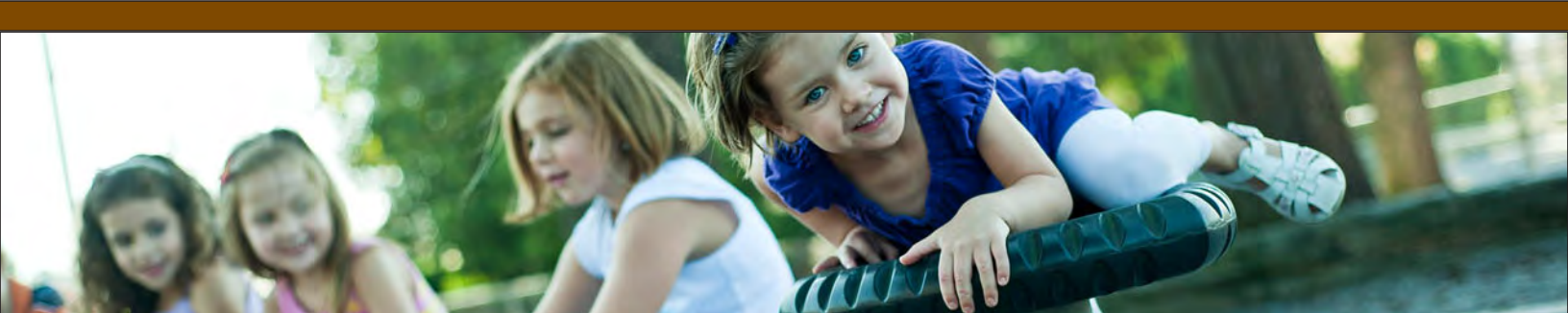


# DISTRICT OF WEST VANCOUVER PARKS MASTER PLAN

JULY 2012



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**ACKNOWLEDGEMENTS**

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## EXECUTIVE SUMMARY

This is the District of West Vancouver's (District's) first Parks Master Plan (PMP) since 1977. It follows and is a companion to the Parks and Open Space Background Document of 2006. The Parks Master Plan Working Group was instrumental in guiding the preparation of the PMP. There was also significant collaboration and consultation with the community. This is the community's vision for the future of parks in West Vancouver.

### Vision

The vision statement for the PMP forms the structure for the goals and the recommendations:

The Parks Master Plan endows the community with a balanced approach to parks planning that will increase enjoyment of and pride in our natural spaces, and it

- *protects, restores and defends the unique shores, parks and mountain lands of our community*
- *encourages and enhances relevant and accessible active living*
- *fosters community involvement and shared responsibility for stewardship, and*
- *uses creativity, innovation and efficiency to manage resources*



## Core Values

West Vancouver’s citizens have articulated values upon which the Parks Master Plan is based:

- Protection and stewardship of the natural environment and heritage resources
- Experience, appreciation, and understanding of the natural beauty, waterfront, creeks and forests
- Recognition of the uniqueness, diversity and fun of parks
- Promotion and support of active living, health and social and spiritual well being
- Inclusiveness, accessibility and respect for all people
- Welcoming atmosphere that fosters community interaction and involvement
- Public safety and security
- Prudent financial stewardship and management
- Sustainability for future generations
- Parks as public land benefitting all people



## Recommendations

The following are the highlights of the recommendations:

### *Parkland Protection and Acquisition*

These recommendations focus on protecting all existing and future parks with park dedication bylaws. Recommendations also identify the need to protect areas with high environmental values, cultural and heritage features, and trail corridors.

### *Capital Development for Active Living*

These recommendations focus on improving the infrastructure in parks in order to improve park design, accessibility, and connectivity, to update aging amenities, and to provide the types of amenities needed. These amenities include trails, trail heads, washrooms, courts, dog off-leash areas, play areas, water parks, and signs.



### *Community Involvement and Stewardship*

These recommendations focus on increasing and improving community involvement processes, including volunteer contributions and partnerships. The intent is also to better understand and address the needs of specific groups such as youth, dog owners, urban agriculture enthusiasts and neighbourhood residents.

### *Parks Management and Service Delivery*

These recommendations address how services might be improved. The diverse set of recommendations is focused on meeting community needs and protecting environmental and cultural resources as efficiently and cost effectively as possible. Recommendations address methods, standards, tools, and policies for improving design, public awareness, maintenance, and management of environmental resources and invasive species.

### **Implementation Plan**

The implementation plan outlines the proposed phasing, costs, financial strategies and partnerships involved in achieving the recommendations. A list of all of the Plan recommendations can be found in Figure 5.1 Financial and Phasing Plan. Decision-making criteria for evaluating the many proposals received by Parks staff are provided as guidance for the future (Figure 5.2).







## HOW TO NAVIGATE THIS PLAN

This plan builds upon the Parks and Open Space Plan Background Document prepared in 2006. That document contains extensive background information related to this Parks Master Plan.

This plan presents the most important information and recommendations first, followed by the implementation plan. Schedules include supporting and detailed data, and all maps are at the back of the Parks Master Plan.

**Section 1. Introduction and Vision for the Future**, introduces the Plan and identifies the vision, core values and goals upon which this Parks Master Plan is based.

**Sections 2. Parkland, 3. Park Amenities and Use, and 4. Park Management** provide new information (since 2006) on a variety of topics; descriptions in each subsection are followed by recommendations.

The recommendations are listed under headings that reflect the vision, core values, goals, and the methods of implementation as follows:

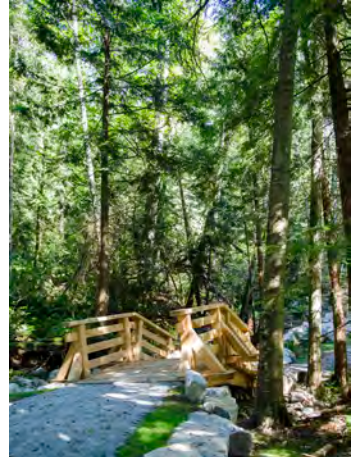
- Parkland Protection and Acquisition
- Capital Development for Active Living



- Community Involvement and Stewardship
- Parks Management and Service Delivery

**Section 5. Implementation Plan**, identifies the priorities, phasing, approximate cost, and methods and techniques involved in implementing the plan. Figure 5.1 Financial and Phasing Plan includes a list of all of the recommendations in the Plan.

The schedules provide extensive background information, updated from 2006.



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## 1.0 INTRODUCTION AND VISION FOR THE FUTURE

### 1.1 Context and Purpose of the Parks Master Plan

#### Context

West Vancouver has unique natural features and biodiversity. Within its parks, the District has protected marine and mountain habitats, old-growth rainforests and pockets of “Mediterranean” climate, all within a short drive from a large city. These characteristics are of vital importance to the community and to the many species inhabiting the natural environments.

The District of West Vancouver (District) prepared its previous Parks Master Plan (PMP) in 1977. Since that time, there have been major changes in the community. The demographics in the District have evolved, new parks and facilities have been developed, trends in leisure time and outdoor recreation have changed, and concepts like environmental sustainability, corporate responsibility and ecological integrity have become high on political and community agendas.

The first step towards a new Parks Master Plan was the preparation of the Parks and Open Space Background Document (March 2006, Catherine Berris Associates Inc.) That document includes an

*“Having lived and grown up in the parks and outdoor spaces of West Vancouver, and having used every part of these spaces ... I am very pleased to see that WV is planning on protecting these spaces.” - Open House Participant*



extensive inventory of the green spaces in West Vancouver and provides a foundation upon which to build the Parks Master Plan.



The next step was the formation of the Parks Master Plan Working Group, comprised of members of the community, a member of Council, and District staff, and chaired by a member of the community. The role of the Working Group “with its intimate knowledge of the community.... shall assist in the development of a viable Parks Master Plan which is sensitive to the uniqueness of West Vancouver and purposeful in achieving the objectives as identified” (Working Group Terms of Reference, District Website.)

### **Plan Purpose**

The purpose of the Parks Master Plan is to set clear direction for the management, protection, and enhancement of and community engagement within West Vancouver’s parks, trails and open spaces, to meet the immediate and long term (10 year) needs of the community.

The Parks Master Plan will also contribute to the corporate objectives identified in the 2010 Balanced Scorecard, which balances social, economic and environmental elements in West Vancouver. The goal is to ensure that multiple community benefits are provided in an economically efficient manner.

## **1.2 Planning Process and Methods**

The Parks Master Plan is based on extensive collaboration and consultation with the community. The primary steps in the process included the following:

- Parks Master Plan Working Group (PMPWG) – This group was established July 2010, and participated in regular biweekly meetings since September 2010; the PMPWG was involved in the provision of information, guidance of the public process, and review of all iterations of the Parks Master Plan (see Schedule A for PMPWG Terms of Reference)
- Stewardship Input Forum, January 26, 2011 – 12 groups attended and provided brief summaries of their work and suggestions for the PMP (see Schedule C3)
- Workshops, April to June 2011 – Workshops were held as follows: public workshops in different locations, Advisory Committee for Disability Issues workshop, youth workshop, District staff workshop
- Public open houses, February 29 and March 6, 2012



*“I strongly appreciate the opportunity for feedback that was given during the open house and through these comment sheets. Thank you.” - Open House Participant*

## 1.3 Vision

The vision statement for the Parks Master Plan (PMP) was prepared by the PMP Working Group, and confirmed by the community in focus groups. It reads as follows:

The Parks Master Plan endows the community with a balanced approach to parks planning that will increase enjoyment of and pride in our natural spaces, and it

- *protects, restores and defends the unique shores, parks and mountain lands of our community*
- *encourages and enhances relevant and accessible active living*
- *fosters community involvement and shared responsibility for stewardship, and*
- *uses creativity, innovation and efficiency to manage resources*

## 1.4 Core Values

Through surveys, consultation and focus group workshops, West Vancouver's citizens have articulated values upon which the Parks Master Plan is based. Values are philosophical and they are relevant over an indefinite time frame. The values are as follows:

- Protection and stewardship of the natural environment and heritage resources
- Experience, appreciation, and understanding of the natural beauty, waterfront, creeks and forests
- Recognition of the uniqueness, diversity and fun of parks
- Promotion and support of active living, health and social and spiritual well being
- Inclusiveness, accessibility and respect for all people
- Welcoming atmosphere that fosters community interaction and involvement
- Public safety and security
- Prudent financial stewardship and management
- Sustainability for future generations
- Parks as public land benefitting all people



## 1.5 Goals

The goals provide guidance on directions that will be taken to meet community needs. The goals are more specific than the core values and they pertain to the time frame of this plan. It is understood that the District is already pursuing actions that comply with many of these goals. More specific recommendations on ways to achieve the goals are provided later in this plan:

### Environmental and Cultural Resources



1. Protect ecological integrity, species habitat and diversity, and heritage values.
2. Increase interpretation and education about the natural and heritage resources.
3. Protect areas with environmental values and historically significant parkland.
4. Embed environmental best practices within all Parks Department activities.

### Recreation and Active Living



5. Provide diverse and entertaining opportunities for physical activities and social connections.
6. Promote cultural experiences in parks through art, music, programs and special events.
7. Promote connectivity among natural areas, parks, open space, trails, the waterfront, creeks, and other destinations.
8. Celebrate and revitalize the waterfront for the enjoyment of all residents.
9. Increase the accessibility of parks and trails to all members of the community, including those with disabilities, seniors, youth, and families.

### Community Involvement and Stewardship



10. Encourage and support stewardship activities that protect natural and heritage resources.
11. Increase public awareness and recognition of parks and the opportunities they support.
12. Engage the community in parks planning, design and management, including the use of partnerships.



## Parks Management and Service Delivery

13. Maintain a high level of service and innovation.
14. Work on community beautification.
15. Work with the police and social service agencies to promote public safety and security in and near parks.
16. Support sustainable, multi-use, flexible, revenue creation opportunities in parks that are compatible with the community's values and goals.
17. Maximize the benefits to the community for expenditures related to parks.





## 2.0 PARKLAND

### 2.1 Park Types

It is customary for municipalities to classify parks into types based on the characteristics and uses of the parks. This is a management tool that enhances understanding of the park system, and it can be used to guide park planning, design, management and maintenance. The District's park types, defined below, are a consolidation and refinement of those in the Parks and Open Space Background Document. As park systems change over time, it is important to review and refine the park types. Some parks have characteristics that are consistent with more than one type; in these cases, the park is given a type according to its key role.

Destination parks are the well know parks that draw people from far and wide.

- **Destination Parks** regularly draw visitors from the entire municipality and beyond, attracting those who specifically travel to spend time “in the park”. People may visit these parks due to the natural features such as beaches or important forests, or the facilities and opportunities offered, such as major walkways, trail systems, and large picnic areas. Major urban parks are also considered destination parks due to the high use. They may be plazas, ornamental plantings, or gathering areas on a site such as the Civic Centre. Urban parks may accommodate social functions or provide the

visual features that add character to core areas. **Examples of Destination Parks: Ambleside Park, Dundarave Park, the public waterfront between Ambleside Park and Dundarave including the seawalk, Lighthouse Park, Horseshoe Bay Park.**

- **Community Parks** (minimum optimal size 4 hectares or ha) generally serve the catchment area of a secondary school, or about three to five neighbourhoods. They typically include sport fields and/or ball diamonds, fieldhouse/washroom building, playground(s), walkways or trails, and parking lot(s). They are meant to form the visual, physical and social focus of the community. In many cases, portions of elementary and secondary school sites serve as community parks. **Examples of Community Parks: Hugo Ray Park, Seaview Walk, Memorial Park.**
- **Neighbourhood Parks** (minimum optimal size 2 ha, sometimes 1 ha) generally serve the catchment area of an elementary school, or 2,000 to 4,000 population. Neighbourhood park development may include play equipment, hard court, pathways, open grass, and seating. These parks are meant to form the visual, physical and social focus of the neighbourhood. Some sites that are planned for future development may be called undeveloped neighbourhood parks. Neighbourhood parks have important benefits in relation to health, fitness, walkable community and families. **Examples of Neighbourhood Parks: Leyland Park, Altamont Park, Plateau Park.**
- **Natural Area Parks** are composed primarily of natural ecosystems and may protect areas with high environmental values, e.g. forests, riparian areas. Natural area parks may be large or small, and they may be linear with a primary purpose of supporting trails. Facilities may include trails and staging areas for trails. Although not a “park” in the legal sense, the municipally-owned lands used for recreation known as the Upper Lands are considered a natural area park by the community and they are maintained by the Parks Department as such. **Examples of Natural Area Parks: Ballantree Park, McKechnie Park, Nelson Canyon Park.**
- **Shoreline Access Parks** include small properties whose primary function is to provide public access to the waterfront. Some may be destination parks such as pocket beaches; others exist for access only. Waterfront parks are considered secondary to other types of parks that may also be located on the waterfront, e.g., a waterfront park may also be considered a District Park, and therefore will be classified as a District Park. **Examples of Shoreline Access Parks: Altamont Beach Park, Sandy Cove Park.**

Community parks support recreation and social activities for multiple neighbourhoods.

Neighbourhood parks are within walking distance and meet local needs.

Natural area parks protect forests and creeks and provide nature experiences.

Shoreline access parks provide the public the opportunity to reach the waterfront.



Open spaces are other District properties that are not “parks” in the classical sense.



- **Open Spaces** include other District properties that offer environmental and/or recreational value, managed by the Parks Department; however they may not be considered “parks” in the classical sense. Although these offer varying degrees of public access, environmental values, and visual amenities, they have not been included in the park types because of their distinct uses and differences from typical “parkland”. The cemetery and golf course are both visited by the public for specific uses and they have high value for their visual qualities and green space. Taylor Way Boulevard is valued for the cherry trees and ornamental plantings; it is often used for photographs because of its proximity to a church, particularly when the cherry trees are in bloom. **Examples of open spaces include: small remnants of green space within developments, Capilano View Cemetery, Gleneagles Golf Course and Taylor Way Boulevard.**
- **School sites** include the green space portion of public school sites. These are considered within the park system because the land often has important park values (school buildings and parking lots are excluded). Sport fields, play areas and green space on school sites support school and community sports, casual recreation, and social gathering, sometimes performing the functions of neighbourhood parks (for elementary schools) or community parks (for secondary schools).

### Recommendations<sup>1</sup>

#### Parks Management and Service Delivery

- 2.1.1 Adopt the above classification of park and open space types, integrate it into other District documents as appropriate, and use it as a tool when planning and managing parks.

## 2.2 Parkland Supply and Protection

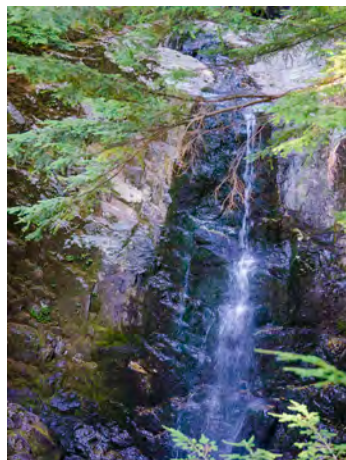
### Parkland Supply

Several methods can be used to analyze parkland supply, as noted in Background Document. These methods are tools that consider parkland supply from different perspectives. The analyses of population-based parkland supply and area-based parkland supply are provided in Schedule D.

### Legal Designation of Parks

West Vancouver does not have park zoning in its Zoning Bylaw. Therefore, most parks have the same zoning as the land surrounding them. For example, a large majority of the parks

<sup>1</sup> It is understood that the District is already pursuing actions that comply with many of the recommendations in this Master Plan. For that reason “continue to” is not included at the front of any of the recommendations.



in the District fall within the RS (residential single family) or RT (residential duplex) zones (see Schedule E). An analysis of options for protecting parks determined that adding park zoning would not result in a high level of protection of parks.

Many of the parks in the District are protected by park dedication bylaws, a tool which offers a high level of protection, higher than zoning would offer. Dedication of parks occurs in accordance with the *Community Charter*, and it is difficult to remove once it is established.

### Protection of Parks

A concern of great importance to the PMP Working Group is that a significant number of parks do not have park dedication bylaws, and many of these are key District parks. In addition, some parks are composed of multiple legal properties, including differing designations.

A list showing the protection of existing parks is provided in Schedule E. Figure 2.1 provides some examples of parks with a high priority for protection. In addition to this list, there are multiple de facto parks that require more research, e.g., waterfront road-ends and access points, Gleneagles Golf Course. 13th and Marine Drive Park



*“I like to see more emphasis on the protection and preservation of our Natural Areas.” - Open House Participant*

- |   |   |
|---|---|
| • Altamont Park                         | • Klootchman Park   |
| • Ambleside Park - single lot in middle | • Larson Bay Park   |
| • Ballantree Park                       | • Millennium Park- Ambleside landing and east to Ambleside Park (portion) |
| • Benbow Park                           | • Navy Jack Point Park  |
| • Burley Drive Park                     | • Nelson Canyon Park - miscellaneous sections around highway              |
| • Caulfeild Park (portion)              | • Plateau Park  |
| • Cross Creek Park                      | • Rabbit Lane Park  |
| • Dundarave Park - portions             | • Tall Trees Park   |
| • Eagle Harbour Beach Park              | • Whytecliff Park   |
| • Eagle Harbour Field / Gallagher       | • Whyte Lake Trailhead (portion of Nelson Canyon not dedicated)           |
| • Erwin Park                            |   |
| • Hadden Park                           |   |
| • Houlgate Creek Park (portion)         |   |
| • John Lawson Park- portions            |   |

**Figure 2.1: Parks with High Priority for Protection**

### Encroachment

One of the District’s challenges is that there are cases where private property owners have encroached onto adjacent parkland with structures, fences, gardens, etc. These encroachments limit public

access opportunities and they can be detrimental to environmental values through increasing fragmentation, introduction of invasive species, increased pollution, infilling of wetlands, and dumping of garden waste. Encroachments, however, are time-consuming and expensive to pursue. It may be necessary for encroachments to be resolved prior to pursuing dedication for respective parks.

### **Acquisition of Parkland**

There are locations where acquisition of new parkland would greatly enhance the parks inventory. In the lands below the Upper Levels Highway, there are key properties that would help to improve existing parks, provide connections, or reduce/eliminate conflicts with existing parks. This type of land is very expensive and not always available.



In areas above the highway, parks are typically acquired within areas designated for future development. These neighbourhoods have different recreation needs, partly due to their demographics. Some of the existing neighbourhood parks and facilities such as tennis courts are not getting much use and conventional neighbourhood parks have not all been successful due to steep slopes, small size and limited access. The most popular activities in parks in this general area are walking and viewing. For that reason, parkland in the form of corridors, with trails and viewpoints, is now being considered as an alternative to small neighbourhood parks. A study of the Upper Lands will be undertaken in 2012 as part of the District's involvement in Metro Vancouver's Regional Growth Strategy, and that study will give more consideration to future parkland.

Some lands which will be surrounded by development in the future have particularly high recreation and environmental values. Whyte Lake and the trail to the lake is one highly important area that the community has indicated is in need of protection as a park.

There are also municipally-owned lands above the highway used for recreation, known as the Upper Lands. The long-term protection of these areas is very important to District residents.

An important objective, supported by the public's passion for their parks, is to retain all existing park and open space lands, so that disposition of any such lands would only occur as a last resort in order to obtain lands that better enhance the park inventory and more clearly meet the core values of the PMP.

“De facto” parks perform all the functions of established parks, but they are not protected as parkland with a dedication bylaw.



## Recommendations

### Parkland Protection and Acquisition

#### **Protection of Parks**

- 2.2.1 Pass park dedication bylaws as soon as possible for de facto parks that are of a high priority to the community.
- 2.2.2 Begin the park dedication process with the high priority parks listed in Figure 2.1. Review all other de facto parks and pass park dedication bylaws as is appropriate.
- 2.2.3 Identify the land surrounding Whyte Lake and Whyte Lake Trail, and protect this area as a park with a park dedication bylaw.
- 2.2.4 Pass park dedication bylaws for all new parks.
- 2.2.5 Address encroachment into parks.
  - Inventory and document encroachments.
  - Establish policy to address encroachments.

#### **Parkland Supply – All Areas**

- 2.2.6 Identify existing parkland (dedicated or not) that does not meet the PMP core values for parkland, and determine the most appropriate actions with respect to these lands, including community consultation.
  - Are there steps that can be taken to make that land meet the PMP core values?
  - If the land cannot be altered to meet the PMP core values, determine if the land might be used for disposition or land swap purposes to obtain parkland which would enhance the park inventory and meet the PMP core values.

#### **Parkland Acquisition – Below Highway**

- 2.2.7 Acquire properties as parks where acquisition would meet the core values of the Parks Master Plan and significantly enhance the parks inventory, e.g., undeveloped road-ends that provide access to the shoreline.
  - Review opportunities for accretions adjacent to waterfront parkland and take the necessary steps to add these to the District's park holdings.

#### **Parkland Acquisition – Above Highway**

- 2.2.8 Recommend that a high-level environmental inventory be conducted as part of the Upper Lands Study to generally identify lands which could be considered for future park protection.



*“I really like the idea of classifying parks and identifying environmental hot-spots. Also mapping environmentally sensitive areas.” - Open House Participant*



- 2.2.9 Conduct more detailed biophysical inventories in the future, to identify the specific boundaries of parks, resources to be protected, threats, etc.
- 2.2.10 Identify lands currently used or with high potential to be used for recreation, and identify the appropriate means of acquiring and designating these areas as parkland, e.g., Upper Cypress Falls and the wetlands west of the falls, trails on the Upper Lands.
- 2.2.11 Use the collaborative approach initiated during the Rodgers Creek development process to identify new park sites in the Upper Lands, respecting the increased housing density nodes and the unique topography of the mountainside.
- 2.2.12 Establish and adopt criteria for new neighbourhood parkland in keeping with the core values of the Parks Master Plan, and work with the Planning Department to acquire these parks through the development process. Potential criteria include:
- Trail system with connectivity to communities and parks
  - Viewpoints along trails and nodes for sitting and gathering at trail heads
  - Larger parks with play areas and other amenities in higher density areas

***Cultural and Heritage Features***

- 2.2.13 Recognize, protect and interpret cultural and heritage features, including natural heritage, with reference to the Heritage Strategic Plan.



## 3.0 PARK AMENITIES AND USE

### 3.1 Park Planning and Design

This subsection addresses the planning and design process for parks. It also considers the infrastructure within parks in a general way. The following subsections (3.2 to 3.10) address the specific amenities within parks.

#### Park Planning

West Vancouver residents have a strong attachment to their parks. When planning and designing parks, the District typically involves the surrounding community by sending out notices and holding meetings and public open houses. This process is very important and is appreciated by residents.

There are many factors that must be addressed in park planning and management. These change over time, and park planners keep track of “best practices”.

Safety and security are high among current concerns. The standard approach is to use the principles of crime prevention through environmental design (CPTED). This needs to be balanced with environmental considerations, since CPTED can result in removal of significant amounts of vegetation to obtain visibility.

*“Where else in the world do such natural spaces blend in with city and residential life as well as here?” - Open House Participant*



Social needs and opportunities for gathering are a growing interest in all parks, including neighbourhood parks. People who have become disconnected from their communities as a result of working practices and technology are expressing interest in reconnecting with others, and parks are well positioned to support that need.

### Park Design

Park design is also a complex task with multiple considerations. The following are some specific aspects of park design that were raised during the process of preparing this plan.

Parks in the District are designed with a range of landscape treatments from a horticultural urban standard to informal settings with native plantings to forested areas, depending on the park type and its surroundings. The proposed level of maintenance is a critical consideration in park design, since maintenance costs over time are usually greater than initial development costs.

Parking is a challenging consideration. The public expressed concerns about difficulties parking in or near some parks, especially for those with disabilities. While accessibility is important, it is not appropriate to dedicate too much valuable parkland to parking. Typically, parking is provided within destination parks, and in some community and shoreline access parks and trail heads. Since neighbourhood parks are usually small and within walking distances of users, parking is rarely provided in them.

Some of the infrastructure and amenities in the District's parks are aging, especially in parks that were established many years ago. Refurbishment can help to address safety, aesthetic, social and recreational needs. In some cases, however, refurbishment cannot be justified based on costs and changes in activities.

The consideration of aesthetics in park design relates to the setting and to the infrastructure. For example, some parks have been developed ad hoc without the type of consideration given to aesthetics today, e.g., washroom buildings blocking views of the ocean.

### Recommendations

#### Capital Development for Active Living

3.1.1 Update or decommission the infrastructure in parks where necessary based on established criteria (see Section 5.4).

- Identify, prioritize and renew under-utilized parks that have high potential, while recognizing their environmental values, e.g., Memorial Park, McKechnie Park, portions of Ambleside Park (such as lagoon and Ambleside Youth Centre areas).



3.1.2 Assess evolving trends and best practices, and design and build parks accordingly.

- Include amenities to appeal to different generations.
- Assess interest in and provide opportunities for social gathering areas in parks.
- Work with the police and social services agencies on park design to address safety and security concerns, balanced with environmental considerations.
- Design landscapes in parks that are appropriate to the setting, the park type, and maintenance practices, e.g., focus horticulture in destination parks, native planting in more natural areas, reduce maintenance where possible near natural areas, on park edges, or in less used locations within parks.
- Consider aesthetics in park design, balancing it with all other goals and recommendations.
- Encourage and support public art in parks and open spaces.



#### Community Involvement and Stewardship

3.1.3 Involve the community in planning and design processes, soliciting input on park design and amenities.

### **3.2 Universal Accessibility**

Excellent work related to universal accessibility has been completed in the District. An Access and Inclusion Policy has led to considerable improvements to accessibility, e.g., John Lawson viewing platform. The District installed a playground in Ambleside Park which has accessibility features for young children. An Accessibility Review provides a good understanding of mobility concerns in the District's parks. An Accessible Parks and Trails Assessment Toolkit (North Shore) provides a template for reviewing the accessibility features of parks and trails.

While the District has taken strides to address mobility, it is also important to consider visual (sight) limitations and other concerns, including difficulty with way-finding. The CNIB has guidelines to assist with some of these needs.

One of the challenges in improving accessibility is determining where to focus resources. For example, should improvements focus on key locations that are high priorities, such as Ambleside and Horseshoe Bay, or should the work be spread broadly over many parks?

*“The purpose of universal accessibility is to help everyone to move around and be part of the community, not just spectators on the sidelines.”*  
ACDI

## Recommendations

### Capital Development for Active Living

- 3.2.1 Address and improve accessibility with all park development work.
- Update and apply the accessibility resources that the Parks Department uses when building and upgrading parks, using the Advisory Committee on Disability Issues (ACDI) as a resource.
  - Address basic needs first, such as safe parking and access into the site, determining priorities based on demographics, e.g., those being served, how they travel to the site.
  - Group accessibility improvements to include multiple parks at one time to achieve economies of scale, e.g., curb cuts, washroom door openers.

### Parks Management and Service Delivery

- 3.2.2 Encourage improvements in public transit to destination and high-use community parks, considering the access patterns and needs of seniors and youth in particular.

## 3.3 Trails



The community has a very high level of interest in trails. Trail uses are the activity with the greatest participation in the District, and at focus groups, the need for more and better-connected trails was a predominant theme. Trails provide opportunities for non-vehicular travel to schools, parks, shops and other destinations. They also provide access to the waterfront and opportunities for trail-based recreation. As the population increases in Metro Vancouver, West Vancouver's trails are affected, as more people come to the District to experience the recreational opportunities offered by these trails. The trails in the District are not all protected. They are located on land with various types of ownership and jurisdiction, including parks, road rights-of-way, utility corridors, and private land.

A significant amount of work has been completed on the Spirit Trail; however, there is extensive work required to complete this trail which will pass east-west through West and North Vancouver. The Spirit Trail is under the jurisdiction of the Engineering Department. Its completion is a high priority of the public.

The District has many popular trails, some of which are regionally significant, e.g., Baden Powell Trail and Trans Canada Trail. Many of the trails have heritage value. A lack of connectivity between these trails is one of the greatest challenges. Other concerns include



erosion, damage to creeks and riparian areas, trail braiding, and trampling of vegetation on high-use trails. Some trail heads are difficult to find and they have limited signs and infrastructure. The District has installed some fencing and interpretive signs, e.g., in Lighthouse Park and Hay Park, which have helped to protect environmental resources and enhance visitor experiences. Increased trails and higher use of existing trails are associated with increases in human-wildlife conflicts, spread of invasive species and impacts on wetlands. These interactions will increase as more upland areas are developed.

“Cypress Mountain”<sup>2</sup> in the District is part of the North Shore or “Shore” mountain-biking destination. The area is known worldwide, along with Squamish and Whistler, for its unique and challenging mountain-biking trails. Together, the trails in West and North Vancouver offer a range of skill levels. Cypress Mountain has the more challenging trails that offer a unique riding experience, referred to as ‘iconic’ by many of the mountain bikers who provided input on the draft Parks Master Plan.

Many trails are not sanctioned and there is no organized maintenance on these trails. Some of the unsanctioned trails are on District land, and others are on private land. Regarding trails on private land, the Rodgers Creek ADP Overview Report acknowledges the value of such trails and that the District will lead a process to review recreational trails. Although the private land owners agree with the high recreational values associated with mountain bike trails, they are concerned about increased unauthorized trail building and associated liability, and other effects like erosion, tree removal, and conflicts with other trail users.

There are examples of successful management for mountain biking in the District and elsewhere:

- In West Vancouver, a trail was recently upgraded through a corner of the Old Growth Conservancy, ensuring the continued availability of this long-existing trail, while keeping visitors on the trail and off sensitive vegetation. Environmental and recreational stakeholders (formerly disparate groups) worked together with the District on the project, which took three years to complete. These stakeholders obtained a grant, drew on expertise in the environmental community and the mountain bike community, and created a trail that accommodates a variety of users. All parties consider the result a success and a worthy model for future projects.
- The District of North Vancouver has an innovative management model for mountain bike trails involving the North Shore Mountain Bike Association, with potential for application in West Vancouver.

<sup>2</sup> The area is known as “Cypress Mountain” in the mountain-bike community, although there is no actual Cypress Mountain in the area; the name seems to come from Cypress Provincial Park to the north.

*“On Cypress Mountain we are lucky enough to have access to world famous resources and highly technical and difficult trails for riding.” - Open House Participant*



The Old Growth Conservancy project was modeled in part on the work in North Vancouver.

In the future, the McGavin Field site on Cypress Bowl Road across from the District's operations centre could be used as a staging area for trail uses, with washrooms on the site.

## Recommendations

### Parkland Protection and Acquisition

- 3.3.1 Retain the recreational trail experiences and opportunities on the Upper Lands.
- Address within the Upper Lands Study the need to retain the recreational trail experiences and opportunities.
  - On public land, recognize and protect trail corridors.
  - On private land, negotiate to obtain formal access to the trail corridors for recreational uses where appropriate, e.g., rights-of-way, and locate, build and maintain trails based on sustainable trail standards,.
- 3.3.2 Identify trails in lands below the highway that are not within parks, confirm their importance, and determine whether additional protection is needed.

### Capital Development for Active Living

- 3.3.3 Identify, prioritize and establish new trails to improve connectivity.
- Design paths and trails in parks to be a logical network, with loops where there is sufficient space, connecting with trails external to the park where applicable.
  - Include environmental considerations in the planning of major new trails through natural areas, and design trails to minimize environmental impacts.
- 3.3.4 Make trail heads and staging areas more identifiable, and provide infrastructure to suit the location, e.g., garbage bins, doggy bags, parking, kiosk sign.
- 3.3.5 Support and encourage the Spirit Trail work by the Engineering Department.

### Community Involvement and Stewardship

- 3.3.6 Work with interested user groups on designating, building, managing and maintaining shared-use trails in appropriate locations.



*"I am looking forward to the increase in recognition (of trails) leading to more and better maintenance of the incredible trails on the mountain." - Open House Participant*

- 3.3.7 Support the development of a volunteer monitoring program in partnership with trail user groups.

#### Parks Management and Service Delivery

- 3.3.8 Prepare and adopt a best practice model for trail management that builds upon methods used in other jurisdictions, such as the District of North Vancouver.
- 3.3.9 Update design standards on well used trails through areas with high environmental values to keep people on trails and to protect the resources, e.g., higher standard of trail construction, split rail fences where needed.

### **3.4 Waterfront Activities**

The long, spectacular waterfront is one of the District’s most unique and treasured assets. It is also very well used, as indicated in telephone survey. Protecting, enhancing, celebrating and ensuring access to the waterfront was among the key themes of focus groups.

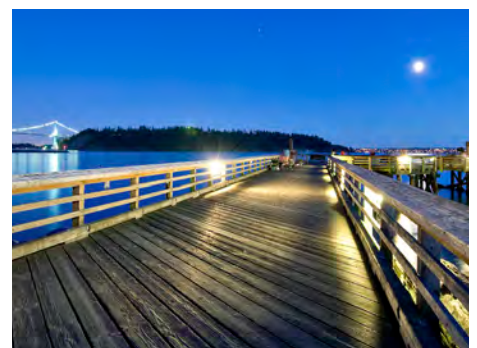
In lower density areas and large parks, the waterfront is valued for the scenery, wildlife, and variety of active and peaceful recreational activities supported. In Ambleside and Dundarave, the waterfront has high cultural and social values, with the socially engaging seawall, festivals such as Harmony Arts, and a longstanding history of Arts in Parks.

Landmark structures on the waterfront are hives of activity. The Hollyburn Sailing Club brings life and vitality to the waterfront, offering sailing lessons and social activities, and serving as a meeting place for many groups mid week. The club is trying to broaden its demographic representation by attracting younger members.

The District owns and manages five piers – in Ambleside, John Lawson Park, Dundarave, Caulfeild and Horseshoe Bay. The piers enable everyone to venture out over the water for the experience and the views, and the piers are also used by boats and for a variety of activities.

The District has undertaken shoreline restoration work in accordance with its Shoreline Preservation Plan. The work to date has involved building structures to restore beaches and reduce scouring caused by sediment transport. A bridge was built over Lawson Creek to provide a connecting walkway and to allow fish passage. Some of the improvements have been privately funded where the restoration work has benefits to adjacent property owners. The District collaborates with Fisheries and Oceans Canada (DFO) on all of these projects and also works closely with the West Vancouver Streamkeepers and the Shoreline Preservation Society.

*“We need to play to our strengths, namely our waterfront.” - Resident*



The primary need expressed by the public is for more access to the waterfront. A proposal was recently made to Council to review road-ends/trails to identify opportunities to improve shoreline access.

### Recommendations

#### Capital Development for Active Living

3.4.1 Determine and provide the appropriate amenities at waterfront parks and shoreline access parks by considering the capacity of each site and the amount of use, with amenities potentially including signs, washrooms, picnic tables, garbage cans, walkways, gathering areas, and parking.

- As part of the District’s inventory and review of waterfront road-ends, consider their effectiveness as access to the waterfront, taking into account terrain and park use opportunities.

3.4.2 Protect and increase access to and along the waterfront.

- Provide access for non-motorized water-based activities, e.g., boating, paddle boarding, kayaking, swimming, walking, sitting, picnicking.
- Make shoreline access parks more visible and accessible to the public, respecting the need to protect riparian areas.

#### Parks Management and Service Delivery

3.4.3 Support arts in waterfront parks, provided that the core values of the PMP are respected and structures are in scale with the context.

### 3.5 Sport Fields and Courts

The District completed a Sport Field Master Plan (SFMP) in 2011 (Catherine Berris Associates Inc.) as a companion document to the Parks Master Plan. Sport fields are a component of parks, and an integral part of the District’s green space. The SFMP focuses specifically on sport fields because of their intense use, structured system of programming, and specific types of maintenance. The SFMP, including the process of preparing it, helps to establish future direction and increase collaboration among all who are involved in planning and managing field sports.

The District has a variety of tennis, basketball, and multi-purpose courts. In some communities, tennis is increasing in popularity, particularly in parks where there are multiple court complexes. In the District, the primary tennis hub is the West Vancouver Tennis Club (WVTC), a not-for-profit club that operates on District of



*“Foreshore preservation is important and should be treated as parkland.”* - Open House Participant



West Vancouver land via a Licence to Occupy. The club has five courts which are covered 6 months of the year with over 450 adult members and 150 junior members. The tennis courts in parks are mostly single or double courts, with only two locations having three courts together.

There is a trend towards converting municipal tennis courts to multi-purpose courts with opportunities for tennis plus basketball and ball/roller hockey. This increases the use of these facilities and enables them to appeal to a broader range of age groups.

### Recommendations

#### Capital Development for Active Living

- 3.5.1 Work with neighbourhoods to maximize the uses and benefits of courts, potentially converting more municipal tennis courts to multi-purpose courts.

#### Parks Management and Service Delivery

- 3.5.2 Integrate the implementation of the Parks Master Plan and the Sport Field Master Plan.



## 3.6 Youth Activities

The provision of recreational facilities for youth has many benefits. The most obvious benefits relate to the social and physical opportunities in an outdoor setting that have the potential to draw youth to engage in physically and mentally healthy pursuits as an alternative to screen time. There are numerous other benefits such as development of social and physical skills, fostering a sense of community, stress management and crime reduction,

In the focus group with youth, the discussion was centred on general park uses rather than activities specific to youth. The youth expressed interest in having good access to trails, dog off-leash areas, and beaches; more transit to parks; some new amenities, e.g., graffiti wall or places for art, volleyball in Dundarave, a giant chess board, equipment rental, and covered outdoor spaces. The youth also indicated interest in more special events in parks oriented to youth, e.g., regular concerts on a permanent stage.



### Recommendations

#### Community Involvement and Stewardship

- 3.6.1 Work with youth on park planning and programming.
- Seek the involvement of youth in park planning and design.
  - Work with youth on programs and special events of interest to youth.

### 3.7 Dog Walking



Dog walking is an activity with strong public views from a variety of perspectives. Those who own dogs generally want more off-leash opportunities, and some residents are concerned about inappropriate behaviour by some dogs and their owners. The West Vancouver Dog Group serves as a voice for dog owners.

Dog off-leash areas are fairly well distributed in the District, however they are not within a 5 minute walk of all residents. None are enclosed. The largest and most popular dog off-leash area, at Ambleside Park, is on Squamish Nation land and could become unavailable for that use in the future. The District has a brochure for dog owners regarding the dog bylaw (adopted in 2008), dog on- and off-leash areas, and dog ownership responsibilities.

Council passed a motion for more enforcement related to dog management and compliance with regulations. A bylaw officer is focusing on public education related to dogs, rather than strict enforcement.

Metro Vancouver is trying to remove dogs from portions of the Capilano River Regional Park. This will have an effect on West Vancouver dog walkers, potentially putting more pressure on District parks.

Compared to other jurisdictions, the District has numerous off-leash alternatives including the dog beach at Ambleside Park, and numerous parks and trails for dogs. The issues in West Vancouver regarding dogs are universal, e.g., feces left on the ground, non-compliance with leash policies, etc. There are also concerns about the environmental impacts of dogs. A study by Metro Vancouver showed that forest vegetation is trampled adjacent to forest trails where dogs are permitted.



Since dog management is a common challenge, there are many examples of best practices from other jurisdictions. Metro Vancouver has done a significant amount of work on this topic. An approach of education first and enforcement second is a common one, except in Calgary where enforcement is strict. Some jurisdictions, such as Germany, ban long retractable leashes, and dog trainers support this since that type of leash can be a hazard.

#### Recommendations

##### Capital Development for Active Living

- 3.7.1 Provide at least one enclosed dog off-leash area, with a possible separation for big and small dogs.

### Community Involvement and Stewardship

- 3.7.1 Work with the West Vancouver Dog Group and the community to accommodate a full range of opportunities related to dog management, including off-leash, on-leash, and “no dog” areas.

### Parks Management and Service Delivery

- 3.7.1 Explore the potential for small off-leash areas or off-leash use of some of the lesser-used neighbourhood parks.
- 3.7.1 Evaluate the environmental impacts of dogs in areas of concern, work with stakeholders to develop solutions that respect environmental goals, and implement habitat protection measures such as fencing and/or planting of native species on eroded slopes into creeks where needed.
- 3.7.1 Improve the dog brochure and enhance its distribution.
- 3.7.1 Plan the trail system to include dog off-leash, dog on-leash, and “no dog” trails.
- 3.7.1 Support the establishment of a full-time bylaw officer focusing on public education and bylaw enforcement related to dogs.

*“I look forward to a sustainable trail system being developed for years/decades of enjoyment.” - Open House Participant*

## **3.8 Urban Agriculture**

Urban agriculture is a major trend in most communities, and municipal parks are sometimes used for urban agriculture activities. Urban Agriculture encompasses a wide range of sustainable food-producing activities including community gardens, farmer’s markets, community kitchens, backyard gleanings, municipal food policies, edible plants in public spaces, composting, and demonstration and teaching facilities. With 80% of Canadians now living in urban settings, there is growing interest in and awareness of local sustainable food systems, food security, and climate change. This is leading to desires to reconnect with local food production and distribution systems. The benefits of urban agriculture are well known, including: community health and wellness, environmental stewardship, education about food production, social interaction and nutrition.

In the District, urban agriculture is supported by policies and the Climate Action Plan (2010). The District has had experience with the community garden model and, in an effort to include more citizens in a wider variety of urban agriculture options, has recently added new community garden plots at Gleneagles Community Centre. There will also be a demonstration edible garden at the main Community Centre in the near future.



There are existing community gardens along the waterfront in Ambleside. There is some discussion regarding individual use of such a high profile public location; however, these gardens are highly visible, allowing public access and animating the waterfront. They are so popular that there is a waiting list for plots.

West Vancouver Secondary School is offering a new course in urban agriculture including gardening and bee-keeping. This will help to promote urban agriculture to youth.

### **Recommendations**

#### Community Involvement and Stewardship

- 3.8.1 Encourage community leadership and partnerships to further develop a long-term model for urban agriculture and to promote viable and sustainable urban agricultural projects within the community, including education, demonstration gardens and other forms of urban agriculture.
- Encourage community garden groups to make the gardens more inviting to the public.
  - Encourage the development of community gardens on the properties of apartment and condominium buildings.

#### Parks Management and Service Delivery

- 3.8.2 Identify potential locations that may be appropriate for future urban agriculture sites.
- Consider small community gardens within parks in higher density areas such as Ambleside where the gardens will not detract from or displace other park uses.

### **3.9 Play Areas**



Play areas are located in most destination, community and neighbourhood parks. Generally, the size of the playground is related to the size and role of the park. Some of the major new playgrounds have elements that are universally accessible. The District's play areas are renewed on a rotating basis, with generally one upgrade scheduled per year.

There are two old wading pools. These are difficult and expensive to maintain and use is limited, especially due to health regulations. Because these pools are in fenced enclosures, they tend to detract from the character of the park setting.

The District does not have any outdoor exercise equipment (although an old fitness circuit does exist in Ambleside Park). Many communities have been installing modern exercise equipment in



recent years, with varying degrees of success. The more popular exercise areas are in high-use sites and locations where groups of adults or seniors can use the equipment as part of organized programs.

## Recommendations

### Capital Development for Active Living

- 3.9.1 Replace play areas per a suggested renewal cycle of eight to ten years in destination parks and every 15 to 18 years or as needed in other parks, considering accessibility and non-traditional play elements and environments that make each park unique, especially in destination parks.
- 3.9.2 Convert the old wading pools to water parks.

### Community Involvement and Stewardship

- 3.9.3 Work with communities and neighbourhoods to determine their specific interests in play and outdoor exercise amenities.
- If outdoor exercise equipment is desired, locate it in a high-use area, preferably near a recreation and/or health facility where it will be used for programs.



## 3.10 Other Park Amenities

There are numerous other amenities located within parks, including buildings, structures, and recreational features. Some of these are unique to a particular park setting. The amenities commonly occurring within parks are discussed here.

Washrooms are a challenge for park managers. There are always demands for more washrooms in high-use parks, and they are difficult and costly to maintain. The District has some older washroom facilities, such as Sandy Cove and West Bay, which are rather unsightly and not universally accessible. The Sport Field Master Plan addresses needs for washrooms at sport fields.

Picnic facilities are popular, particularly for large family gatherings, and the District has a number of very well used picnic areas. The picnicking needs appear to be met with the existing facilities.

Some parks have a proliferation of different types of signs, and other parks and trails lack signs which could assist with way-finding. The District has a sign standard; however, there has not been a significant amount of work on signs since the standard was prepared.



## Recommendations

### Capital Development for Active Living

3.10.1 Upgrade washrooms, improving accessibility in the process and considering more sustainable approaches.

- Review large washroom buildings, e.g., Sandy Cove, West Bay; when they are up for replacement, construct smaller buildings tucked away from the shoreline where they will have less impact on views.

3.10.1 Integrate and upgrade signs, in keeping with the sign standard, to clearly identify park and trail locations, assist in way-finding, provide interpretive information and minimize the number of signs in each park.

- Use universal sign graphics, instead of unilingual or bilingual signs, especially for destination parks.





## 4.0 PARK MANAGEMENT

### 4.1 Management of Parks

#### Infrastructure

One of the components of park management is caring for the infrastructure within parks. There is a wide variety of infrastructure, including buildings, structures, recreation amenities, roads, trails, walkways, site furniture, and utilities. The District has a Public Sector and Accounting Board (PSAB) asset management database that documents the age and condition of all park infrastructure.

Deterioration of the infrastructure that has occurred in some of the older parks makes maintenance particularly challenging. Many washrooms, walkways, play areas, courts and other infrastructure are at or beyond their expected lifespan.

#### Maintenance

District Parks staff have many responsibilities in relation to park maintenance, many of which take place year-round. These responsibilities include:

- maintenance of washrooms outdoors and indoors

*“This is a regionally significant area not just for its environmental values .... but also as the beautiful backdrop for Vancouver’s viewscape.” - Open House Participant*





- inspection and maintenance of park infrastructure, including playgrounds, sport fields, courts, shelters, fences, signs, tables, benches, utilities, sidewalks/paths, parking lots
- caring for trees, shrubs and garden beds, including planting, cultivation, fertilizing, watering/irrigation system management, trimming, pruning, weeding, edging, pest and disease control
- turf maintenance, including aerating, fertilizing, turf repair, topdressing, mowing, trimming, watering
- trail maintenance, including repair, drainage works, relocation, restoration, brush clearing
- event set-up and take-down
- vandalism repair and replacement
- litter and garbage removal from all areas

The telephone survey showed general satisfaction with park maintenance, except for washrooms where maintenance was reported to be inadequate. In focus groups, destination parks were reported to be very well maintained; however, maintenance is sometimes perceived as insufficient in community and neighbourhood parks

It is a challenge to manage expectations in relation to maintenance. In some cases, there are public concerns about lack of grooming, yet this is contrary to desires for more naturalized landscapes. Generally, operations staff are appreciated for their efforts in the parks.



The District's maintenance standards are neither formalized nor documented. Maintenance standards provide clear expectations to the public and staff. Standards also support budgeting and scheduling of maintenance, and provide clarity about the purpose and use of resources. With standards in place, the implications of making park design changes are better understood.

The park classifications can be used as a tool for establishing maintenance standards. Generally maintenance levels correlate with park classifications, e.g., destination parks receive more maintenance than community parks, and onwards down the hierarchy. Of course, the setting and facilities are also factors. Forested areas require less maintenance than groomed areas even if they are in destination parks. Sport fields and other facilities have specific maintenance requirements.

As the District becomes responsible for new parks and facilities, it is critical that maintenance budgets increase accordingly.



## Recommendations

### Parks Management and Service Delivery

- 4.1.1 Formalize and document maintenance standards, based on criteria including:
- Type of park – according to the park types in this plan
  - Location of park – setting, ranging from very natural to urban
  - Amount of use – numbers of people, demographics served, times of highest use
  - Environmental characteristics – sensitivity of vegetation and wildlife
  - Infrastructure – type, age, condition, replacement cycle
- 4.1.2 Develop standards for park design and improvements to reduce maintenance costs, e.g., for washrooms, other buildings and structures, vegetation, materials, site furniture, lighting.
- 4.1.3 Place a high priority on sustainability and ecological integrity in managing vegetation, using native plants where possible, especially for restoration of disturbed areas.
- 4.1.4 Address future maintenance obligations as part of the process of acquiring and developing parks, whether through development or donation.

## 4.2 Invasive Species

Invasive species are a major concern in the District’s parks, especially since there are so many areas that would be natural were it not for the invasive plants. The District attempts to manage invasive species, but staff resources are far from sufficient to address the scale of the problem.

Volunteers and stewardship groups have made very positive contributions towards managing invasive species (section 4.4).

## Recommendations

### Parks Management and Service Delivery

- 4.2.1 Make the control of invasive species in District parks a priority:
- Dedicate annual funding for the control of invasive species in parks.
  - Compile and maintain a database with the location of the most damaging invasive species in the District.



- Compile a list of the parks most threatened by invasive species and develop a strategy for their management.
- Prepare and regularly update educational information for staff and citizens regarding the risks and the control of invasive species.
- Distribute the educational information to citizens to raise awareness about the seriousness and costs of the problem.
- Encourage the participation of stewardship and neighbourhood groups in the removal and control of invasive species.
- Work with other jurisdictions on communications and techniques for managing invasive species.
- Actively discourage the sale and use of invasive species in the community, e.g., Lamium, English Ivy.
- Amend the Boulevard Bylaw to preclude planting of invasive species.
- Integrate work on invasive species in parks with the District-wide management of invasive species.

### ***4.3 Management of Natural Areas***

Natural areas and environmental resources are extremely important to the residents of West Vancouver. The District is responsible for managing and protecting natural areas within parks as well as the urban forest. One challenge is that the available information regarding the resource values in existing and potential parks is highly variable and inconsistent. The District does not currently have detailed information on environmentally sensitive or significant areas (ESAs). This limits the ability to focus efforts on managing the most important and vulnerable ecosystems.

Managing natural areas involves maintenance and upkeep of trails, which are the primary amenity within natural areas. Trails are subject to erosion, braiding, loss of vegetation adjacent to the trail, and overall deterioration, particularly in locations with steep slopes, unstable ground and high use. Trail management involves the rehabilitation of trails as well as rationalization of the trail system and decommissioning of informal trails in inappropriate locations.

There are also challenges managing the District's urban tree canopy. The multiple environmental, social and economic values of the urban tree canopy are recognized, but the District receives ongoing requests for tree removals in parks due to impacts on

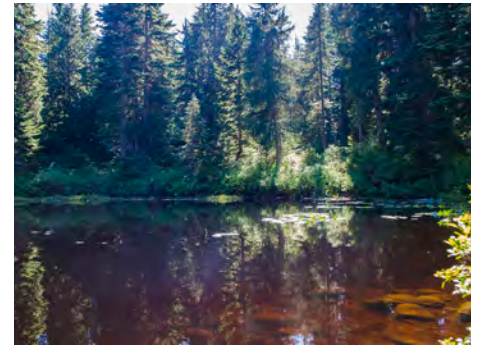


views. Administering the Tree Policy in these situations can be difficult. Despite that fact that unauthorized tree removal in parks is contrary to bylaws and subject to fines, a number of trees are illegally removed or topped in parks every year.

## Recommendations

### Parks Management and Service Delivery

- 4.3.1 Identify ecosystems in parks that may require special treatment to ensure their protection.
- Until such time as the District may undertake a comprehensive ESA study, prepare a map and database that identify the types of ecosystems within parks, e.g. mature forest, rocky bluff, watercourse, wetland.
  - Prepare a set of management strategies suitable for each type of ecosystem.
- 4.3.2 Rationalize trail routes and decommission and rehabilitate trails that are redundant.
- Consider environmental impacts and opportunities for enhancement in the rationalization of trail routes.
- 4.3.3 Review the District’s current tree policy and determine appropriate actions for unauthorized removal or pruning of trees on parkland.



*“We live in a very unique community blessed by the amazing wilderness lands that surround us.” - Open House Participant*

## 4.4 Volunteerism and Stewardship

West Vancouver has a strong volunteer base. In 2011, over 1,700 people donated their time and talents to West Vancouver’s Parks and Community Services. Volunteers for sport groups, arts and culture organizations and stewardship groups are involved in a wide range of activities related to parks.

Volunteers donate their time and labour, and they can also help to source materials at reduced costs and to leverage funding and expertise. Extraordinary volunteer work in the District has contributed to thriving sports, recreation and arts/culture communities and to a healthier ecosystem. For example, thousands of pounds of ivy plants have been pulled from West Vancouver’s parks over the years

There are challenges and responsibilities associated with volunteer programs. Volunteers want meaningful work, and with many organizations seeking volunteer support, it is difficult to attract volunteers if they do not feel that their contributions are valuable and acknowledged. It takes effort to organize the work of volunteers and to provide them with the capacity to undertake



tasks. In light of that situation, the Parks and Community Services Division now has a volunteer coordinator whose responsibilities include parks and stewardship.

## Recommendations

### Parks Management and Service Delivery

4.4.1 Increase coordination and support for volunteer efforts in park stewardship and outdoor recreation activities.

- Identify park renewal and restoration opportunities and invite stewardship and/or neighbourhood groups to participate, including school groups.
- Consider “adopt a park” and “adopt a trail” programs for regular observations, stewardship and education in specific parks and trails.
- Consider the use of volunteers to assist with education related to a variety of impacts on parks, e.g., dogs, invasive species.
- Prepare practices and guidelines for volunteer work in parks and trails, including key principles, rules, roles, need for supervision, conflict of interest, insurance, tools, approval processes, communication, etc.

4.4.2 Develop tools to assist in disseminating information and coordinating the activities of volunteers.

- Establish a virtual “hub” as part of the District website to disseminate information about all parks and volunteer/stewardship opportunities and activities in the District.
- Establish systems for coordinating volunteer programs.
- Include acknowledgement of volunteer efforts within the volunteer management system.

## 4.5 Special Events



The District hosts many special events related to arts, culture and recreation, many of which take place in parks. The community is generally enthusiastic and supportive of these activities, and there are economic development spin-offs with indirect returns. West Vancouver has experienced this with very successful festivals such as Harmony Arts and sports events.

The Special Events Policy addresses management and fees related to all special events in parks. The policy is working well; staff in the Special Events Department handle all aspects of event management, and collaborate with Parks and other departments as required.



In some cases there can be impacts on residents leading to “event fatigue”. This is usually expressed as concerns about parking, traffic, night lights, and noise.

### Recommendations

#### Parks Management and Service Delivery

4.5.1 Work collaboratively with the Special Events Department and address potential impacts on residents.

## 4.6 Commercial Uses of Park Lands

### Commercial Use Demands and Current Practices

Because the District’s parks are so desirable, they are attractive to many, including commercial businesses. A significant amount of commercial use within parks is being managed by the District, e.g., commercial dog walking, filming (regulated by a Film Policy), weddings, and children’s day camps. Other unmanaged commercial activities are also taking place, e.g., boot camps, dive schools, and ecotourism. These latter activities provide no financial benefit to the District, they can have negative effects on park resources and other park users, and they raise concerns related to risk management and insurance.

The management of commercial uses is challenging. Parks are for the benefit of everyone, and it is a basic principle that parks be open and available to all members of the community. On the other hand, parks are expensive to maintain, and municipal resources are always stretched. Is it possible to allow limited and carefully managed commercial uses to generate revenue for parks without detracting from the basic principle of access for all?

This is a complex question, and charges can have multiple purposes. For example, charging fees for use can be a management tool rather than a revenue generation tool. Commercial uses can also have indirect economic benefits, e.g., visits to trail networks that serve as a mountain biking destination.

In order to evaluate potential commercial uses, the charges and their effects must be considered within the context of the net benefits and costs to the park or parks system. The District does not have a tool or structure to assist in decision-making and management regarding commercial uses. Without such a tool, decisions are made inconsistently and on an ad hoc basis.

Commercial and other park uses are regulated by the District’s Parks Bylaw. The current bylaw has not been updated in many years.



## Practices in Other Jurisdictions

Many jurisdictions have been investigating and implementing measures which generate revenue in parks. Vancouver's Park Board has found pay parking to be the most significant revenue generator by far among the various revenue-generation tools they use. Pay parking is particularly controversial in the District because there is no precedent for pay parking, not even in the commercial areas. Some municipalities charge for parking in parks to non-residents only, e.g., White Rock; this is also controversial and it is difficult to manage.

Metro Vancouver has been investigating opportunities related to "enhanced park services" to expand the range of outdoor recreation opportunities while generating non-tax revenue streams. Enhanced park services are defined as value-added services or facilities provided for a fee, involving individual or group exclusive use, or services requiring additional capital and operation resources beyond basic park services.



Enhanced services may be provided commercially through a business agreement with the private or non-profit sectors. Examples of this type of revenue generation include: rental of picnic shelters or areas for private events, rental or leasing of buildings to non-profit or commercial groups (sometimes as joint ventures), food services, rental of equipment (such as canoes, kayaks, paddleboards, bicycles, event tents), commercial activities or services (such as zip-lines, dog washing), charging for the use of parks for filming or commercial classes (such as fitness, scuba, bike tours, dog obedience classes), and smartphone applications.

## Recommendations

### Parks Management and Service Delivery

- 4.6.1 Prepare a strategy and policies related to commercial uses in parks and apply these consistently.
- Review commercial uses and their existing and potential positive and negative effects on the community (see Figure 5.2). Based on the review, refine policies over time.
  - Consider potential revenue generation uses in terms of the potential management benefits associated with charging for use, e.g., dive school fees, more concessions/cafes, picnic shelter booking charge, vending machines, equipment rentals, advertising on park maps.
  - Manage and monitor all commercial uses in parks.
  - Update the policy on weddings in parks, including specified locations and fees.

- Refine existing policies and guidelines related to private sponsorships and advertising, in association with the policy for commercial uses of parks.
- Use the decision-making criteria in Figure 5.2 when new commercial uses are proposed.

#### 4.6.2 Update the Parks Bylaw.





## 5.0 IMPLEMENTATION PLAN

*"I am excited that people seem keen to preserve more of and in a better way our natural areas."*

- Open House Participant

Sections 2 through 4 include recommendations for the Parks Master Plan. The implementation plan in this section provides direction for taking these recommendations forward. This includes identification of the priorities, phasing, approximate cost, and financing strategies. The implementation plan also provides criteria for decision-making when new proposals and opportunities are presented.

### **5.1 Financial and Phasing Plan**

The financial and phasing plan identifies the priorities, phasing, and relative costs related to implementation of the recommendations in the PMP. Figure 5.1 lists all of the recommendations in this Plan, some of which are abbreviated to fit on the table. The recommendations are listed within the structure of the four headings that relate to implementation:

- Parkland Protection and Acquisition
- Capital Development for Active Living
- Community Involvement and Stewardship
- Parks Management and Service Delivery



The priority of each recommendation is indicated as high, moderate or low (“low” is a relative term since all recommendations are important), based on input from the PMP Working Group and the community, and analysis by staff and the consultants. The following is a key to the other information on the table:

### Phasing

- Short – within 3 years
- Medium – 4 – 6 years
- Long – 7 – 10 years
- Ongoing

### Approximate Cost

- Low – under \$100,000
- Moderate - \$100,000 - \$750,000
- High – over \$750,000

Note: capital project costs are per project; ongoing costs are on an annual basis

### Source of Funds

Note: sources of funds have not been applied to specific recommendations at this time

- Capital funds (taxation)
- Park acquisition reserve
- DCCs or cash in lieu of parkland
- Development (including development agreements)
- Amenity contributions
- Partnership/volunteer
- Donation/bequest
- Business sponsorship
- Federal or provincial grants
- Foundation or Society contributions and grants
- User Fees
- User fees contributing to a replacement fund



Key Recommendations		Priority	Phasing	Relative Cost
<b>Parkland Protection and Acquisition</b>				
<b>Protection of Parks</b>				
2.2.1	Pass park dedication bylaws as soon as possible for de facto parks that are of a high priority to the community.	H	S	L
2.2.2	Begin the park dedication process with the high priority parks listed in Figure 2.1. Review all other de facto parks and pass park dedication bylaws as is appropriate.	M	M, L	L
2.2.3	Identify the land surrounding Whyte Lake and Whyte Lake Trail, and protect this area as a park with a park dedication bylaw.	H	S	L
2.2.4	Pass park dedication bylaws for all new parks.	H	ongoing	L
2.2.5	Address encroachment into parks.	M	ongoing	L
<b>Parkland Acquisition - All Areas</b>				
2.2.6	Identify existing parkland (dedicated or not) that does not meet the PMP core values for parkland, and determine the most appropriate actions with respect to these lands, including community consultation.	M	ongoing	L
<b>Parkland Acquisition - Below Highway</b>				
2.2.7	Acquire properties as parks where acquisition would meet the core values of the Parks Master Plan and significantly enhance the parks inventory, e.g., undeveloped road-ends that provide access to the shoreline.	M	ongoing	H
<b>Parkland Acquisition - Above Highway</b>				
2.2.8	Recommend that a high-level environmental inventory be conducted as part of the Upper Lands Study to generally identify lands which could be considered for future park protection.	H	S	M
2.2.9	Conduct more detailed biophysical inventories in the future, to identify the specific boundaries of parks, resources to be protected, threats, etc.	M	ongoing	M
2.2.10	Identify lands currently used or with high potential to be used for recreation, and identify the appropriate means of acquiring and designating these areas as parkland, e.g., Upper Cypress Falls and the wetlands west of the falls, trails on the Upper Lands.	M	ongoing	L
2.2.11	Use the collaborative approach initiated during the Rodgers Creek development process to identify new park sites in the Upper Lands, respecting the increased housing density nodes and the unique topography of the mountainside.	M	ongoing	L
2.2.12	Establish and adopt criteria for new neighbourhood parkland in keeping with the core values of the Parks Master Plan, and work with the Planning Department to acquire these parks through the development process.	M	ongoing	L

Key Recommendations		Priority	Phasing	Relative Cost
<b>Cultural and Heritage Features</b>				
2.2.13	Recognize, protect and interpret cultural and heritage features, including natural heritage, with reference to the Heritage Strategic Plan.	M	ongoing	L
<b>Trails</b>				
3.3.1	Retain the recreational trail experiences and opportunities on the Upper Lands.	M	ongoing	L
3.3.2	Identify trails in lands below the highway that are not within parks, confirm their importance, and determine whether additional protection is needed.	M	ongoing	H
<b>Capital Development for Active Living</b>				
3.1.1	Update or decommission the infrastructure in parks where necessary based on established criteria.	H	ongoing	H
3.1.2	Assess evolving trends and best practices, and design and build parks accordingly.	H	ongoing	L
3.2.1	Address and improve accessibility with all park development work.	M	ongoing	M
3.3.3	Identify, prioritize and establish new trails to improve connectivity.	M	ongoing	H
3.3.4	Make trail heads and staging areas more identifiable, and provide infrastructure to suit the location, e.g., garbage bins, doggy bags, parking, kiosk sign.	M	ongoing	M
3.3.5	Support and encourage the Spirit Trail work by the Engineering Department.	H	ongoing	H
3.4.1	Determine and provide the appropriate amenities at waterfront parks and shoreline access parks by considering the capacity of each site and the amount of use, with amenities potentially including signs, washrooms, picnic tables, garbage cans, walkways, gathering areas, and parking.	L	ongoing	H
3.4.2	Protect and increase access to and along the waterfront.	M	ongoing	H
3.5.1	Work with neighbourhoods to maximize the uses and benefits of courts, potentially converting more municipal tennis courts to multi-purpose courts.	L	ongoing	M
3.7.1	Provide at least one enclosed dog off-leash area, with a possible separation for big and small dogs.	M	M	M
3.9.1	Replace play areas per a suggested renewal cycle of eight to ten years in destination parks and every 15 to 18 years or as needed in other parks, considering accessibility and non-traditional play elements and environments that make each park unique, especially in destination parks.	M	ongoing	M
3.9.2	Convert the old wading pools to water parks.	L	M	M

Key Recommendations		Priority	Phasing	Relative Cost
3.10.1	Upgrade washrooms, improving accessibility in the process and considering more sustainable approaches.	H	S, M	H
3.10.2	Integrate and upgrade signs, in keeping with the sign standard, to clearly identify park and trail locations, assist in way-finding, provide interpretive information and minimize the number of signs in each park.	M	S, M	M
<b>Community Involvement and Stewardship</b>				
3.1.3	Involve the community in planning and design processes, soliciting input on park design and amenities.	H	ongoing	L
3.3.6	Work with interested user groups on designating, building, managing and maintaining shared-use trails in appropriate locations.	H	S	L
3.3.7	Support the development of a volunteer monitoring program in partnership with trail user groups.	H	S	L
3.6.1	Work with youth on park planning and programming.	M	ongoing	L
3.7.2	Work with the West Vancouver Dog Group and the community to accommodate a full range of opportunities related to dog management, including off-leash, on-leash, and “no dog” areas.	M	ongoing	M
3.8.1	Encourage community leadership and partnerships to further develop a long-term model for urban agriculture and to promote viable and sustainable urban agricultural projects within the community, including education, demonstration gardens and other forms of urban agriculture.	M	ongoing	L
3.9.3	Work with communities and neighbourhoods to determine their specific interests in play and outdoor exercise amenities.	M	ongoing	L
<b>Parks Management and Service Delivery</b>				
2.1.1	Adopt the list of park and open space types, integrate it into other District documents as appropriate, and use it as a tool when planning and managing parks.	H	S	L
3.2.2	Encourage improvements in public transit to destination and high-use community parks, considering the access patterns and needs of seniors and youth in particular.	M	S	L
3.3.8	Prepare and adopt a best practice model for trail management that builds upon methods used in other jurisdictions, such as the District of North Vancouver.	M	M	L
3.3.9	Update design standards on well used trails through areas with high environmental values to keep people on trails and to protect the resources, e.g., higher standard of trail construction, split rail fences where needed.	H	S	L



Key Recommendations		Priority	Phasing	Relative Cost
3.4.3	Support arts in waterfront parks, provided that the core values of the PMP are respected and structures are in scale with the context.	M	ongoing	L
3.5.2	Integrate the implementation of the Parks Master Plan and the Sport Field Master Plan.	H	ongoing	L
3.7.3	Explore the potential for small off-leash areas or off-leash use of some of the lesser-used neighbourhood parks.	M	M	L
3.7.4	Evaluate the environmental impacts of dogs in areas of concern, work with stakeholders to develop solutions that respect environmental goals, and implement habitat protection measures such as fencing and/or planting of native species on eroded slopes into creeks where needed.	M	S	L
3.7.5	Improve the dog brochure and enhance its distribution.	M	S	L
3.7.6	Plan the trail system to include dog off-leash, dog on-leash, and “no dog” trails.	M	M	L
3.7.7	Support the establishment of a full-time bylaw officer focusing on public education and bylaw enforcement related to dogs.	M	S	L
3.8.2	Identify potential locations that may be appropriate for future urban agriculture sites.	M	S	L
4.1.1	Formalize and document maintenance standards.	H	S	L
4.1.2	Develop standards for park design and improvements to reduce maintenance costs, e.g., for washrooms, other buildings and structures, vegetation, materials, site furniture, lighting.	H	S	L
4.1.3	Place a high priority on sustainability and ecological integrity in managing vegetation, using native plants where possible, especially for restoration of disturbed areas.	H	ongoing	L
4.1.4	Address future maintenance obligations as part of the process of acquiring and developing parks, whether through development or donation.	H	ongoing	L
4.2.1	Make the control of invasive species in District parks a priority.	H	ongoing	L
4.3.1	Identify ecosystems in parks that may require special treatment to ensure their protection.	H	ongoing	L
4.3.2	Rationalize trail routes and decommission and rehabilitate trails that are redundant.	M	ongoing	L
4.3.3	Review the District’s current tree policy and determine appropriate actions for unauthorized removal or pruning of trees on parkland.	M	S	L

Key Recommendations		Priority	Phasing	Relative Cost
4.4.1	Increase coordination and support for volunteer efforts in park stewardship and outdoor recreation activities.	H	ongoing	L
4.4.2	Develop tools to assist in disseminating information and coordinating the activities of volunteers.	M	ongoing	L
4.5.1	Work collaboratively with the Special Events Department and address potential impacts on residents.	M	ongoing	L
4.6.1	Prepare a strategy and policies related to commercial uses in parks and apply these consistently.	H	ongoing	M
4.6.2	Update the Parks Bylaw.	M	ongoing	M
<b>Implementation</b>				
5.2.1	Acquire parkland through a variety of methods, including direct purchase, land swap, acquisition of road easements, and other innovative means.	M	ongoing	H
5.2.2	Negotiate with developers to acquire parkland and to have developers pay for park and trail construction as part of new development projects.	M	ongoing	L
5.2.3	Work with Planning and Finance to review and update the DCC bylaw and its applicability to parks and park infrastructure.	H	ongoing	L
5.2.4	Apply for grants for park and trail development.	H	ongoing	L-M
5.2.5	Establish one or more mechanisms through which donations can be provided directly for parks.	M	S	L
5.3.1	Explore partnerships with private and community organizations for park and trail development, park stewardship, and outdoor recreation activities.	M	ongoing	L
5.3.2	Pursue provincial funding sources, such as Habitat Stewardship Program (HSP), Habitat Conservation Trust Fund (HCTF), to fund restoration programs as appropriate.	H	ongoing	L-M
5.4.1	Use the decision-making framework in Figure 5.2 as a tool for evaluating proposals.	H	ongoing	L
5.4.2	Use principles to further guide decision-making, with an initial list as follows, to be modified over time as needed.	H	ongoing	L
5.5.1	Update the financial and phasing plan every year as part of the annual budgeting process.	H	ongoing	L
5.5.2	Track responses to questions related to parks in the District's community surveys.	M	ongoing	L
5.5.3	Update the Parks Master Plan in 10 years, or sooner if required. Provide progress reports to Council every three years, and update the Parks Master Plan in 10 years, if required.	M	ongoing	L

Figure 5.1: Financial and Phasing Plan

## 5.2 Financing Strategies

### Existing Strategies

Most of the parkland in the District has been in place for many years. The newer parks have been obtained as a condition of development.

When parks or amenities within parks are built or renewed, funds to achieve this come from taxes, development cost charges (DCCs), grants, contributions from developers, and sometimes, private donations or bequests. The funds currently used to operate parks come primarily from taxation through the operating budget. Other sources include replacement funds (such as for artificial turf), other District reserves (such as amenity contributions), field user fees, commercial revenues, and a contribution for maintenance of sport fields from the School District.

The capital and operating expenses are identified annually through the District’s capital and operating budget process, and the expenses are approved by Council. Current resources have a limited capacity to meet increasing demands and expectations.

In rare cases, parkland may be sold. If any parkland is sold, proceeds must be credited to a reserve fund for the purpose of acquiring parkland, in accordance with the Community Charter.

### Potential New Strategies

There may be opportunities to increase revenues from existing sources and to explore other potential financing methods to provide the desired levels of capital development and management. Some of the prime opportunities include fund-raising, endowments, partnerships and possibly carbon offsets.

A potential model for fund-raising is the Pacific Parklands Foundation (PPF), a non-profit organization that raises funds to improve and expand the Metro Vancouver regional park system. The PPF obtains funding for volunteers who identify areas that need development for recreation, education and nature conservation. Fund-raising mechanisms include donations (these can be “in memoriam”), gifts in kind, future interests in real estate, bequests, life insurance ownership, donation of securities, charitable remainder trusts, RRSP/RRIF funds, and charitable gift annuities. The PPF has expanded the regional parks system through various projects and means, guided by skilled corporate and community leaders who serve as directors.



A potential new source of funding may be carbon offsets. The coastal forest sequesters three to four tons of carbon per year, and these values are traded at rates around \$20 to \$35 per ton (at the time of preparing this report). Organizations like the Pacific Carbon Trust can assist with the designation, but it is a difficult process. To be a viable carbon offset, a significant amount of forest is needed, it must be highly protected, the accounting and monitoring are challenging, and it is difficult to obtain federal and provincial certification. Nevertheless, there may be an opportunity to pursue this option.

## Recommendations

### Funding from Existing Revenue Sources

- 5.2.1 Acquire and dedicate parkland through a variety of methods, including direct purchase, land swap, acquisition of road easements, and other innovative means.
- 5.2.2 Negotiate with developers to acquire parkland and to have developers pay for park and trail construction as part of new development projects.
  - Use tools such as density transfer and land swaps where appropriate.
- 5.2.3 Work with Planning and Finance to review and update the DCC bylaw and its applicability to parks and park infrastructure.
  - Explore the use of percent-in-lieu for parkland contribution.
- 5.2.4 Apply for grants for park and trail development.

### Potential New Revenue Sources

- 5.2.5 Establish one or more mechanisms through which donations can be provided directly for parks.
  - Develop a Parks Trust Fund or Foundation that can be used to access funds from the private sector through a variety of mechanisms, potentially including business and individual donations, partnerships with corporations, grants, and gifting.
  - Explore other funding mechanisms such as sponsorships.
  - Develop and publicize a program to encourage and support bequesting of land for parks.





### 5.3 Partnerships

There are various types of partnerships that can assist Parks in delivering the services desired by the community, some of which are described in section 4.6. Various types of community groups may be interested in working with Parks on activities and programs, with partnerships being somewhat different from volunteer efforts. The partnership with the School District is a mutually beneficial initiative. Businesses are sometimes willing to support parks initiatives through sponsorships, financial contributions or services in kind.

#### Parks Management and Service Delivery

- 5.3.1 Explore partnerships with private and community organizations for park and trail development, park stewardship, and outdoor recreation activities.
- Attract operators and partners whose values align with those of the District as stated in this PMP, and who have the skills and expertise required to meet their commitments.
- 5.3.2 Pursue provincial funding sources, such as Habitat Stewardship Program (HSP), Habitat Conservation Trust Fund (HCTF), to fund restoration programs as appropriate.

### 5.4 Decision-making Criteria

District staff and Council are often presented with ideas and opportunities related to parks that require decisions. The ideas and opportunities relate to a broad range of potential proposals. Some involve the contribution of funds or expertise. Most have some type of “conditions” which require negotiation and which could involve an opportunity cost for the District. These ideas fall into the following general categories:

- Land acquisition, protection and disposition
- Infrastructure development, upgrading and demolition
- Park use, including individual, non-profit group, and commercial uses
- Stewardship, community involvement and partnerships

In making decisions related to parks and their use, the Parks Master Plan provides guidance for Council and staff. The core values and goals in the PMP may not be specific enough to serve as decision-making criteria. Each proposal needs to be evaluated in terms of its



benefits and costs in the short-term and the long-term. District staff and the Working Group indicated that a checklist of criteria derived from the core values would be a valuable tool to assist with this process.

Figure 5.2 provides a set of questions to be used as decision-making criteria. For each question, there is an opportunity to consider if there will be a positive or a negative result. The questions can be used to evaluate all types of proposals. The criteria are intended as a checklist of considerations, which in some cases may be used to pursue additional information. This is not a quantitative exercise in which the positive and negative responses are to be tallied, because some positive and negative effects will be greater than others.

The purpose of the decision-making criteria is to have a consistent method with which to identify the benefits and challenges related to proposals. It is a tool to support decision-making, recognizing that final decisions rest with Council. The decision-making criteria can also be used to improve potential opportunities. For example, once the challenges are identified, measures that mitigate potential impacts can be included in the project.

	<b>Physical Criteria</b>	<b>Add or Enhance</b>	<b>Reduce or Detract</b>	<b>Neutral/ No Effect</b>	<b>Comment</b>
1	How will it affect the amount of environmental habitat?				
2	How will it affect the quality of environmental resources on site?				
3	How will it affect the quality of environmental resources off site?				
4	How will it affect opportunities for environmental interpretation?				
5	How will it affect heritage/cultural resources?				
6	How will it affect aesthetics and park character/atmosphere?				
7	How will it affect safety and security, and address risks?				
8	How will it affect existing park users?				
9	How will it affect opportunities for healthy activity/recreation?				
10	How will it affect the number of ways the park can be used?				
11	How will it affect the number of people served?				
12	How will it affect the types of people served (District/not, physical challenges, cultural groups, etc.)?				
13	How will it affect accessibility?				
14	How will it affect the protection of parkland?				
15	How will it affect the quality of the park infrastructure (assets)?				
16	How will it affect the sustainability of site services (e.g., rainwater management)?				

	Administrative Criteria	Yes	No	Neither/ Not Sure	Comment
17	Is the capital cost high?				
18	Is there capital money available?				
19	Is the operations cost high?				
20	Is there operations money available?				
21	Does it require other investment (e.g., transportation works, utilities)?				
22	Are there long-term costs?				
23	Will it generate revenue?				
24	Will revenue cover capital and operational costs?				
25	Are there opportunity costs associated with not going forward?				
26	Does staff have the expertise to manage this?				
27	Does staff have time available to manage it and meet expectations and needs?				
28	Is there time sensitivity (window of opportunity)?				
29	Is it inconsistent with any technical or legislative requirements?				
30	Does it limit future options?				
31	Is there community support?				
32	Is there Council support?				
33	Will the benefits be long-term?				
34	Will it help to build partnerships?				

**Figure 5.2: Decision-making Criteria**

### Recommendations

#### Parks Management and Service Delivery

- 5.4.1 Use the decision-making framework in Figure 5.2 as a tool for evaluating proposals.
- 5.4.2 Use principles to further guide decision-making, with an initial list as follows, to be modified over time as needed:
- Ensure that all costs of a proposal are included in the evaluation, including maintenance and needs for upgrading or replacement in the future.
  - Ensure that opportunity costs to the District are identified.
  - Events and activities provided by the District have a higher priority than commercial uses.
  - Proposals that expand and enhance park character, safety and security, and environmental, cultural, heritage and social values have a higher value than those that do not.
  - Proposals that are inclusive and appeal to a broad sector of the population have a higher value than those that appeal to a small number of park users.
  - Proposals that cater to District residents have a higher value than those that cater to visitors from elsewhere; however, proposals that cater to residents as well as visitors have the highest value.

- Proposals that improve existing infrastructure have a high value, if the existing infrastructure is important to the community and worthy of saving.
- Proposals that are environmentally, socially and economically sustainable have a high value.
- Proposals that address a gap in services or expand the range of services have a high value.
- Partnerships or funding opportunities that bring in new funding have a higher value than comparable proposals that do not.

### **5.5 Parks Master Plan Review**

For the Master Plan to remain relevant, it will be important for the District to use the plan to guide decisions, to track progress with respect to achieving the recommendations, and to review the plan on a periodic basis. Some tools available for measuring progress are the District’s community survey and comments from the public.

#### **Recommendations**

##### Parks Management and Service Delivery

- 5.5.1 Update the financial and phasing plan every year as part of the annual budgeting process.
- 5.5.2 Track responses to questions related to parks in the District’s community surveys.
- 5.5.3 Provide progress reports to Council every three years, and update the Parks Master Plan in 10 years, if required.





# SCHEDULE A: PARKS MASTER PLAN WORKING GROUP TERMS OF REFERENCE

## **1.0 Purpose**

- 1.1 The District of West Vancouver is undertaking a Parks Master Plan (PMP). The purpose of the PMP is to create a policy document which will set clear direction for the management, protection, enhancement and community engagement of West Vancouver parks, trails and open spaces, to meet both the immediate and long term needs for the next decade.
- 1.2 This policy document will utilize the 'March 2006 - Parks and Open Space Background' as its foundation. The Plan should contribute to the corporate objectives in the 2010 Balanced Scorecard which balances social, economic and environmental elements of West Vancouver. The goal is to ensure multiple community benefits in an economically efficient manner.
- 1.3 The PMP will ensure that our parks, trails and open spaces meet current and future expectations of our community.

## **2.0 Origin of Work**

- 2.1 The Working Group is tasked with delivering a draft PMP for Council consideration by August 2011. Working with specialized expertise, the Working Group with its' intimate knowledge of the community shall assist in the development of a viable PMP which is sensitive to the uniqueness of West Vancouver and purposeful in achieving the objectives as identified.

## **3.0 Specific Duties/ Objectives**

- 3.1 Review all relevant background documents.
- 3.2 Decide on the best name for the PMP.
- 3.3 Work to achieve the following objectives:
  - a. Review existing parkland and infrastructure inventory;
  - b. Identify parks and outdoor recreational needs, trends and gaps;
  - c. Analyze data to determine opportunities and deficiencies;
  - d. Develop a system to categorize and designate parks, including areas to receive additional protection or enhancement;
  - e. Develop management practices and policies for parks, trails, open spaces:
    - i. Protect, enhance and restore our natural environment;
    - ii. Ensure special events in parks meet community expectations for quality experiences, community support, revenue generation and park protection;
    - iii. Promote stewardship and community engagement with partners and the greater community in our parks;
    - iv. Balance conservation and recreation interests.
  - f. Recommend strategies for partnerships, opportunities for coordination and collaboration, and alternative sources of revenue to support the West Vancouver parks and open space system;
  - g. Prepare a draft policy document for Council approval which will set clear direction for the management, protection, enhancement and community engagement of West Vancouver parks, trails and open spaces.

#### **4.0 Composition**

##### **4.1 Community Representation**

The Working Group will consist of up to nine members from the community at large, appointed by the three members of Council who serve on the Community Engagement Committee. Working Group members will be representative of the community and have a strong interest in West Vancouver's parks, trails and open spaces.

4.2 **Council Lead:** Councillor Trish Panz

4.3 **Staff Lead:** Andrew Banks, Senior Manager of Parks, Corinne Ambor, Manager of Parks Planning and Community Stewardship supported by Anne Mooi, Director of Parks and Community Services.

##### **5.0 Term**

The term for the working group will be 14 months. It may or may not finish its work in this time period.

##### **6.0 Meeting Schedule**

Regular meetings will be determined by the Working Group at its first meeting.

##### **7.0 Communication/Community Consultation Strategy**

Residents will be encouraged to participate in a PMP Forum. The Working Group will assist in developing a communication strategy for the PMP, and may include resident surveys, meeting with stakeholders, a public open house and other public forum opportunities. Working Group meetings will be open to the public.

##### **8.0 Task Groups**

8.1 The Working Group may appoint Task Groups to address:

- a. Sports Field Master Plan recommendations

##### **9.0 Decision Making Approach**

Decisions will be made by consensus as required.

##### **10.0 Appointment of Chairperson**

A Chairperson will be selected by the Working Group at the second meeting of the Working Group.

##### **11.0 Conflict of Interest**

Members should declare possible conflict of interest to the Working Group Chair. The Chair will determine whether or not the member should be excused from participating in a discussion. For reference, conflict of interest guidelines are in the Council Committee General Terms of Reference.

## SCHEDULE B: RELEVANT BACKGROUND INFORMATION

### Recent District Plans and Initiatives

This section describes relevant documents completed since 2006, in chronological order with the most recent first. Documents produced prior to 2006 are described in the Background Document.

#### ***Youth Services Review, 2011***

A Youth Services Review Technical Group assisted staff in preparing a youth services strategy for the next five years. The Strategy includes an evaluation of existing youth services and recommendations for the future. Key strategies related to parks include: increasing opportunities for engaging youth in program development, design, implementation, volunteering, and leadership; and revitalizing the Ambleside Youth Centre site.

#### ***Sport Field Master Plan, 2011***

Guided by the Field Sport Forum Working Group, the Sport Field Master Plan (Catherine Berris Associates Inc.) provides guiding principles and recommendations for the use, maintenance, improvement and addition of sport fields and their related facilities to meet the needs of the field sport groups and community for the next ten years. The Sport Field Master Plan includes an updated inventory of sport fields and field sport group; analysis of demographic and sport trends; and recommendations for collaborative and innovative funding options.

#### ***Community Strategic Plan, 2010***

The Community Strategic Plan contains vision and mission statements, which are the basis for a corporate strategy map and a Balanced Scorecard measurement process. The Balanced Scorecard lists the corporate objectives, strategic initiatives for accomplishing the objectives, and milestones for the first three years. The Parks Master Plan itself is one of the strategic initiatives.

#### ***West Vancouver Community Survey, 2010***

The District conducts periodic community-wide surveys on a broad range of topics. In the most recent survey (Synovate Research), residents maintain that they enjoy a very good quality of life, and express very high satisfaction with District services. Parks and trails are among the highest rated services, with improvements since 2004 noted in arts and culture, youth services, community land use planning, and environmental protection. Priority areas for increases in services are youth services, transit, and environmental protection. A total of 65% of respondents support generating revenue from third party events in parks. In terms of preferences for costs savings, the willingness is highest to adjust standards for hanging baskets and garden displays in parks (but only 1/3 of residents support this option.)

#### ***Strategic Transportation Plan, 2010***

The Strategic Transportation Plan (HDR iTrans, HB Lanarc) is based on a vision to reduce auto dependency, expand mode choice, and promote safety while supporting sustainability and reflecting community transportation priorities. The plan includes strategies for all modes, and addresses: transportation demand management, pedestrians, cycling, transit, alternative technologies, traditional auto use, transportation of goods, and the use of marine and rail transportation systems.

#### ***Access and Inclusion Policy, 2009***

The Access and Inclusion Policy identifies actions to demonstrate leadership and address a range

of access and inclusion issues stemming from the community's growing cultural, social, economic, and age diversity. This is achieved by eliminating barriers, and creating social, physical and economic environments that enable all residents to participate actively in the community.

***Argyle Waterfront Acquisition Summary History, January 2009***

This document provides a summary of the lands acquired by the District in the Argyle area.

***Ambleside Town Centre Strategy, 2008***

An outcome of a review process to determine a new vision for Ambleside as the vibrant heart of West Vancouver, the Ambleside Town Centre Strategy contains actions, policy statements and design guidelines.

***A Blueprint for Social Responsibility and Change, 2008***

This document was prepared by the Community Grants/Social Services Working Group and provided background for the process that resulted in the Community in 2009.

***West Vancouver Park Accessibility Review, 2007***

This review of parks and sport fields (SGolden and Associates) focused on mobility issues related to circulation and park features. Photographs and air photos illustrate problem locations and potential solutions.

***A Heritage Strategic Plan, 2006***

The Heritage Plan Working Group guided the preparation of the Heritage Strategic Plan (Commonwealth Historic Resource Management Ltd.) Based on community values, the plan notes that the natural heritage of the District is highly valued. Even though the built heritage is relatively young, it is appreciated within the natural setting. The vision includes celebrating the special balance of natural, built and cultural heritage. Key strategies which are relevant to the PMP include:

- Inventory significant natural resources
- Prepare heritage stewardship plans for District heritage resources
- Integrate work among District departments
- Commemorate and communicate the value of heritage resources with interpretive signs

Part of the Heritage Strategic Plan's implementation has been a Community Heritage Register. Established in 2007, the themes and criteria for inclusion on the Register were adopted in 2008.

***Ambleside Park Vision Plan, 2006***

This conceptual plan for Ambleside Park was based on community input. The plan was received but not adopted by Council.

***Arts Culture and Heritage Development Strategy, 2006***

The District's Council adopted an Arts and Culture Strategy that speaks to arts, heritage, and culture for the whole District and all departments (not just cultural services). Based on extensive consultation, the Strategy includes a vision, programs, options, design concepts and an implementation plan for an arts, culture and heritage district between Ambleside and the waterfront.

***Old Growth Conservancy Strategy for Protection, 2006***

This document is a strategy for guiding the management, conservation and use of the Old Growth Conservancy (Bufo Incorporated, Sherlock Consulting, Chartwell Consultants Ltd.) in the context



of a proposed mountain bike park south of the area. The report outlines the key park values, management concerns and analysis, pressures, implications of access, mountain bike proposal, and recommendations.

### Ongoing District Initiatives

The following ongoing initiatives are relevant to the PMP:

#### ***Advisory Committee on Disability Issues (ACDI)***

This is a joint North Shore Committee that provides a forum for discussion on issues affecting people with disabilities. They work with the North Shore municipal Councils to promote, develop and sustain an accessible community, free of physical and social barriers (see section 3.2 for more information.)

#### ***Measuring Up Working Group (MUWG)***

This working group made recommendations for addressing accessibility and inclusiveness within the District, and had a major role in preparing the Access and Inclusion Policy.

#### ***Climate Action Working Group***

Established in 2009, the purpose of this group is to prepare and implement a Climate Action Plan for the community and the commercial and municipal operations in West Vancouver.

### Current District Initiatives

The following current initiatives are relevant to the PMP:

#### ***Art Facilities Strategy***

An Arts and Culture Working Group has been investigating options for accommodating new facilities such as gallery space, a new museum, and administrative offices. One of the objectives is to build upon Arts on Argyle. The results of this strategy, which is in its very early stages, could have major effects on parks along the waterfront.

#### ***AmblesideNow***

The AmblesideNow initiative to revitalize Ambleside through development of the 1300 block of Marine Drive has flowed from a number of studies: Waterfront Arts Facility Study 2006, Museum Study 2008, Waterfront Plan (adopted by Council in 2010). The goal is a sustainable village with the waterfront and green spaces at its core. Objectives include the following:

- Enhancing arts and cultural activities, and creating public amenities and venues
- Better utilizing land owned by the District, consolidating uses and minimizing potential cost to the tax payer
- Ensuring buildings are constructed to LEED certified standards
- Protecting and enhancing the marine environment and improving public access to the waterfront
- Providing the opportunity of a “20 minute” lifestyle – living, working and socializing in an active village community.

As AmblesideNow advances, it will become increasingly clear what the opportunities may be for parks.

### Related Initiatives by other Jurisdictions and Organizations

Work being conducted by others is also relevant to the PMP:

#### ***Squamish Nation***

The Ustlahn Social Society has a mandate which includes food security as well as conducting responsible stewardship along the east side of the Capilano estuary where the Capilano River flows into Burrard Inlet. Removal of invasive species and reestablishment of native plants, some of which could be food sources, are parts of the work this group is undertaking on Squamish Nation lands.

#### ***District of North Vancouver***

The District works in partnership with the District of North Vancouver on two park-related initiatives, the Loutet Farm, an urban agriculture demonstration project, and the North Shore Mountain Bike Association Trail.

## SCHEDULE C: COMMUNITY CONTEXT

### **C.1 Demographics**

#### **Population Growth**

West Vancouver has an estimated population of 44,722 in 2011 (BC Stats population projections.) Using a combination of historical estimates and future projections (BC Stats), it is estimated that the District's population will grow from approximately 42,863 people in 2006 to 49,309 in 2026, equivalent to an average annual growth rate of 0.36%.

A slightly faster rate of growth around 0.42% is forecasted between 2026 and 2036, resulting in a 2036 projection for West Vancouver of 53,508. Growth in population results from a small net inflow of people moving into West Vancouver from other communities (in-migration) rather than a natural increase in population (natural increase occurs when the number of children born exceeds the number of people who die.)

#### **Age of Population**

The District is an aging community, and in 2006 nearly a quarter of West Vancouver residents (23.1%) were over the age of 65. BC Stats provides population projections by age groups for the West Vancouver Local Health Area (includes Bowen Island, Lions Bay and the Capilano 5 Reserve) up to 2036. Overall, projections show the following trends for the West Vancouver Local Health Area over the next several decades:

- fairly consistent proportion of young children age 0-9 representing approximately 8-9% of total population between 2001-2036
- decline in the proportion of youth age 10-19 from 14% of total population in 2006 to 10% by 2016 followed by a slight shift up to 10% by 2036
- increase in the proportion of young adults age 20-39 from 17% in 2006 to 24% by 2026 followed by a decline to 22% by 2036
- decline in the proportion of middle aged adults age 40-64 from 40% in 2006 down to 30% by 2036
- continued increase in the proportion of seniors age 65 and up from 23% of the population in 2006 to 29% by 2036

#### **Lower Income Population**

In 2006, 44% of individuals earned less than \$30,000 per year and 20% of households earned less than \$30,000 annually. Nearly a third of West Vancouver seniors lived alone in 2006. In 2008, 13% of seniors in the West Vancouver Local Health Area (includes Bowen Island, Lions Bay and Capilano IR5) received the low income supplement (GIS). Between 2001 and 2006, there was also an increase in lone parent families, from 10.5% to just over 12% of all families in the district. In 2006, 75% of lone parent families were female lone parent families. The average income of female lone parent families in 2006 was less than half of that of all other family types in West Vancouver.

## ***C.2 Trends and Best Practices***

A high level overview of trends and best practices based on other communities in British Columbia, Canada and the US is provided here. More specifics are included within the respective sections of the Parks Master Plan:

### **Parkland Supply**

Municipalities are facing challenges retaining the same population-based standards in parkland supply compared to past years due to increasing residential densities. The trend is towards focusing more on the quality and use of parkland where quantitative standards of supply have been reduced out of necessity.

### **Alternative Transportation and Accessibility**

There are a number of trends related to alternative transportation and accessibility. Walking is the top recreation activity in every community surveyed in terms of participation and interest, and there is also increasing interest in all forms of biking, for recreation and transportation. As a result, many municipalities are placing high priority on the development of pedestrian and bicycle routes through communities. Along with this, there are increasing efforts related to providing universal accessibility to and within parks and trails.

### **Dog Ownership and Services**

Increases in the rate of dog ownership combined with higher residential densities are causing municipalities to accommodate the needs of dogs and dog owners. Municipal services include management of dog walking (with policies related to on-leash and off-leash areas), public education and enforcement of dog management policies, and provision of various types of dog off-leash areas ranging from open grass areas to beaches and fenced enclosures. Features in dog off-leash areas include single and double gates, water fountains (for humans and dogs), seating, paths, shade structures, trees, and dog agility features.

### **Urban Agriculture**

There is increasing interest in urban agriculture for reasons that include climate change, food security, 100 mile diet, social connections, and traditional ways. Urban agriculture is viewed as more than community gardens (see section 5.8.)

### **Recreation Activities and Facilities**

Recreation activities and facilities evolve over time based on demographic, societal and technological factors. Some of the recent trends in outdoor recreation at the municipal scale include:

- provision of opportunities for mountain biking related to recreation, fitness, outdoor experiences, youth services, and economic development
- expansion of services provided for youth, including multi-purpose spaces with seating and gathering areas, sometimes covered
- new activities such as longboarding and paddleboarding
- artificial turf fields as an accepted and highly desired type of sport field



## **Revenue Opportunities**

Many municipalities are challenged to find sufficient funds to support park development and operations, and parks are being considered for their revenue generation potential. At the same time, the value of parks as being freely available to all citizens at all times is recognized, and most municipalities are unwilling to compromise that value. Numerous communities have been exploring opportunities for revenue generation that will not compromise park values.

## ***C.3 Community Input***

### **Telephone Survey**

The District has conducted surveys related to parks about every four years. Previous surveys were conducted in 2002 and 2006, and to support the Parks Master Plan a survey was conducted from May 10-15, 2011 (Synovate.) The survey involved 520 interviews, with many questions similar to the previous surveys to provide information on trends. This section provides a summary of the results. All statements relate to the 2011 responses, unless indicated otherwise.

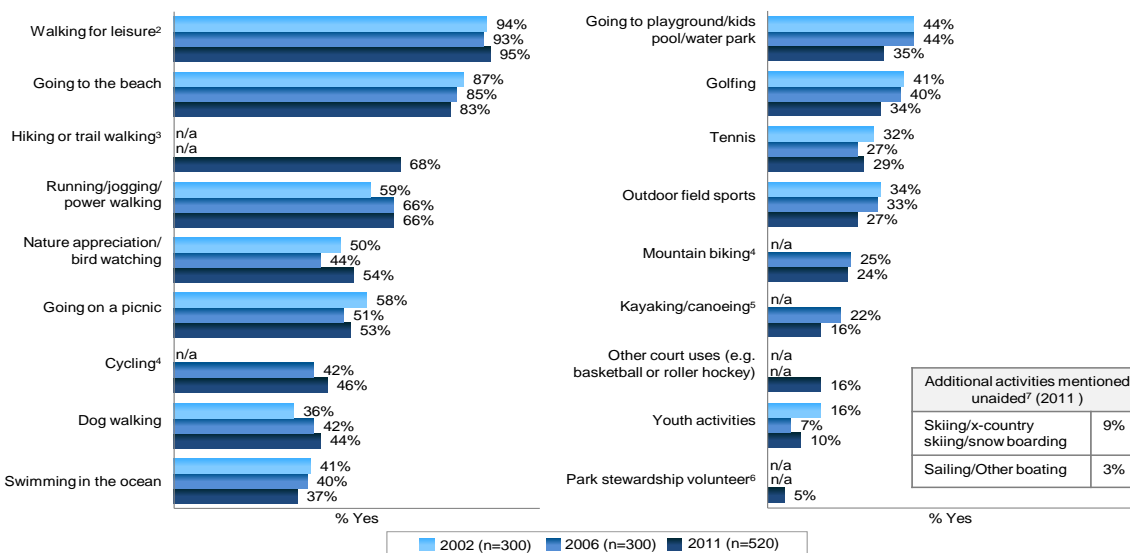
### ***Outdoor Recreation Participation***

West Vancouver households continue to participate in a broad range of outdoor activities (Figure C.1). The great majority of households took leisurely walks (95%) and went to the beach (83%). This is followed by hiking/trail walking and running/jogging/powerwalking, with broadly two-thirds of households participating in each. One-in-two households participated in nature appreciation activities/bird watching, picnics, and went cycling. Of note, more households currently enjoy nature appreciation/bird watching; the proportion of households participating grew 10 percentage points from 2006.

# Outdoor Recreation Activities Participated In Past 12 Months



**Q3a** Thinking of the last 12 months, have you or family members living with you participated in any of the following outdoor recreation activities?<sup>1</sup>  
**Q3b** Anything else? (any other outdoor activities that your family does?)



<sup>1</sup> 2002 question wording: Thinking of the last 12 months, have you or members of your family participated in any of the following outdoor recreation activities?  
<sup>2</sup> 2002/2006 question wording: Walking for pleasure.  
<sup>3</sup> 2002/2006 question wording: Day hikes. 51% and 50% mentions of day hikes in 2002 and 2006, respectively.  
<sup>4</sup> 41% mention of mountain biking/cycling in 2002. This compares to a 44% and 47% net mentions of mountain biking/cycling in 2006 and 2011, respectively.  
<sup>5</sup> 2% unaided mentions of kayaking in 2002.  
<sup>6</sup> 18% expressed interest in volunteering for park stewardship activities (QD4a).  
<sup>7</sup> Major mentions only

**Figure C.1: Outdoor Recreation Participation per Telephone Survey**

Table indicates % of households participating in past 12 months  
 For detailed footnotes, refer to Synovate report

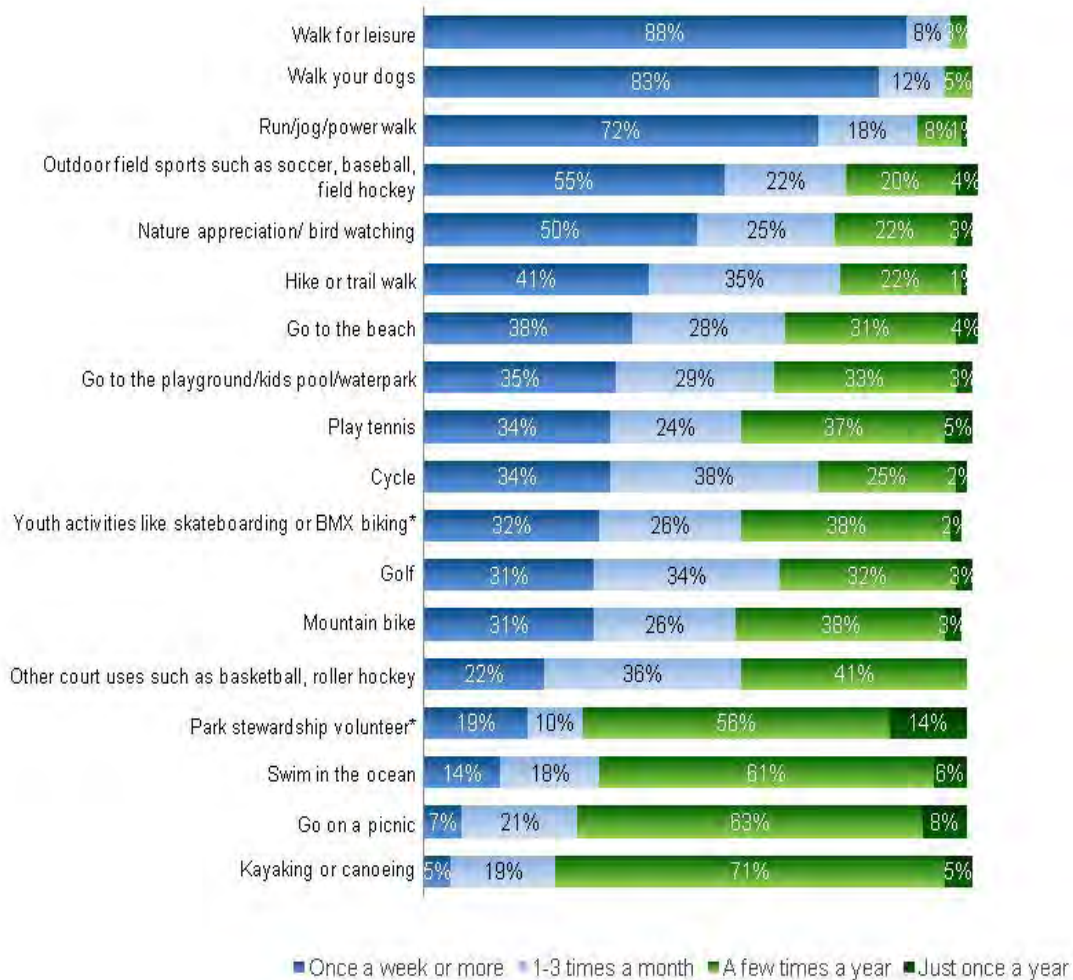
About 5% of households participated in park stewardship volunteer opportunities in the past year. There is considerable interest in park stewardship volunteer opportunities; 18% of residents expressed an interest.

Participation dropped on a number of activities. Fewer households report going to the playground/kids pool/water park, golfing, kayaking/canoeing and participating in outdoor field sports such as soccer, baseball or hockey. Differences in survey methodology (especially time of year of the survey) could account for some of these changes.

Regular participation (i.e. once a week or more) is most commonly observed for activities such as walking for leisure, dog walking and running/jogging/power walking. Park stewardship volunteering, swimming in the ocean, going on picnics, and kayaking/canoeing tend to be the least frequent activities.

### **Parks Use and Visitation Frequency**

West Vancouver parks continue to be well used by District households; 95% of households visited a West Vancouver park in the past 12 months. Household park visitation remains high across all areas of the District. The few households that do not use any of the parks generally cite personal barriers such as mobility challenges, rather than issues with the parks themselves.



**Figure C.2: Outdoor Recreation Participation Frequency per Telephone Survey**

Table indicates frequency of participation for households participating (Table C.1) in past 12 months, e.g., of the 44% of people who walk dogs, 83% walk them once a week or more

Large, popular parks such as Ambleside, John Lawson, Whytecliff and Lighthouse Park continue to be the most well-used, despite a drop in the frequency of use. Unchanged since 2002, 94% of households have visited these parks in the past year. The majority of West Vancouver households (74%) continue to visit these parks once a month or more, including 48% who visit at least once a week. However, weekly visitation has trended down from 2002 (48% vs. 55% in 2002).

Visitation of local, less popular parks such as Horseshoe Bay Park, Cypress Falls Park, and Memorial Park has increased somewhat; 82% of households have visited these parks in the past year, up from 77% in 2006. The increased use has occurred by converting non-users into infrequent users, and most users of these parks continue to visit only occasionally.

Visitation to small neighbourhood parks remains on par with 2006, but fewer households now make weekly visits.

### ***Reasons for Visiting West Vancouver Parks***

The main draw for visiting all types of West Vancouver parks is walking. More households now visit local parks for this purpose compared to 5 years ago (50% vs. 41%). Other reasons for visiting West Vancouver parks include dog walking, solitude/relaxation, and family time. More households now visit large parks to walk their dogs compared to 2006 (26% vs. 20%) while fewer visit local parks to spend family time (17% vs. 27% in 2006).

### ***Outdoor Activity Participation in the Upper Lands***

Fewer households are visiting the Upper Lands for activity (34% currently vs. 43% in 2006). Households most often visit the Upper Lands to go for walks/hikes/snow-shoeing/skiing. Given that some of these activities involve payment to the Cypress Mountain ski resort, the economic downturn could be a factor in this change. Mountain biking participation increased from 15% to 21% of households.

### ***Adequacy of Parks and Recreational Facilities***

Residents generally feel that there are enough parks and recreational facilities in West Vancouver. Residents are most pleased with the number of large, popular parks with 86% believing that there are enough in the District.

Safe places to bicycle, community gardens and outdoor spaces for youth are the three main amenities that residents say the District needs more of; 51%, 37% and 29% respectively say that there are not enough of each currently.

### ***Satisfaction with Maintenance and Upkeep***

West Vancouver residents are generally satisfied with the maintenance and upkeep of the District's parks and facilities. Broadly 90% of residents are very satisfied or satisfied with each of the parks and facilities mentioned, the exception being park washrooms. One-in-five residents are critical of the maintenance of park washrooms, with residents in the Upper area of the District being the most critical of this aspect.

### ***Suggested Changes/Improvements***

Where more/improved facilities was the main change suggested in 2002 and 2006, the focus this year is on having more places for dogs, including off-leash areas (10% mentioning). However, this is offset by 5% who suggested that the District should enforce the "no dogs" or "have dogs on leash" rules.

### ***Support for Fund Raising Options***

From a list of five options to raise funds and generate revenue, residents are most supportive of allowing weddings and other private functions to be held in parks (88% approve of this option). While opinions are divided on charging fees for businesses using parks, West Vancouver residents are strongly against the introduction of pay parking in parks; 90% oppose this as an option for raising funds.

### ***Workshops***

In late April and in May, 2011, visioning workshops were held with different groups regarding the Parks Master Plan. There were four workshops with the public in different locations, plus workshops with the Advisory Committee for Disability Issues, Parks staff and youth.



The following is a summary of comments received at all workshops in relation to the strengths and challenges of the District as a whole (overall view), parkland, park amenities, and park management. These are listed generally in the order of frequency of comment, with all of the comments below reflecting the views of multiple participants.

Overall View – Strengths	Overall View - Challenges
<ul style="list-style-type: none"> <li>• Diversity of parks</li> <li>• Variety of activities in parks (water uses, views, hiking, beaches, etc.)</li> <li>• Natural setting, beauty, ocean, mountains</li> <li>• Conservation efforts</li> <li>• Community involvement</li> <li>• Accessibility of parks</li> <li>• Dog friendly</li> <li>• Harmony Arts and other festivals and events</li> <li>• Safe quiet community</li> </ul>	<ul style="list-style-type: none"> <li>• Not enough trails, lack of connectivity</li> <li>• Off-leash dogs are a concern</li> <li>• Not enough off-leash dog spaces</li> <li>• Lack of dog feces pick-up</li> <li>• Kids don't get enough time outside in the parks</li> <li>• Limited access to parking, time limits at important parks</li> <li>• Accessibility could be better in some parks Over-use of some parks</li> <li>• Resources seem stretched</li> </ul>

Parkland Strengths	Parkland Challenges
<ul style="list-style-type: none"> <li>• Total parks area, some large parks</li> <li>• Increasing availability of waterfront</li> <li>• Easy access to water</li> <li>• Large natural areas for wildlife, forests, vegetation</li> <li>• Ambleside, John Lawson, Dundarave</li> </ul>	<ul style="list-style-type: none"> <li>• Poor connectivity between green spaces and parks for people and wildlife</li> <li>• Beach accessibility is restricted</li> <li>• Parks lack adequate protection</li> <li>• Wildlife populations have declined</li> <li>• Not enough parkland above 1200'</li> </ul>

Park Amenities Strengths	Park Amenities Challenges
<ul style="list-style-type: none"> <li>• Good variety of facilities and activities</li> <li>• Lots of trails, walking opportunities, nature trails</li> <li>• Sea walk is excellent</li> <li>• Community event spaces</li> <li>• Sport fields and artificial turf fields</li> <li>• Successful community gardens</li> <li>• Picnic areas are good</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of trail connectivity</li> <li>• Lack of bicycle routes and trails</li> <li>• Infrastructure needs updating</li> <li>• Not enough information maps and signs</li> <li>• Not enough explanatory information about sensitive areas</li> <li>• Sport fields unavailable for casual use</li> <li>• Washrooms lacking in quantity and quality</li> </ul>

Management Strengths	Management Challenges
<ul style="list-style-type: none"> <li>• Staff commitment, enthusiasm, availability</li> <li>• Maintenance of high use areas is good</li> <li>• Working with local stewardship groups, restoration projects</li> <li>• Foreshore restoration</li> <li>• Flower beds, cleanliness</li> <li>• Good information on District website</li> </ul>	<ul style="list-style-type: none"> <li>• Some parks are not well maintained</li> <li>• Trails need work</li> <li>• Invasive species are overwhelming some parks</li> <li>• Need visibility improved for safety</li> <li>• Poor and inconsistent signs indicating names of parks</li> <li>• Uncontrolled dogs</li> <li>• Volunteer opportunities not well enough communicated</li> <li>• Enforcement of dog and other regulations</li> <li>• Lack of maintenance of piers</li> </ul>

## **Stewardship Forum**

In January, 2011, a forum was held in which community groups were invited to make presentations on their interests, their work, and ideas for inclusion in the Parks Master Plan. The following is a summary of the input received at the forum:

### ***Friends of Cypress Provincial Park (FCPP)***

- Group was formed in 1990 to protect Cypress Provincial Park's natural environment and associated values
- Interest in trails is connecting West Vancouver and the parks themselves
- FCPP does trail work, field trips, and is developing a park map with BC Parks

### ***Hollyburn Heritage Society (HHS)***

- Interests are restoring the Hollyburn ski lodge, valuing the diversity of West Vancouver's parks, trail and natural areas, and supporting efforts to preserve and protect these often fragile, natural areas
- Concerned about the poor condition of the bridges and trestles that span small creeks on the Brothers Creek Trail

### ***Hollyburn Ridge Association (HRA)***

- Interest in preserving the unique mountain culture of the Hollyburn area and preservation of the remaining ski cabins
- This community celebrated its 85th anniversary in 2011

### ***Old Growth Conservancy Society (OGCS)***

- Wants to ensure the ecological integrity of the Old Growth Conservancy is protected in perpetuity and that the natural values of the Old Growth Conservancy are respected and appreciated by the community; increase public awareness
- Support for volunteer stewardship for old growth areas, and hope for sufficient funding to accomplish this

### ***North Shore Mountain Bike Association (NSMBA)***

- A volunteer-run voice for the mountain-biking community on the North Shore; developing a new program in conjunction with land managers called the Trail Adoption Plan, focus is currently North Vancouver
- NSMBA cannot work on the much loved and heavily used mountain bike trails on Cypress due to the land ownership issues, which has contributed to severe degradation of many trails and the unauthorized construction of new trails; group would like to bring them up to standard and work towards maintaining the current mountain bike trails in a sustainable manner through partnerships

### ***West Vancouver Streamkeepers***

- Volunteer-run group develops a work plan every year, works closely with the District and Fisheries and Oceans Canada to protect and restore fish habitat; goal is to promote, protect, and restore native fish stocks and their habitat
- District provides support in maintaining spawning habitat and providing public education
- Streamkeepers would like some creeks clearly set aside for creek needs

### ***Lighthouse Park Preservation Society (LPPS)***

- Concerned about protecting biodiversity of Lighthouse Park, impacts of invasive plants; number one priority is policies and actions to protect the composition, structure and function of the great diversity of habitats in the District's natural parks; public education is a big part of the group's work including lectures, interpretive walks, signs, volunteer stewardship, invasive species removal, native plant restoration
- Six-park Network Conservation Report – as part of its mandate to maintain biodiversity in Lighthouse Park, this group recommends acquiring adjoining private lands to link Klootchman, Trails, The Dale, North Piccadilly and Caulfeild Parks

### ***West Van Dog***

- Citizens' group committed to the well-being of dogs by ensuring that they have places to walk and socialize while promoting the value of their inclusion in the community
- Priorities include: address dogs in the Parks Master Plan, provide accessible benches for seniors and others so all can enjoy the therapeutic benefits of dogs
- Would like to see small areas where on-leash, under control dogs can be allowed within parks where dogs are prohibited

### ***Heritage West Vancouver***

- Organizes Heritage Week, produces Heritage newsletter, encourages contributions to newsletter

### ***Shoreline Preservation Society (SPS)***

- Vision is an ecologically friendly foreshore; works with coastal engineers to develop an overall plan; Stage 1 is being implemented
- Interests include repairing beach erosion, enhanced planting of vegetation along the shores, and disallowing concrete seawalls; already seeing more smelt eggs and aquatic bird life

### ***North Shore Hikers (NSH)***

- Large active hiking group
- Priority is getting involved in maintaining trails, possibly a grant for summer students to supervise maintenance of trails

### ***Invasive Species***

- A critical issue, giant hogweed and Japanese knotweed are getting the most attention but there are others like broom, ivy, lamium
- Hogweed has invaded many areas in West Vancouver but favours creeks and riparian areas; District staff map and carry out hogweed removals
- Hogweed is a health issue as the public may be unaware that the sap can cause painful skin lesions
- Funds and action are required to deal with invasive plant species; all the groups at this Forum can assist

### ***North Shore Wetland Partners***

- A network of North Shore residents who promote the conservation of North Shore wetlands through education, research, restoration and stewardship (group did not present at the Forum but provided a display and information)



## SCHEDULE D: PARKLAND SUPPLY ANALYSIS

### Population-based Parkland Supply

Many municipalities use population-based standards to calculate and plan their supply of parkland, and some also use area-based standards. Standards are controversial, with some believing that the quantitative approach detracts from a qualitative consideration of parks and recognition that conditions are unique in every municipality. In B.C., even where standards are not embraced for their inherent value, they are often used to assist in the calculation of development cost charges (DCCs) for parks.

Even in jurisdictions where parkland supply standards exist, they are often used as a guideline, rather than a definitive requirement. Park supply standards can be applied in a flexible manner to ensure that a full range of park types is available to all residents. They enable a community to measure their supply over time, and to compare themselves with other communities.

Population-based parkland supply is typically calculated on the more active types of parkland, excluding natural areas and open space; therefore, only 104 of the 177 parks in the District are included in this analysis. Figure D1 illustrates the District's supply in relation to 2006. Waterfront parks were not included in this analysis in 2006, but shoreline access parks are included for 2011 due to their importance for recreation, as documented in the telephone survey. Using these types of parks, supply decreased from 5.0 to 4.71 hectares (ha)/1000 population from 2006 to 2011. The future supply is based on the projected population without any additional parkland acquisition.

Classification	2011 Number	2011 Area (ha)	2006 Supply ha/1000 pop	2011 Supply ha/1000 pop	2021 Supply ha/1000 pop
Destination	16	129.0	3.20	2.91	2.77
Community	9	32.8	1.4*	0.74	0.70
School sites	15	29.7		0.67	0.64
Neighbourhood	29	19.2	0.40	0.43	0.41
Shoreline Access	35	12.2	n/a	0.28	0.26
<b>Total</b>	<b>104</b>	<b>222.9</b>	<b>5.00</b>	<b>5.03</b>	<b>4.79</b>

Estimated population (2006) - 44,000

Estimated population (2011) - 44,278

Projected population (2021) - 46,543

\* Community parkland included school sites in 2006

Shoreline Access is indicated above due to its park values

**Figure D1: Population-Based Parkland Supply**

## Comparisons

When standards of parkland supply are considered, municipalities are usually interested in knowing how their parkland supply compares with the supply in other communities. Comparisons are provided here for interest only. Every community is different and the role of parks in each community also varies.

For many years, the Canadian standard for supply of active parkland was 4 ha/1,000 population (10 acres/1,000) (not including nature parks and trails corridors). Many municipalities, particularly the ones with a large land base, still have population-based standards within that range (Figure D2). In a survey conducted in 2006, the BCRPA found the provincial average parkland supply to be 2.51 ha/1000 population.

As many municipalities become denser, especially within downtown cores, population-based standards of supply have been decreasing. Municipalities with smaller land areas, which are mostly “built out”, cannot meet the traditional supply standards due to the high land values and lack of available undeveloped land.

Some municipalities with extensive waterfront also have lower parkland supply. Certainly some waterfront parks or trails can offer more per area than inland sites in terms of the view opportunities, experience of nature, and in some cases access to water for recreation. The higher recreational value of waterfront land correlates with the more expensive land costs.

West Vancouver’s supply of parkland is at the high end of supply among the comparison communities. This is fitting since, as noted in the public consultation, parkland is an essential characteristic of West Vancouver, part of what makes the municipality unique. The lack of industry on the waterfront, in particular, gives the District remarkable opportunities to provide waterfront access and enjoyment to residents and visitors.

Classification	District of West Vancouver	Maple Ridge / Pitt Meadows	Abbotsford	New Westminster	Vancouver	City of North Vancouver	Kelowna	Provincial Average
City/Municipal	2.91	1.80	0.60	0.72	1.17	0.74	1.20	1.04
Community	1.08	1.30	1.50	0.90	0.00	0.47	0.40	0.80
Neighbourhood	0.43	0.90	0.80	0.60	1.05	0.25	0.60	0.67
<b>Total</b>	<b>4.4</b>	<b>4.0</b>	<b>2.9</b>	<b>2.22</b>	<b>2.22</b>	<b>1.5</b>	<b>2.2</b>	<b>2.51</b>

All numbers are in ha/1000 population

Abbotsford includes an additional 1.3 ha/1000 for Trails and Open Space

City of North Vancouver includes an additional 1.68 ha/1000 of natural areas with trails

District of West Vancouver includes 0.34 ha/1000 of school sites within Community Parks

### Figure D2: Population-Based Parkland Supply Comparisons

Note: dates of the parkland supply information vary for the comparison municipalities.

Figure D2 may not be a completely direct comparison among communities, as there is some variation in what the parkland numbers include with respect to school grounds, greenway / trail corridors, natural areas, shoreline access parks, etc. Parkland supply is also constantly changing as more parks are acquired and as population increases.

## SCHEDULE E: LEGAL DESIGNATION OF PARKS

The following is a summary of the zoning and primary restrictions on existing parks. For the definitions of the zoning categories, refer to the Zoning Bylaw.

PARK NAME	ZONING	RESTRICTION
13th and Marine Drive Park	RT1	No known restrictions
18th Street Park	RT1	Reserved
29th St. Tennis Courts (unnamed)	RS3	Dedicated
Altamont Beach Park ( 2 legal lots)	RS4	Dedicated
Altamont Park	RS2	Park purposes only notation on title
Ambleside - defacto park	RS5	No known restrictions
Ambleside - defacto park	RS5	Closed road
Ambleside Landing	RT1	Reserved
Ambleside Landing	blank	Dedicated
Ambleside Landing (2 legal lots)	RT1	Reserved
Ambleside Landing (4 legal lots)	C2	Dedicated
Ambleside Landing, boat launch (1 legal lot)	RT1	No known restrictions
Ambleside Park	blank	Leased dog off leash area
Ambleside Park	RS5	Dedicated
Ambleside Park	blank	Dedicated
Ambleside Park (5 legal lots)	RS5	Dedicated
Ambleside Pier	M1	Titled Parcel of land covered by water
Andover Park	RS3	Titled parcel
Argyle Greenwood Residence	RT1	Reserved
Argyle Karlsen Residence	RT1	Reserved
Argyle Music Box	RT1	Reserved
Argyle Silk Purse Art Center	RT1	Reserved
Argyle Unnamed Park (Bare lot)	RT1	Reserved
Argyle Village Gardens (1400 Block)	RT1	Reserved
Argyle Village Gardens (1500 Block)	RT1	Reserved
Aspen Park	RS2	Dedicated by subdivision
Ballantree Park	CU7	No known restrictions
Batchelor Bay Park	RS4	Dedicated by subdivision
Batchelor Bay Park	RS4	Reserved
Benbow Park	RS3	No known restrictions
Brissenden Park	RS3	Bequested / conveyed in 1990
Burley Drive Park (10 legal lots)	RS5	No known restrictions
Capilano Pacific Trail	RS3	No known restrictions

PARK NAME	ZONING	RESTRICTION
Capilano View Cemetery	RS3	blank
Caulfeild Green	RS3	Dedicated
Caulfeild Park (4 legal lots)	RS3	Title has park notations
Caulfeild Park (4 legal lots)	RS3	No known restrictions
Caulfeild Park (4 legal lots)	RS3	Dedicated
Cedardale Park	RS3	Dedicated
Centennial Seawalk	M1	use/purpose limited by the tenure
Chairlift Park	RS7	Dedicated by subdivision
Chairlift Park	RS7	Dedicated
Chartwell Park	RS3	Needs further research
Chatwin Park	RS5	Dedicated (1946)
Civic Centre	blank	blank
Clovelly Walk	RS2	No known restrictions
Cross Creek Park	RS3	No known restrictions
Cypress Falls Park (2 legal lots)	RS2	Dedicated
Cypress Trails Park	RS3	Dedicated
Douglas Woodward Park	RS3	Dedicated
Dundarave Park	C1	No known restrictions
Dundarave Park	RS4	No known restrictions
Dundarave Park	C1	Park Purposes
Dundarave Park	C1, RS4	No known restrictions
Dundarave Park (3 legal lots)	C1	Reserved as park land
Dundarave Pier	M1	Reserved
Eagle Harbour Beach Park	RS3	No known restrictions as no title found
Eagle Harbour Field / Gallagher	RS2	No known restrictions
Erwin Park	RS4	Pard dedicated road
Finch Hill Park	RS7	Dedicated by subdivision
Foot of 23rd Street Park / Bellevue Wynd	RT1	Dedicated by subdivision
Foot of 26th Street Park	RS4	Dedicated by subdivision
Friday Park	RS2	Dedicated by subdivision
Garrow Bay Park	RS3	No known restrictions
Gleneagles Community Centre	blank	blank
Gleneagles Golf Course	RS4	blank
Glenmore Park (2 legal lots)	RS3	Reserved
Gordon Avenue - Traffic Island + Pocket Park	RS3	Road dedicated by subdivision
Gulf Beach Park	RS3	Dedicated walkway by subdivision
Hadden Park	RS3	Pleasure, Recreation, Community Use
Hay Park	RS5	Dedicated
Hidhurst Park	RS3	No known restrictions
Hillside Park	RS5	Dedicated
Hollyburn Sailing Centre	blank	blank
Horseshoe Bay Park (2 legal lots)	RS4, RS3	Dedicated



PARK NAME	ZONING	RESTRICTION
Horseshoe Bay Tennis Court aka Doug	RT2	No known restrictions
Houlgate Creek 1	RS3	No known restrictions
Houlgate Creek Park 2	RS3	Dedicated park by subdivision plan 17346
Hugo Ray Park	RS3	No known restrictions
Hugo Ray Park	RS3	blank
Hugo Ray Park (2 legal lots)	RS3	Reserved
Irwin Park	RS5	Dedicated
John Lawson Park	RT1	Reserved
John Lawson Park	Rt1	Dedicated
John Lawson Park	RT1	No known restrictions
John Lawson Park (2 legal lots)	RT1	Dedicated and set aside
John Lawson Park (2 legal lots)	RT1	Set aside
John Lawson Park (2 legal lots)	RT1	Dedicated after being acquired through tax sale
John Lawson Park (3 legal lots)	RT1	No known restrictions
John Richardson Park	RS5	Dedicated
Kew Beach Park	RS3	Dedicated
Klahanie Park	RS3	Dedicated
Kleewyck Park (2 legal lots)	RS3	Needs further research
Klootchman Park (2 legal lots)	RS3	No known restrictions
Klootchman Park (2 legal lots)	RS3	Road dedicated by subdivision
Larson Bay Park	RS5	No known restrictions
Lawson Creek Park (North)	RS7	Dedicated by subdivision plan LMP10005
Lawson Creek Park (South)	RS3	Dedicated by subdivision
Lawson Creek Park (South)	RS7, RS3	Dedicated by subdivision plan LMP 3868
Leyland Park	RS5	Dedicated
Lighthouse Park	n/a	Federal lease
McKechnie Park (2 legal lots)	RS3	Dedicated
McKechnie Park (2 legal lots)	RS4	Dedicated
Memorial Park	RS5	Dedicated
Memorial Park (Cenotaph)	RS5	Dedicated
Millennium Park	RT1	Closed road
Millennium Park	RT1	Reserved
Millennium Park	RT1	Needs further research
Millstream Trail Park	CU7	Dedicated by subdivision plan
Mount Moyne Square Park + Taylor Way Blvd.	RS3	Dedicated ROAD and Square by subdiv pl 6652
Navy Jack Point Park	RM1	Road Allowance
Nelson Canyon Park	RS3	No known restrictions
Nelson Canyon Park	RS2	Dedicated by bylaw
Normanby Park	CU7	Dedicated by subdivision
North Piccadily Park	RS2	Dedicated by subdivision
Old Growth Conservancy	CU7, CU2	Dedicated

PARK NAME	ZONING	RESTRICTION
Oxley St. South Street End Park	RS4	Road Closed by bylaw
Parc Verdun	RS3	No known restrictions
Parthenon Park	RS3	Dedicated as walkway by subdivision
Plateau Park	RS2	No known restrictions
Procter Park	RS4	No known restrictions
Rabbit Lane Park (2 legal lots)	RS3	No known restrictions (folio 16-0316)
Rabbit Lane Park (2 legal lots)	RS3	No known restrictions
Rotary Lane	AC1	Road Allowance
Sampson Park	RS2	Dedicated by subdivision
Sandy Cove Park	RS4	Dedicated by bylaw 1091, 1945
Seaview Walk		Dedicated by subdivision
Seaview Walk	RS2A	Dedicated park by subdivision
Seaview Walk	RS2A	Dedicated by Subdivision
Seaview Walk	RS3	Dedicated park by subdivision
Seawalk Gardens	M3, RM1	Dedicated
Sharon Park	RS3	Dedicated by subdivision
Shields Dam Park	CU7	Dedicated by subdivision
Suicide Bend Park	RS4	Dedicated by subdivision
Sunset Beach Park	RS4	Dedicated
Sunset Highlands	blank	blank
Tall Trees Park (2 legal lots)	RS4	No known restrictions
Tantalus Park	RS4	No known restrictions
Tantalus Park (7 leagal lots)	RS4	Dedicated for municipal purposes
Tantalus Park (7 legal lots)	RS4	Dedicated for park purposes
Taylor Way Boulevard	RS3	Dedicated road and Square
Taylor's Lookout (South Marr Subdiv)	RS7	Dedicated by subdivision
The Dale Park	RS3	Reserved
Trail - Headland Place to Birchfeild Place	RS2	Dedicated
Trails Park	RS3	Dedicated by subdivision
Unnamed Park	RS3	No known restrictions
Unnamed Park	RS2	No known restrictions
Unnamed Park	RS2, RS3	Dedicated by subdivision
Unnamed Park	RS2	Dedicated by subdivision
Unnamed Park	RS2	Dedicated
Unnamed Park	RS7	Dedicated by subdivision
Unnamed Park	RS7	Dedicated
Unnamed Park	RS3	Dedicated
Unnamed Park		
Unnamed Park (3rd Street)	RS3	No known restrictions
Unnamed Park (4800 Block Headland Dr.)	RS2	Dedicated
Unnamed Park (4800 Block Headland Dr.)	RS2	Dedicated by Subdivision
Unnamed Park (Cammeray Road end)	RS3	Dedicated by subdivision

PARK NAME	ZONING	RESTRICTION
Unnamed Park (Citrus Wynd)	RS2	Dedicated by subdivision
Unnamed Park (Cliff cove/ beach access1)	RS3	Dedicated road
Unnamed Park (Cliff cove/ beach access2)	RS3	Dedicated road
Unnamed Park (Deer Ridge)	RM7	Dedicated by subdivision
Unnamed Park (End of Halton Court)		Dedicated by subdivision
Unnamed Park (End of Hudson Court)		Dedicated by subdivision
Unnamed park (End of Willoughby Road		Dedicated by subdivision
Unnamed Park (Headland Drive)	RS2	Dedicated by subdivision plan
Unnamed Park (Headland1)	RS2	Dedicated by subdivision
Unnamed Park (Headland2)	RS2	Dedicated by subdivision
Unnamed Park (Headland3)	RS2	Dedicated by subdivision
Unnamed Park (Highgrove East)		Dedicated by subdivision
Unnamed Park (Highgrove West)		Dedicated by subdivision
Unnamed Park (Keith)	RS2	No known restrictions
Unnamed Park (Lawson Creek)	RS3	Dedicated
Unnamed Park (Marine Drive)	RS3	Dedicated by subdivision
Unnamed Park (McDonald Creek Greenbelt)	RS7	Dedicated by subdivision
Unnamed Park (North of Traffic Circle)		Dedicated by subdivision
Unnamed Park (Rockend)	RS3	Dedicated by subdivision
Unnamed Park (Skilift1)	RS7	Dedicated by subdivision
Unnamed Park (Skilift2)	RS7	Dedicated by subdivision
Unnamed Park (South Marr subdiv)	RS7	Dedicated by subdivision
Unnamed Park (Surrounding Meadfeild Wynd)		Dedicated by subdivision
Unnamed Park (trail to Caufeild Lane	RS2	Dedicated as trail
Unnamed Park (Vinson Creek)	RS3	Dedicated by subdivision
Unnamed Park (Wentworth)	RS7, RS8	No known restrictions
Unnamed Park (West of Capilano View Cemetery)	RS3	Dedicated by subdivision
Unnamed park (West of Traffic Circle)		Dedicated by subdivision
Unnamed Park (Westhaven)	RS2	Dedicated by subdivision
Unnamed Park (Westport Park)	RS2	none
Unnamed park (Whitby Estates)	RS7	Dedicated by subdivision
Unnamed Park with Water Feature (Traffic circle)	RS2	Dedicated by subdivision
Unnamed Parks (4 pcls)	RS2	Dedicated by subdivision
West Bay Park (3 legal lots)	RS4	Dedicated
West Vista Pocket Park	RS2	Dedicated by subdivision
Westhill Park	RS3	Dedicated by subdivision
Weston Park	RML4	Dedicated
Westridge Park	RS2	Not dedicated, restricted in Deed 2156, 1967
Westwood Park	RS3	Dedicated by subdivision
Whitby Park		

PARK NAME	ZONING	RESTRICTION
Whitby School Site		
Whyte Islet Park	RS4	Park Purchase bylaw
Whytecliff Park	RS4	Park Purchase bylaw