMPLETE COMMUNITIES

G.5 COMMUNITY ENGAGEMENT

G.6 RECONCILIATION

G.7 PARTNERSHIPS

G.8 ARTS + CULTURE

G.9 STEWARDSHIP

GROUNDWORK

APPROACH FOR ACTION

G.1 POLICY FRAMEWORK

Articulate principles, values and approaches by developing a robust policy framework.

#	INITIATIVES	TIMELINE
G.1.1	Enhance the Park Board's understanding of equity from all perspectives and develop policy, tools and approaches to help address inequities as a part of the upcoming Vancouver Plan and other future citywide planning strategies.	Underway
G.1.2	Clearly and consistently describe approaches, decision-making criteria and processes relating to common functions, issues and questions, and store these statements in a Vancouver Board of Parks and Recreation Policy and Guidelines Manual .	Short
G.1.3	Reflect on the successes and impacts of the Strategic Bold Moves to inform an update of VanPlay, Parks and Recreation Services Master Plan (2019) , in advance of 2029.	Long

GROUNDWORK

APPROACH FOR ACTION

G.2 EVIDENCE-BASED DECISION-MAKING

Support evidence-based decision making by collecting and managing data and information.

#	INITIATIVES	TIMELINE
G.2.1	Create an interactive online map of the VanPlay Initiative Zones and Equity Analysis Factors for staff and the community.	Short
G.2.2	Create and acquire Equity Analysis Factor data sets on an ongoing basis to support the engagement and co-creation of plans for investment in resources like parks and recreation assets and programming.	Short
G.2.3	Conduct a Recreation Provision Study to bolster understanding of both recreation demand and capacity, and how the system is integrated into the day-to-day life of Vancouverites, by mapping access to recreation opportunities, the function of those spaces and their proximity to residents.	Short

G.3 CUSTOMER SERVICE

Provide excellent customer service by enhancing communication with the community, our partners and stakeholders.

#	INITIATIVES	TIMELINE
G.3.1	Regularly report on Park Board updates, achievements, stories, challenges and opportunities to the community and stakeholders.	Underway
G.3.2	Tell the full Park Board story in meaningful and relevant ways by developing a plan for messaging, audiences, channels and their evaluation criteria (Park Board Communications Plan).	Short
G.3.3	Refresh the Park Board public web page to make it more service oriented, consistent and comprehensive by including collated guiding documents and interactive maps, data sets, and dashboards to share information in an understandable and accessible format.	Short
G.3.4	Establish a consistent Park Board identity which reflects the values, vision, and mission of the organisation.	Medium

GROUNDWORK

APPROACH FOR ACTION

G.4 COMPLETE COMMUNITIES

Advocate for the protection and enhancement of parks, recreation and nature throughout the city as elemental parts of complete communities.

#	INITIATIVES	TIMELINE
G.4.1	Advocate for enabling additional flexibility in the delivery of developer contributions like Development Cost Levies and Community Amenity Contributions to help address high need areas of the City to provide ongoing operational funding to support new amenities and the required planning and strategy for increased efficiency and innovation.	Underway
G.4.2	Advocate for increased access, activation and quality of park space by supporting planning initiatives (like rezoning and development adjacent to parks) that consider factors like complementing land uses, reducing shadowing, creating active frontages and facilitating a safe environment.	Underway
G.4.3	Seek alternate funding opportunities (foundation funds, grants, provincial monies, levies, etc.) to diversify the funding stream and support the ongoing enhancement of parks, recreation and nature.	Underway
G.4.4	Seek to understand environmental and microclimatic conditions in parks to inform policy to optimize solar access to parks in the future in collaboration with Planning, Urban Design and Sustainability (CoV) (Solar Access Study).	Short
G.4.5	Advocate for park and recreation provision requirements in keeping with the VanPlay Strategic Bold Moves to be implemented in a renewed Sustainable Large Sites Planning Policy.	Short

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GROUNDWORK

APPROACH FOR ACTION

G.4 COMPLETE COMMUNITIES

Continued.

#	INITIATIVES	TIMELINE
G.4.6	Guide planning for adequate park land and recreation space on rezoning and redevelopment sites in collaboration with Planning, Urban Design and Sustainability (CoV) (Park Provision Policy).	Underway
G.4.7	Advocate for goals and targets that are aligned with VanPlay goals and Strategic Bold Moves in the upcoming revision of the Greenest City Action Plan .	Underway
G.4.8	Thoughtfully manage the impacts of park renewal, like increased quality of parks, on the immediately adjacent community by doing the following: developing innovative partnerships (such as with housing providers), considering impacts, using a community-led approach to design and management, and advocating for planning and policy that reduces displacement (Community Conservation and Enhancement Study).	Medium

GROUNDWORK

APPROACH FOR ACTION

G.5 COMMUNITY ENGAGEMENT

Conduct meaningful, wide reaching and effective community engagement through innovative opportunities and methods.

#	INITIATIVES	TIMELINE
G.5.1	Consistently conduct best practice community engagement by outlining approaches to tactics, strategy, analysis and reporting (Community Engagement Policy).	Underway
G.5.2	Foster engagement of under-represented groups in program and service planning and delivery, including – but not limited to – those with culturally diverse backgrounds, persons of low income, urban aboriginals, persons with disabilities, and youth. And reflect this in the Community Engagement Policy (G.5.1).	Underway
G.5.3	Provide opportunities for "equity seeking groups" to be involved in the interpretation of data that is collected and used by the Park Board to ensure that assumptions are correct, stories are respectful and not discriminatory, and that useful actions to solve problems are identified. And reflect this in the Community Engagement Policy (G.5.1).	Underway
G.5.4	Evaluate community and staff satisfaction by conducting post-occupancy surveys after completion of all major park land development projects.	Short
G.5.5	Seek level of satisfaction feedback on parks and recreation services by commencing a regular citywide survey of residents, stakeholders, program registrants and permit clients.	Medium

GROUNDWORK

APPROACH FOR ACTION

G.6 RECONCILIATION

Focus reconciliation efforts on decolonizing the Park Board and relationship building with Musqueam, Squamish and Tsleil-Waututh First Nations.

#	INITIATIVES	TIMELINE
G.6.1	Instill the Mission, Vision and Values of Park Board Reconciliation and Decolonisation into the Park Board's organisational culture of learning, respect and truth telling.	Underway
G.6.2	Commission and develop an inventory of culturally significant areas throughout the city, as identified by Musqueam, Squamish and Tsleil-Waututh First Nations.	Underway
G.6.3	Conduct a comprehensive colonial audit of the Park Board.	Underway
G.6.4	Develop a united vision for the future of Stanley Park, in collaboration with Musqueam, Squamish and Tsleil-Waututh First Nations to shape how we will collectively manage and steward the park into the future (Stanley Park Comprehensive Plan).	Underway
G.6.5	Strengthen relationships by employing Musqueam, Squamish and Tsleil-Waututh representatives and urban Indigenous peoples to work towards a decolonized process of collaborative stewardship.	Underway
G.6.6	Ensure partnership agreements and consulting procurements reflect the Truth and Reconciliation Commission's calls to action and Park Board's Reconciliation and Decolonization values.	Short

G.7 PARTNERSHIPS

Strengthen and expand partnerships to build capacity and clarify roles.

#	INITIATIVES	TIMELINE
G.7.1	Expand spaces available to the community for parks and recreation purposes (e.g. schools outside of school hours) by working with partners such as the Vancouver School Board .	Underway
G.7.2	Develop a community centre funding model to financially better support centres that serve communities facing socioeconomic challenges.	Underway
G.7.3	Clarify roles and responsibilities for partnership agreements which simplify working with the Park Board (Develop frameworks, principles and decision making criteria in a Partnership Policy).	Medium

GROUNDWORK

APPROACH FOR ACTION

G.8 ARTS + CULTURE

Support diverse cultural visibility through arts, culture and storytelling.

#	INITIATIVES	TIMELINE
G.8.1	Design and install a cultural kiosk at New Brighton Park in collaboration with Musqueam, Squamish and Tsleil-Waututh First Nations.	Underway
G.8.2	Work with Arts, Culture and Community Services (CoV) to develop a joint Monuments and Memorials Framework to guide the criteria and process for donations, commissions, and the conservation and contextualization of the City's historic collection.	Short
G.8.3	Articulate guiding principles and values to determine appropriate naming and sponsorship for events, activities, projects in parks (Sponsorship Policy).	Short
G.8.4	Create funding mechanisms to support community arts and artists-in-residence that are focused on relationships between indigenous and non-indigenous peoples.	Medium
G.8.5	Provide clear decision-making guidance for cultural development, decolonisation, expression in parks, prioritisation of intangible cultural heritage and promotion of cultural redress (Cultural Framework).	Medium
G.8.6	Strategically manage the commissioning, donation and removal or relocation of public art in parks (Public Arts Strategy).	Medium

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GROUNDWORK

APPROACH FOR ACTION

G.8 ARTS + CULTURE

Continued.

#	INITIATIVES	TIMELINE
G.8.7	Steward and grow Park Board cultural assets (Collections Policy and Management Plan).	Medium
G.8.8	Increase cultural sensitivity and strengthen the Park Board's place-based relationships through park naming (Park Naming Policy and Procedures).	Medium
G.8.9	Align assessment of permits for use of parks with values like equity, cultural/artistic expression, local employment opportunities, sustainability, local food, and managing impact on surrounding residents and the environment (Permit Assessment Guidelines).	Medium



Dancing the Parent | Riz de Guzman

G.9 STEWARDSHIP

Foster an ethos of stewardship and community development which engages people, community groups and organisations in caring for and about parks and recreation.

#	INITIATIVES	TIMELINE
G.9.1	Take a community development approach to managing urban parks experiencing conflict and intense use by fostering community stewardship of spaces, providing activations and quickly resolving maintenance, operations and design issues as they arise (Team UP "Urban Parks").	Underway
G.9.2	Leverage destination parks, events, and sport hosting as gateways to participation in, and advocacy for, parks and recreation, and also ensure events are conducted in keeping with the principles of access, welcome and inclusion, while considering the location of major events, recognizing public safety, and ensuring a balanced approach to use and access to events in parks (Special Events Policy).	Medium
G.9.3	Describe stewardship opportunities, resources, processes, roles and activities along a spectrum of commitment and involvement (Stewardship Framework).	Medium
G.9.4	Provide an active, safe and welcoming park at North East False Creek that provides opportunities for community stewardship (NEFC Park Operations and Stewardship Study).	Medium
G.9.5	Spotlight exceptional contributors and volunteers in parks and recreation (Recognition and Appreciation Plan).	Medium

GROUNDWORK

PARKS

RECREATION

FACILITIES

NATURE

5 APPROACHES FOR ACTION

P.1 SAFE, CLEAN + ACCESSIBLE

P.2 CONNECTIONS + NETWORK

P.3 PROTECT + ACQUIRE

P.4 RESPONSIVE

P.5 DIVERSITY

APPROACH FOR ACTION

P.1 SAFE, CLEAN + ACCESSIBLE

Improve the safety, cleanliness and physical accessibility of all parks to increase access for all.

#	INITIATIVES	TIMELINE
P.1.1	Increase capacity of park rangers services based on a detailed service review (Ranger Service Review).	Underway
P.1.2	Audit the physical accessibility of all park amenities to inform a feasibility study to consider opportunities for improvement (Universal and Inclusive Design Audit and Feasibility Study).	Short
P.1.3	Design and build five additional fully-accessible destination play areas throughout the city, in addition to the already in progress project of integrating accessible play features in parks.	Medium
P.1.4	Ensure consistent quality and best practice application of lighting across the park system for safety, comfort and convenience (Park Lighting Standards Policy).	Medium
P.1.5	Outline the Park Board's approach to appropriate vehicle parking in and adjacent to parks (Parking Policy).	Medium

PARKS

APPROACH FOR ACTION

P.2 CONNECTIONS + NETWORK

Enhance nodes and multi-modal connections to create a citywide network of parks and recreation.

#	INITIATIVES	TIMELINE
P.2.1	Work to address busy cycling routes and promote separation of pedestrians and cyclists for safety with all stakeholders, including locations like Kitsilano Beach Park.	Underway
P.2.2	Improve flow and access throughout Stanley Park by separating pedestrians and cyclists for safety (implement the Stanley Park Cycling Plan).	Underway
P.2.3	Conduct a citywide inventory and analysis of pathways and trails within and adjacent to parks. Analysis to include path types, surfaces, connections, rest stops and other amenities to support use by all.	Short
P.2.4	Create a connectivity map for the City's Geographic Information System (GIS) that identifies existing connectivity and gaps, required design improvements, and potential partnerships in the areas of ecological, recreational, water, artistic/cultural and active transportation connectivity. Maintain, add to and improve this data to continuously update the map on the GIS.	Short
P.2.5	Advocate for integration of the vision of a citywide network of parks and recreation as an elemental component of the upcoming Vancouver Plan .	Short

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#	INITIATIVES	TIMELINE
P.2.6	Work to fill the gaps identified by the citywide inventory and analysis of paths and trails (Pathways and Accessibility Plan).	Medium
P.2.7	Identify and strategically locate horticultural excellence points throughout the city to create connectivity along the parks and recreation network. These horticultural excellence points could include heritage landscapes, destination gardens (e.g. VanDusen or Queen Elizabeth Park), or other elements. (Integrate the findings of this into the Horticultural Standards Policy (P.5.3).)	Medium
P.2.8	Establish Queen Elizabeth park as a primary node in the parks network through the work of the Queen Elizabeth Park Master Plan and renewal (planning commenced in 2019, to guide implementation expected to commence within 7 years).	Medium
P.2.9	Provide access to golf course cart paths for walking, running, training and cycling.	Medium
P.2.10	Collaborate with the City's transportation team to review the Greenways Plan and enhance access to parks and community centres during major projects and updates to the citywide active transportation network.	Medium
P.2.11	Establish Columbia Park as a primary connector and node in the parks network through the work of the Columbia Park Master Plan and renewal.	Medium

PARKS

APPROACH FOR ACTION

P.3 PROTECT + ACQUIRE

Protect and acquire park land to provide access to space for sport, recreation, culture and nature throughout the city.

#	INITIATIVES	TIMELINE
P.3.1	Consider all decisions regarding land governance, management and design of waterfront lands along the Fraser River in close collaboration with Musqueam, Squamish, and Tsleil-Waututh First Nations, key stakeholders and relevant city departments.	Underway
P.3.2	Acquire new park land that reflects the Strategic Bold Moves and Approaches for Action outlined in VanPlay while providing transparency in the decision-making process (Parks and Recreation Land Acquisition Strategy).	Short
P.3.3	Protect park land from loss and negative impacts by articulating clear guidelines, principles and processes for proposals in and adjacent to parks (Park Protection Policy).	Short
P.3.4	Update the Park Provision Study (2016 & 2018) to reflect 2021 census data and park land provision on an ongoing basis, timed with new census data.	Medium

APPROACH FOR ACTION

P.4 RESPONSIVE

Respond to challenges and future trends through proactive park design, operations and maintenance practices.

#	INITIATIVES	TIMELINE
P.4.1	Ensure new and renewed parks provide protection from heat and rain, adequate drinking water, places to sit, and sufficient tree canopy so they can be resilient to, and are able to provide comfort to the community during extreme weather . In order to do this, implement design solutions as updated in the Park Development Standards (P.5.4).	Underway
P.4.2	Implement a total asset management program to advocate for appropriate funding and forecast future needs (Complete the Hard Asset Inventory and Condition Assessment).	Underway
P.4.3	Mitigate and be resilient to the impacts of climate change by planning park operations to thrive by considering future trends, managing current challenges, increasing efficiency, being more sustainable and ensuring appropriate funding (Park Operations Strategy).	Short
P.4.4	Define acceptable asset condition and level of service for all parks and recreation assets and advocate for the relevant appropriate funding to achieve this standard using the results of the Hard Asset Inventory and Condition Assessment.	Short
P.4.5	Advocate for the development of planning policy that establishes appropriate setbacks from waterways to provide sufficient space to accommodate sea level rise, and dedicate waterfront lands for park space to both provide access to the water and secure space for recreation in the public realm into the future.	Medium

PARKS

APPROACH FOR ACTION

P.5 DIVERSITY

Provide a wide variety of park types, spaces and experiences that reflect the communities they serve.

#	INITIATIVES	TIMELINE
P.5.1	Expand programming to provide small-scale seasonal, pop-up park amenities such as picnic tables, lounging chairs, games and other colourful, joyful additions to parks.	Underway
P.5.2	Ensure all new park development projects reflect the Strategic Bold Moves and Approaches for Action outlined in VanPlay (Review and update Park Development Standards) .	Underway
P.5.3	Activate parks by increasing the casual use of park space using placemaking techniques, pop-up activities, regular programming, music and art to help provide a sense of welcome and belonging (Park Activation Feasibility Study) .	Short
P.5.4	Display beautiful, consistent and well-maintained horticulture by undertaking a comprehensive review of horticulture throughout all Vancouver parks and using this review to create service level standards (Horticultural Standards Policy) .	Short
P.5.5	Exhibit ornamental native species, bird and pollinator friendly gardening, and appropriate and beautiful naturally managed areas in parks by expanding public education and outreach campaigns such as demonstration gardens .	Medium
P.5.6	Align assessment of licences for commercial operations and exclusive use of parks and recreation amenities (including sports fields and fieldhouses) with values such as equity, cultural/artistic expression, inclusion, welcome, sustainability, local food, and reconciliation (Licence Assessment Process and Policy) .	Medium



RECREATION

RECREATION CHAPTER OVERVIEW

GROUNDWORK**PARKS****RECREATION****FACILITIES****NATURE**

3 APPROACHES FOR ACTION

R.1 CAPACITY, QUALITY + DIVERSITY

R.2 SPORT FOR LIFE

R.3 LOCAL FOOD

RECREATION

APPROACH FOR ACTION

R.1 CAPACITY, QUALITY + DIVERSITY

Increase the capacity, quality and diversity of recreation amenities through strategic management and investment.

Continued next page

#	INITIATIVES	TIMELINE
R.1.1	Implement the recommendations of OnWater , Non-Motorized Watercraft Recreation Strategy (2019).	Underway
R.1.2	Implement the recommendations of the Track and Field Strategy (2019).	Underway
R.1.3	Install Wi-Fi hotspots in all destination parks and outdoor recreation amenities.	Underway
R.1.4	Outline renewal, expansion and maintenance needs for field sport facilities, rectangular fields and sport diamonds while also considering potential locations, designs, functions and associated programming in order to increase access, ability and function to host sport events, and opportunities for sport development (Sports Field Strategy).	Short
R.1.5	Increase the provision, quality and diversity of skate features in parks (Skateboarding Strategy).	Short
R.1.6	Undertake a comprehensive review and analysis of golf courses, pitch and putt courses and driving ranges to understand local and regional context, use and demand which helps describe guiding principles and opportunities to expand programming options (Golf Strategy).	Short

RECREATION

APPROACH FOR ACTION

R.1 CAPACITY, QUALITY + DIVERSITY *Continued.*

#	INITIATIVES	TIMELINE
R.1.7	Update the 2015 Citywide Playground Assessment to determine current state of playgrounds across the city.	Medium
R.1.8	Develop and renew play areas with a focus on expanding the quality and diversity of features and experiences, including nature and adventure play, risky play, all-ages play features and universal accessibility (Playground Strategy).	Medium
R.1.9	Undertake a comprehensive review of lawn bowling to understand current state, sport development needs, opportunity to expand use of facilities and amenities, and ways to expand opportunities for all ages and abilities while revitalizing the current player base (Lawn Bowling Strategy).	Medium
R.1.10	Determine use, demand and quality of sport courts across the city and consider the full range of formal and casual court sports to inform types, location, infrastructure, long-term planning, maintenance and renewal timelines (Sport Court Strategy).	Medium
R.1.11	Review success and learnings to inform an update to the 2017 People, Parks and Dogs Strategy in advance of 2027.	Long

RECREATION

APPROACH FOR ACTION

R.2 SPORT FOR LIFE

Support a lifelong pursuit of sport and recreation for all ages and abilities.

Continued next page

#	INITIATIVES	TIMELINE
R.2.1	Create opportunities to support art in everyday life for recreation by encouraging participation in arts & cultural experiences, as well as skills development, in neighborhoods throughout the City.	Underway
R.2.2	Expand the existing "All Bodies Community - ABC" recreation program, which supports programming to encourage physical activity by all.	Underway
R.2.3	Describe a methodology to determine the appropriate and applicable fees and charges for recreation activities, permits, bookings, parking, etc. (Fees and Charges Policy).	Underway
R.2.4	Facilitate and encourage increased participation in sport by women and girls (Women in Sport Strategy).	Short
R.2.5	Ensure all marketing and communications welcome all to participate in recreation opportunities, programs and use of amenities (Recreation Marketing and Communications Plan).	Short
R.2.6	Support sport development and ensure fair and equitable use among field users (Field Allocation Policy).	Short
R.2.7	Manage use, access and demand for outdoor sport courts through a new booking system (Outdoor Sport Court Management Plan).	Short
R.2.8	Strategically support ongoing work to reduce barriers to participation by identifying resources required to both facilitate the expansion of the Leisure Access Program (LAP) and continue to expand inclusive recreation programming system-wide while still developing relationships in recreation to enable access and inclusion (Access and Inclusion Strategy).	Short

RECREATION

APPROACH FOR ACTION

R.2 SPORT FOR LIFE

Continued.

#	INITIATIVES	TIMELINE
R.2.9	Conduct a survey by, and of, urban aboriginal youth to measure perceptions of safety and welcome at parks and community centres to develop outcomes and recommendations that result in more opportunities for urban indigenous youth to use Park Board services, and engage with and provide feedback to Park Board recreation.	Short
R.2.10	Provide a free Swim to Survive program for all Grade 3 students.	Short
R.2.11	Describe the Park Board's philosophy and priorities for sport and recreation projects and their ongoing management (Sport Policy).	Short
R.2.12	Expand recreation and arts opportunities for older adults , and seniors of all abilities and a wide range of interests (Age-Friendly Recreation Strategy).	Short
R.2.13	Decolonize Park Board recreation amenities, services and programming (Reconciliation Through Recreation Strategy).	Medium
R.2.14	Encourage gender diversity in sports participation (Gender Diversity in Sport Action Plan).	Medium
R.2.15	Implement the revised Long Term Development for Sport and Physical Activity model while supporting relationships with partners through an updated Sport for Life Strategy (2008).	Medium
R.2.16	Support ongoing improvements to youth services, resources, programs and amenities in the parks and recreation system that enhance social, environmental, sport, fitness, arts and culture opportunities (Update the 2014 Strategic Youth Plan).	Medium
R.2.17	Ensure all recreation amenities, programs and facilities meet the HIGH FIVE guidelines for healthy child development by incorporating staff implementation training and support.	Medium

RECREATION

APPROACH FOR ACTION

R.3 LOCAL FOOD

Support access to sustainable, local and healthy food.

#	INITIATIVES	TIMELINE
R.3.1	Encourage food-focused programming and infrastructure for formal and informal gatherings that facilitate growing, cooking, eating and sharing of food in parks and community centres.	Underway
R.3.2	Work with Musqueam, Squamish, and Tsleil-Waututh First Nations and Urban Aboriginal communities to support Indigenous food systems in parks and recreation.	Underway
R.3.3	Facilitate access to local, secure, healthy food through concessions and restaurant partners (leases), community centre kitchens, farmers markets, community gardens, and field houses (Update the Local Food Action Plan).	Short



Food Trucks and Street Food Festival | Park Board

FACILITIES

FACILITIES CHAPTER OVERVIEW

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2 APPROACHES FOR ACTION

F.1 EXPAND ACCESS

F.2 WELCOMING SPACES

APPROACH FOR ACTION

F.1 EXPAND ACCESS

Expand access to recreation facilities to keep up with population growth and changing needs.

#	INITIATIVES	TIMELINE
F.1.1	Keep up with population growth by increasing the access to facilities; for example, aim to maintain the current citywide ratio of 1.2 sq.ft of multifunctional community centre space (excluding rinks and pools) per person as the population grows.	Underway
F.1.2	Maximize access to recreation facilities and amenities outside the Park Board system by developing strategic partnerships with other recreation facility and amenity providers in keeping with the Park Board's principles of access, inclusion and welcome.	Underway
F.1.3	Anticipate population growth and increased usage of fitness centres by increasing the citywide average size of these assets.	Underway
F.1.4	Ensure new facilities are located near transit and active transportation nodes where it is possible to encourage green transportation choices.	Underway
F.1.5	Provide affordable, accessible and secure spaces for all-ages music performances and education in community centres in collaboration with Arts, Culture and Community Services (CoV).	Underway
F.1.6	Implement recommendations of the revised VanSplash, Vancouver's Aquatic Strategy (2019).	Underway

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FACILITIES

APPROACH FOR ACTION

F.1 EXPAND ACCESS

Continued.

#	INITIATIVES	TIMELINE
F.1.7	Determine the priority for renewal of community centres in collaboration with Community Centre Associations (Community Centre Renewal Plan).	Short
F.1.8	Conduct a needs assessment and feasibility study for an indoor dry-floor sport (or multi-sport) facility in preparation for the 2023-2026 capital planning process.	Short
F.1.9	Develop asset targets for the provision of arts and culture amenities and facilities such as studios, performance spaces, galleries and arts infrastructure in parks and community centres (and update Strategic Bold Move: Asset Needs to include this).	Short
F.1.10	Undertake a needs assessment for the Burrard Marina , and develop a plan to guide upgrades, maintenance and operations of the marina facility.	Short
F.1.11	Review the current state, future trends, needs and opportunities for Park Board Service Yards to inform renewal plans in collaboration with Real Estate and Facilities Management (CoV) (Service Yards Strategic Plan).	Short
F.1.12	Develop Recreation Functional Planning Consideration Guidelines for the planning of new and renewed recreation facilities that include important factors such as the provision of space for a broad range of functions, a balance of types of spaces, appropriate locations and relationships on site, a process for determination and inclusion of community priorities, and the inclusion of the principles of accessibility, welcome and inclusion for all ages and abilities.	Medium
F.1.13	Increase access to five additional ice rinks by considering potential locations, partnership opportunities, innovative designs, integration into ongoing capital planning and renewal timelines of existing facilities (Ice Strategy).	Medium

APPROACH FOR ACTION

F.2 WELCOMING SPACES

Enhance existing facilities to create welcoming spaces and amenities which appeal to a wide range of recreational interests and are accessible to all.

#	INITIATIVES	TIMELINE
F.2.1	Advocate for increased maintenance budgets to better meet needs for facilities and amenities to account for increased intensity of use, particularly in Equity Initiative Zones (Strategic Bold Move Tool) and growth areas.	Underway
F.2.2	Develop a robust culture of welcome, inclusion, anti-oppression, and truth and reconciliation within the Park Board.	Underway
F.2.3	Equip community centres and large parks to act as emergency hubs and refuges during earthquakes, extreme weather and other emergencies.	Underway
F.2.4	Advocate for enhanced transit and active transportation connectivity between existing facilities and amenities.	Underway
F.2.5	Complete the Washroom Strategy to guide provision of new facilities, retrofits and renewals.	Underway
F.2.6	Establish a vision and mission to guide investment, service delivery and outreach for VanDusen Botanical Garden and Bloedel Conservatory (VanDusen Botanical Garden and Bloedel Conservatory Strategic Plan).	Short
F.2.7	Develop a method to determine maintenance needs and priorities , in collaboration with Community Centre Associations and Real Estate and Facilities Management (CoV).	Short

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FACILITIES

APPROACH FOR ACTION

F.2 WELCOMING SPACES

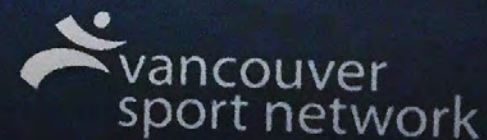
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#	INITIATIVES	TIMELINE
F.2.8	Enhance customer service at pools and beaches (Aquatic Services Structural Review and Implementation Plan).	Short
F.2.9	Activate and diversify use (e.g. artist's residences, local food, concessions, community partnerships, events, sport development, staff use) of fieldhouses (Fieldhouse Strategy).	Medium
F.2.10	Support sport development while ensuring fair and equitable use between ice rink users and efficient management (Ice Allocation and Management Policy).	Medium
F.2.11	Ensure pools are managed and used in line with Park Board priorities, values and principles (Pool Allocation and Management Policy).	Medium
F.2.12	Provide accessible, welcoming, inclusive and right-sized programs for fitness, aquatics, and arenas by clearly defining services offered and describing an overarching philosophy.	Medium
F.2.13	Promote self-serve admittance while improving accessibility and customer service by installing information and registration kiosks in the lobbies of all major facilities.	Medium



TRUE SPORT
lives here

**Good sport can make a
great difference**



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5 APPROACHES FOR ACTION

N.1 SHORELINE + WATERWAY INTEGRITY

N.2 FRESHWATER RESOURCES

N.3 ECOLOGICAL NETWORK

N.4 CONNECTION TO NATURE

N.5 URBAN FOREST

N.1 SHORELINE + WATERWAY INTEGRITY

Protect and enhance the integrity of foreshores, waterways and beaches.

#	INITIATIVES	TIMELINE
N.1.1	Identify marine conservation zones to protect and enhance delicate shoreline ecosystems, including fish spawning areas and bird habitat, and balance this with the qualities of waterway recreation.	Underway
N.1.2	Increase public access to shorelines and plan for how that access will adapt as sea levels rise by working with City, First Nations and regional partners to develop policy, acquisition and design solutions.	Medium
N.1.3	Create a thriving intertidal zone that supports a biodiverse habitat while protecting the parks and sea wall recreation trails from the impacts of storm surge and sea level rise like erosion (Habitat Sea Wall and Foreshore Areas Plan).	Medium

N.2 FRESHWATER RESOURCES

Protect Vancouver's freshwater resources through ecological restoration, green infrastructure, and water conservation.

#	INITIATIVES	TIMELINE
N.2.1	Identify, acknowledge, uncover and connect freshwater features, and historic streams , to both help manage and filter stormwater and increase their visibility.	Underway
N.2.2	Reduce potable water use in parks through service review, innovative design, new technologies and increasing the use of recirculating systems.	Underway
N.2.3	Establish principles and a decision-making framework to determine appropriate locations to incorporate green infrastructure, like bioswales and wetlands, in parks to create wetland habitat, improve water quality, manage stormwater and reduce need for irrigation (Water Management in Parks Policy).	Short

NATURE

APPROACH FOR ACTION

N.3 ECOLOGICAL NETWORK

Nurture, protect and connect the city's ecological network and natural areas.

#	INITIATIVES	TIMELINE
N.3.1	Continue to enhance, nurture and connect existing natural areas to address impacts of threats like community use, carrying capacity, climate change, and invasive species (among others).	Underway
N.3.2	Establish an integrated approach to managing established and emerging invasive species in parks (Invasive Species Policy).	Short
N.3.3	Enhance habitat value for pollinators, insects, and birds by improving the soil nutrients and surrounding ecologies with horticultural methods and species selection (Ecological Horticulture Study), and incorporate the findings into the Horticulture Standards Policy (P.5.3).	Short
N.3.4	Create design and management guidelines for natural areas within parks of various typologies, in collaboration with Musqueam, Squamish and Tsleil-Waututh First Nations and Operations staff (Naturally Managed Areas Guidelines).	Medium
N.3.5	Identify locations for habitat corridors based on urban wildlife movement, bird flyways, biodiversity hotspots, hidden streams and green infrastructure gaps.	Medium
N.3.6	Provide access to a naturally managed area of at least 0.2 ha within a 10 minute walk of all residents.	Long
N.3.7	Implement recommendations of the 2016 Biodiversity Strategy , and update the strategy in advance of 2026.	Long
N.3.8	Implement recommendations of the 2019 Urban Forest Strategy , and update the strategy in advance of 2029.	Long
N.3.9	Implement the recommendations of the 2015 Bird Strategy , and update the strategy in advance of 2025.	Long

N.4 CONNECTION TO NATURE

Cultivate connection to nature through education, programming and stewardship.

#	INITIATIVES	TIMELINE
N.4.1	Engage residents in fun and easy environmental monitoring, citizen science and environmental education programs to demonstrate the benefits of an ecological approach to horticulture and naturally managed spaces in parks.	Underway
N.4.2	Incorporate environmental education and interpretive signage into the park system in collaboration with Musqueam, Squamish and Tsleil-Waututh First Nations.	Underway
N.4.3	Support environmental stewardship by providing expertise and resources, giving appreciation and recognition, and supplying training capacity building opportunities to community stewardship groups and environmental art projects.	Underway
N.4.4	Reflect on successes and lessons learned to inform an update to the 2014 Environmental Education and Stewardship Action Plan , in advance of 2024.	Underway

NATURE

APPROACH FOR ACTION

N.5 URBAN FOREST

Grow and improve the health of Vancouver's urban forest.

#	INITIATIVES	TIMELINE
N.5.1	Encourage residents to look after street trees and report their condition to staff (Enhance the Tree Guardians program).	Underway
N.5.2	Increase tree canopy cover in the Equity Initiative Zones, particularly the Downtown Eastside neighbourhood, to improve the quality of the urban living environment by providing more access to nature, supplying increased shade, and reducing the urban heat island effect.	Underway
N.5.3	Select urban forest species with consideration of location, connectivity, function, habitat, climate change adaptation and Local First Nations Forestry knowledge, species selections and practices (Species Selection Policy).	Short



Old Growth Tree in Stanley Park | Park Board

