

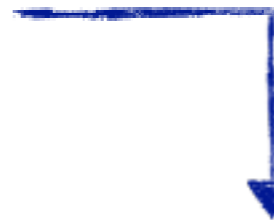


Metro Vancouver Regional Parks Public Programming Strategy

Research



Analysis



Recommendations

2019

July

August

September

October

November

December

Research process

- Interviews and surveys with internal stakeholders, external partners and stakeholders, and members of the public totalling over 21,000 words of input, analyzed and coded by theme
- Overviews of comparable programming by agencies across the Region
- Review of planning documents, program scripts, program statistics, visitor feedback, and program revenue

Analysis

- Visitors per park, visitors per theme; satisfaction per program; trends in programming across seasons and parks;
- satisfaction per theme; satisfaction per program type;
- revenue per program; revenue per visitor; cost per visitor,
- awareness of programming and promotions
- and more



Recommendations and discussion

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Five broad strategic directions

1. Broaden your base
2. Extend your reach
3. Deepen the connection you make
4. Invest in youth
5. Ensure financial sustainability



1. Broaden your base

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Broaden your base: rationale

- Diversity of audience does not match the diversity of your population, except in school programming
- Probable barriers:
 - Awareness
 - Access to parks (Surrey, Richmond)
 - Appeal of programs and positioning of messages

Barriers

- Across the cultural/nature programming sector, research shows many minorities don't see themselves as "*the kinds of people*" who attend our programs
- Organizations tend to create programs and promotions for people who are just like them. We include myriad subtle cues—through jargon, imagery, etc—that others don't belong.

Top Recommendations

- Expand your programming repertoire to include cultural and multi-cultural approaches to park interpretation
- Eliminate jargon and “*for nature nerds only*” aspects of your programming and promotions
- Work with stewardship to attract and older teens and young adults as volunteers
- Recruit and hire from under-represented communities



2. Extend your reach

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2. Extend your reach: rationale

- 29% of Canadians say they spend less than 30 minutes a week outside.
- Market penetration is still low, and public programs are not fully subscribed
- About 280 out of 560 regional elementary schools have not taken part in a Metro Vancouver Regional Parks program
- Public awareness is still low: 72% of regional adults-without-children are unaware of programming in Metro Vancouver Regional parks.

Barriers

- Awareness: 89% of regional adults haven't seen the Check It Out! Nature Program Guide
- Access: many parks are not easily accessible by transit
- Relevance and Appeal: the greatest competitor by far in the nature/cultural sector is "other leisure activity." Increasingly, that means staying at home. Your competitor is Netflix, essentially.

Top Recommendations

- Smooth the path to purchase. Revamp Nature Program Guide and increase its circulation
- Consider developing a marketing plan
- Consider content marketing program:
 - Interpreters have knowledge, talent, and personality to share with more than those who register for programs. Get them writing, publishing, making videos.

Top Recommendations (continued)

- Use your email lists to their best advantage. Direct email is the most efficient and effective marketing channel, and you have thousands of clients on your lists. Create a relationship with past clients, and sustain it. This is a short, cheap route to a large potential impact!
- Reach out strategically to new school clients and give them incentives
- Increase the content value of your social media channels. Pursue the brand in more depth. Create a community and engage in dialogue.



3. Make a deeper connection

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3. Make a deeper connection: rationale

- Program quality is very good but sometimes uneven, ranging from cutting-edge-unforgettable to 1970's-era stand and deliver
- Current best practice acknowledges Indigenous reconciliation as a strong theme through all nature programming, not as an add-on
- Metro Vancouver regional parks are cultural landscapes, yet interpreters feel hobbled when connecting culture and nature
- New techniques such as experiential programming and dialogic programming are still unevenly represented

Barriers

- Interpreters feel they lack direction and resources in Indigenous programming or Indigenous themes
- Interpreters are discouraged from broaching cultural connections in their nature interpretation
- Interpreters lack confidence in newer programming styles (yet have a strong interest in updating their skills.)
- In some programming, clear evaluation frameworks are lacking

Top Recommendations

- professional development in dialogic interpretation, experiential interpretation, thematic interpretation, cost-recovery (high-end) programming
- interpretation plans for each programmed park
- meaningfully engage First Nations in programming
- each program should have an evaluation framework
- liberate interpreters to approach cultural elements of park themes



4. Invest in youth

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4. Invest in youth: rationale

- Children are increasingly disconnected from nature
- Metro Vancouver's children have uneven access to green areas
- Metro Vancouver Vision 2040 foresees/requires a community of engaged stewards of their environment
- Environmental education is one of your staff's strengths
- You are not meeting demand for school programming

Barriers

- Many regional schools still have no relationship with you, due to either access or awareness
- Staff can't meet existing school programming demand; many classrooms are turned away
- Field trips are logistically challenging for schools: cost, liability, timing
- Families with young children have uneven access to programs—particularly New Canadians

Top Recommendations

- empower teachers to offer their own Metro Vancouver-style programming in your parks
- offer financial support to schools in need
- consider raising school program fees for those that can afford it; channel these funds into school programming for those who need financial assistance
- prioritize programming for New Canadian families particularly in Richmond and Surrey
- increase school programming capacity



5. Ensure financial sustainability

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5. Ensure financial sustainability: rationale

- Interpretation programming can be an expensive line of business
- There appears to be corporate will to recoup costs through revenue generation across many program areas
- Price is rarely the principal barrier to participation for most (not all) clienteles

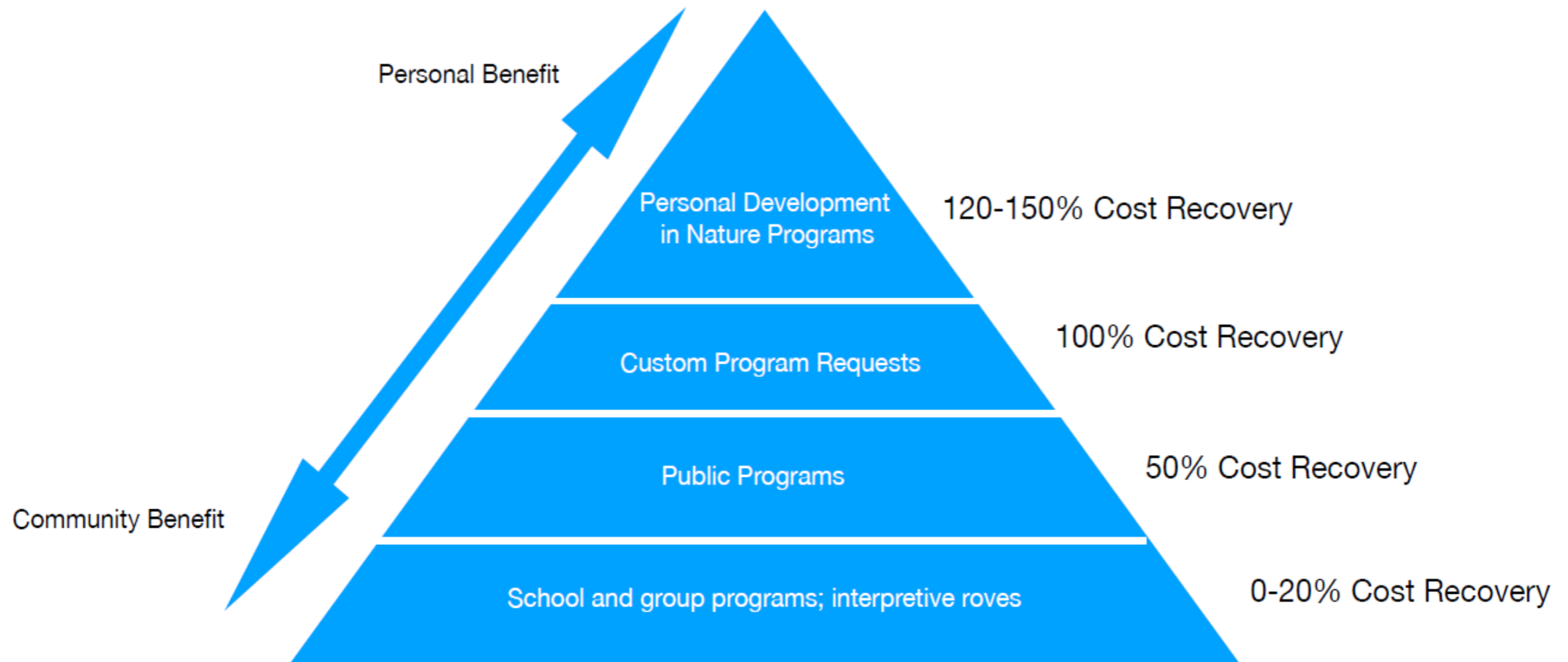
Barriers

- Corporate direction on cost recovery is still not fully formed
- Customers are accustomed to low-cost or no-cost programming
- Staff are relatively new to cost-recovery programming
- Cost-recovery clients can be more demanding with higher expectation

Top Recommendations

- Consider a subsidy program to accompany any price increase. Ensure accessibility for those in need
- Train interpreters in 'high-end' programming techniques
- Reduce costs for program development
- Reduce the churn of new programs; get better return on investment for existing products
- Examine back-of-house or overhead costs

Top Recommendations (continued)





Questions? Implementation.

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Forest Health Aerial Survey of Regional Parks

RESULTS 2019

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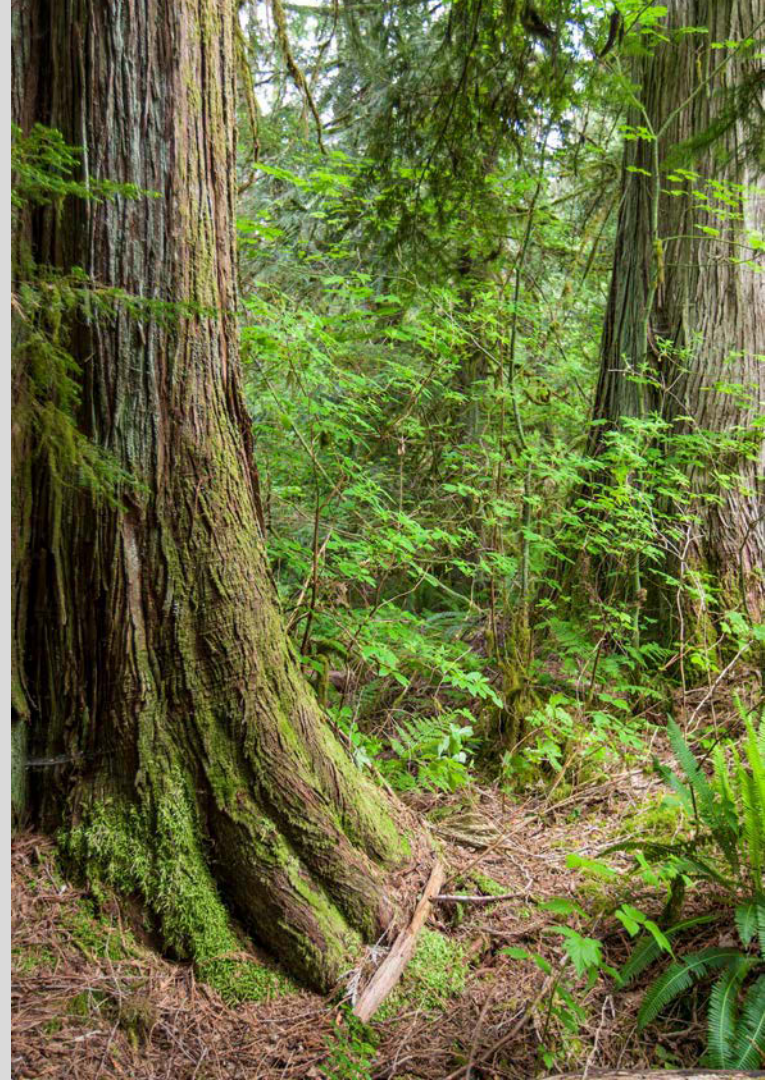
Regional Parks Committee Meeting – April 1, 2020

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Key Goal

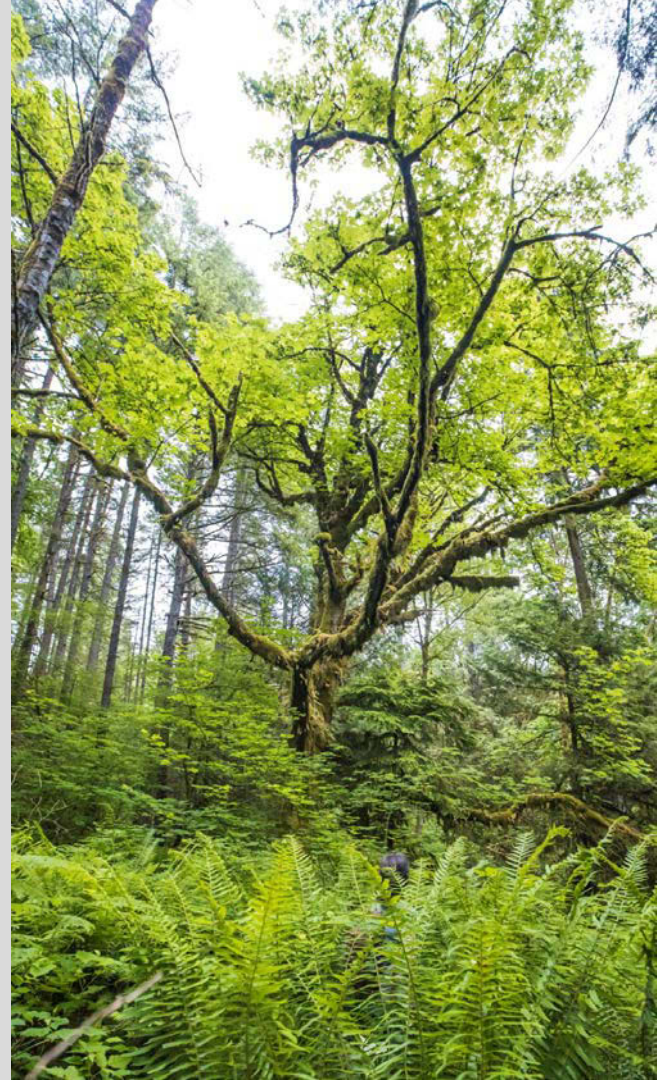
Maintain healthy, functioning forested ecosystems that are resilient to potential disturbances



Assessing forest health and condition

Conduct an overview “snapshot” of the current state of forest health to determine:

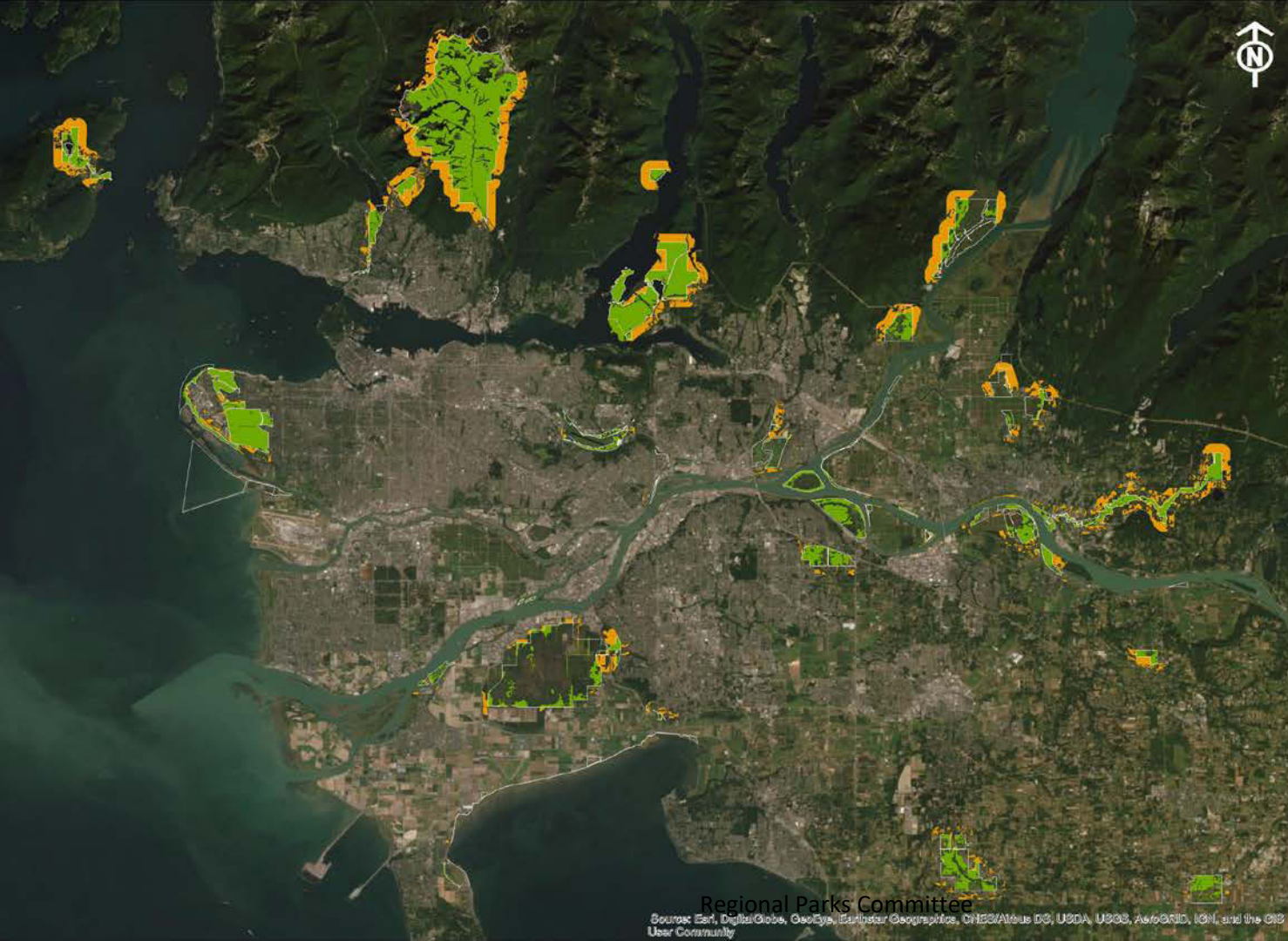
- a) How closely ecosystems match optimal conditions
- b) What factors (if any) are pushing ecosystems off optimal pathways
- c) What proactive management strategies can be employed
- d) What risks do sub-optimal conditions pose to park values





Methodology

- Standardized methodology (BC Ministry of Forests and Canadian Forest Service)
- Detailed aerial survey conducted from a helicopter
- Using GPS for accurate positional data



Metro Vancouver Regional Parks Forest Health Aerial Survey

-  Park boundary
-  Forested Land
-  Neighbouring Forest

Forest defined as structural stage class 4 or above as mapped in the MV 2015 SEI draft data base

Forest within Parks ~7500 ha
Neighboring Forest ~5000 ha
(within 500 m of park boundary)



Data collected

- Damage agent (biotic, abiotic, other)
- Species
- Damage agent severity ratings (trace – very severe)
- Defoliation severity ratings (light – severe)



Western Hemlock Looper and False Hemlock Looper

- Defoliator
- Main host is Western hemlock
- All ages susceptible
- Partially consumed needles turn yellowish-red
- Heavily attacked trees appear scorched



Laminated Root Rot

- Fungal pathogen
- One of the most prominent root diseases on the coast
- Hosts: Douglas fir, true firs, mountain hemlock
- Fungus can persist in roots and stumps for 50+ years





Armillaria Root Rot

- Fungal pathogen (honey mushroom)
- Grows on all tree and many woody plant species
- Micellium invades the sapwood
- Mortality more likely in younger trees

Maple Flagging

- Unknown cause at the moment
- Needs further study
- May be related to *Armillaria* root rot, a bacteria (*Xylella fastidiosa*) or brittle cinder fungus (*Kretzschmaria deusta*)



Abiotic factors

- Flood
- Fire
- Wind
- Drought
- Snow and Ice Damage



Lynn Headwaters

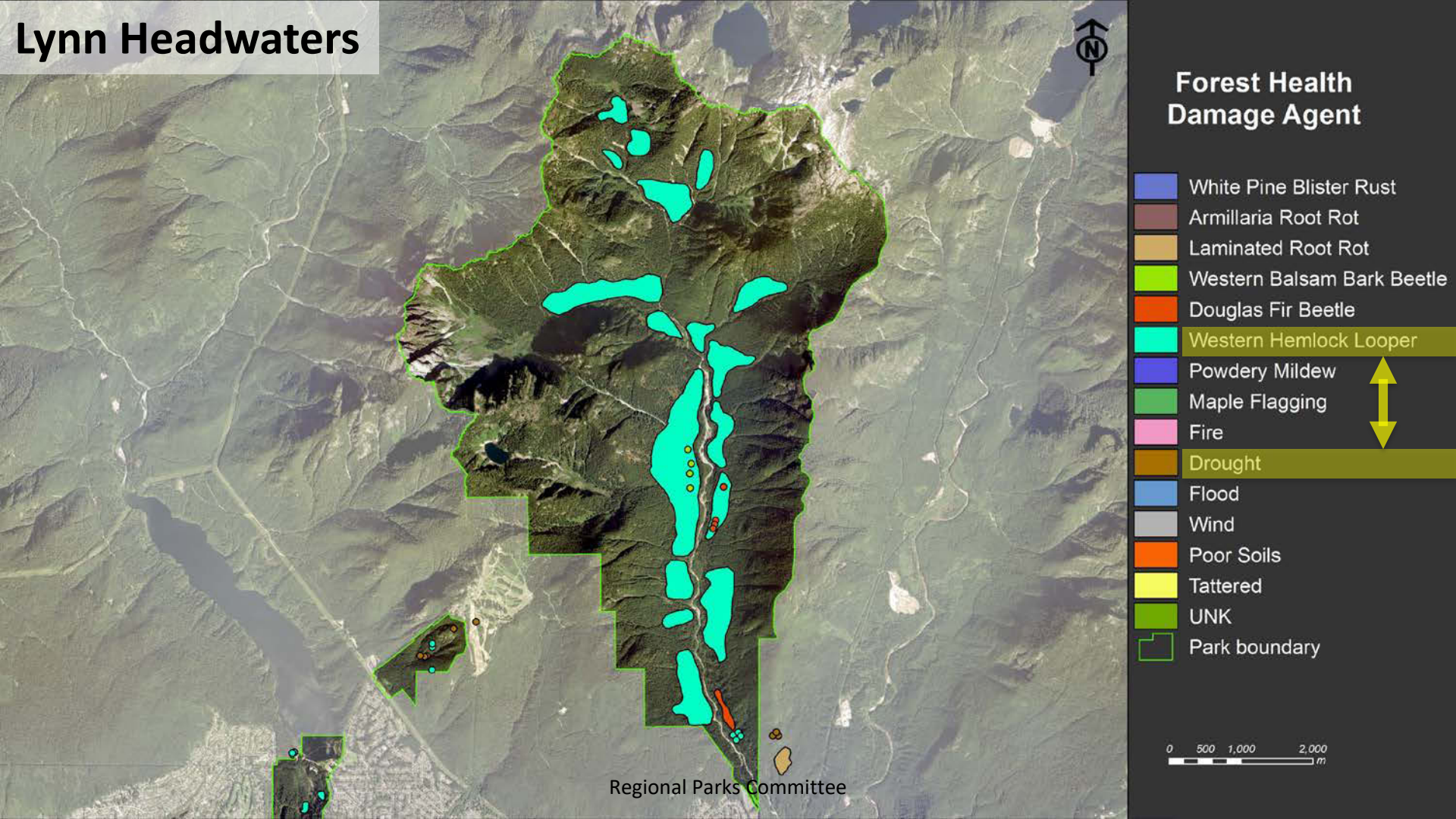


Forest Health Damage Agent

- White Pine Blister Rust
- Armillaria Root Rot
- Laminated Root Rot
- Western Balsam Bark Beetle
- Douglas Fir Beetle
- Western Hemlock Looper**
- Powdery Mildew
- Maple Flagging
- Fire
- Drought**
- Flood
- Wind
- Poor Soils
- Tattered
- UNK
- Park boundary



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Pacific Spirit



Forest Health Damage Agent

- White Pine Blister Rust
- Armillaria Root Rot
- Laminated Root Rot
- Western Balsam Bark Beetle
- Douglas Fir Beetle
- Western Hemlock Looper
- Powdery Mildew
- Maple Flagging
- Fire
- Drought
- Flood
- Wind
- Poor Soils
- Tattered
- UNK
- Park boundary

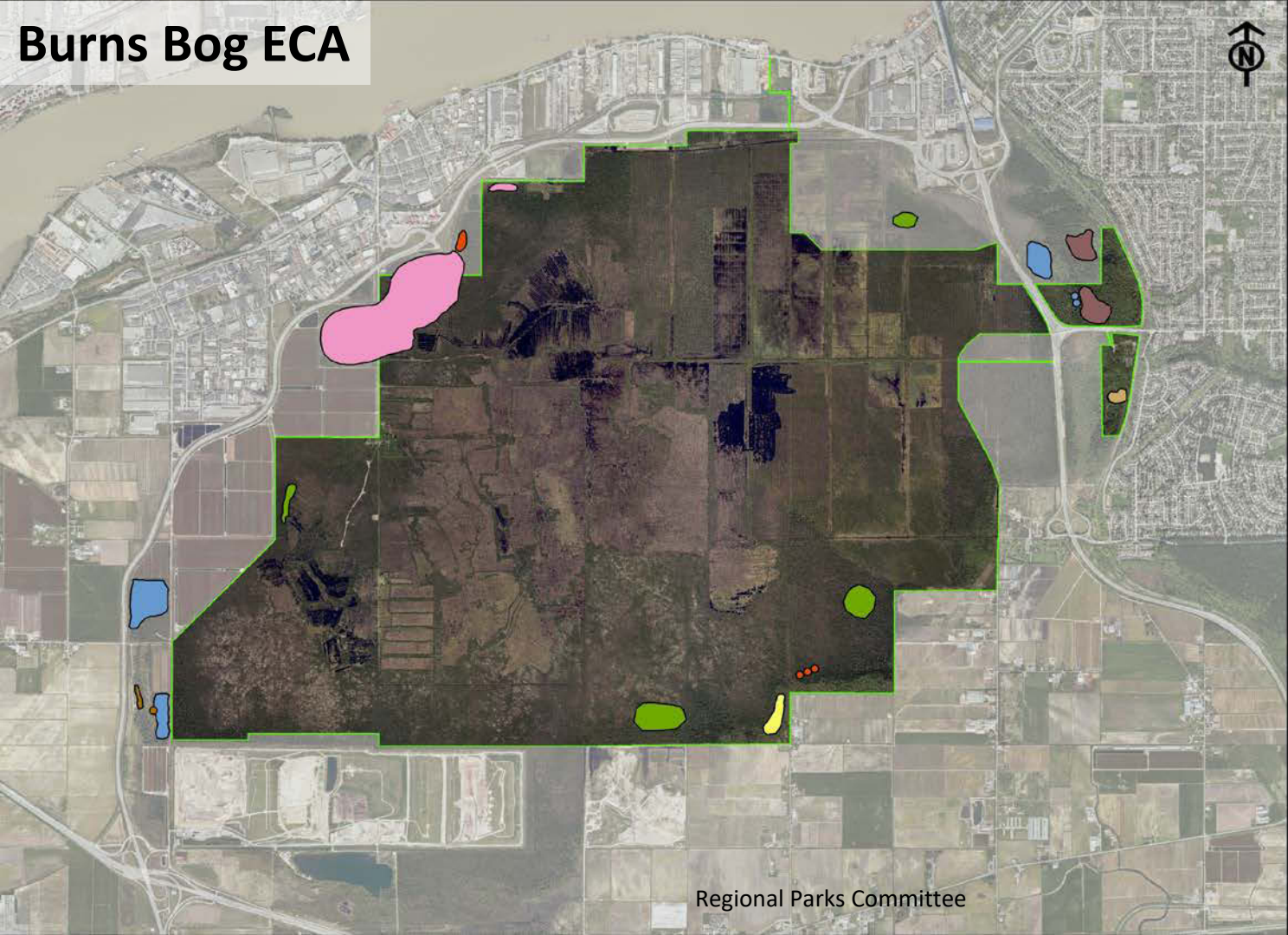


Burns Bog ECA



Forest Health Damage Agent

- White Pine Blister Rust
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- Douglas Fir Beetle
- Western Hemlock Looper
- Powdery Mildew
- Maple Flagging
- Fire
- Drought
- Flood
- Wind
- Poor Soils
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- Park boundary

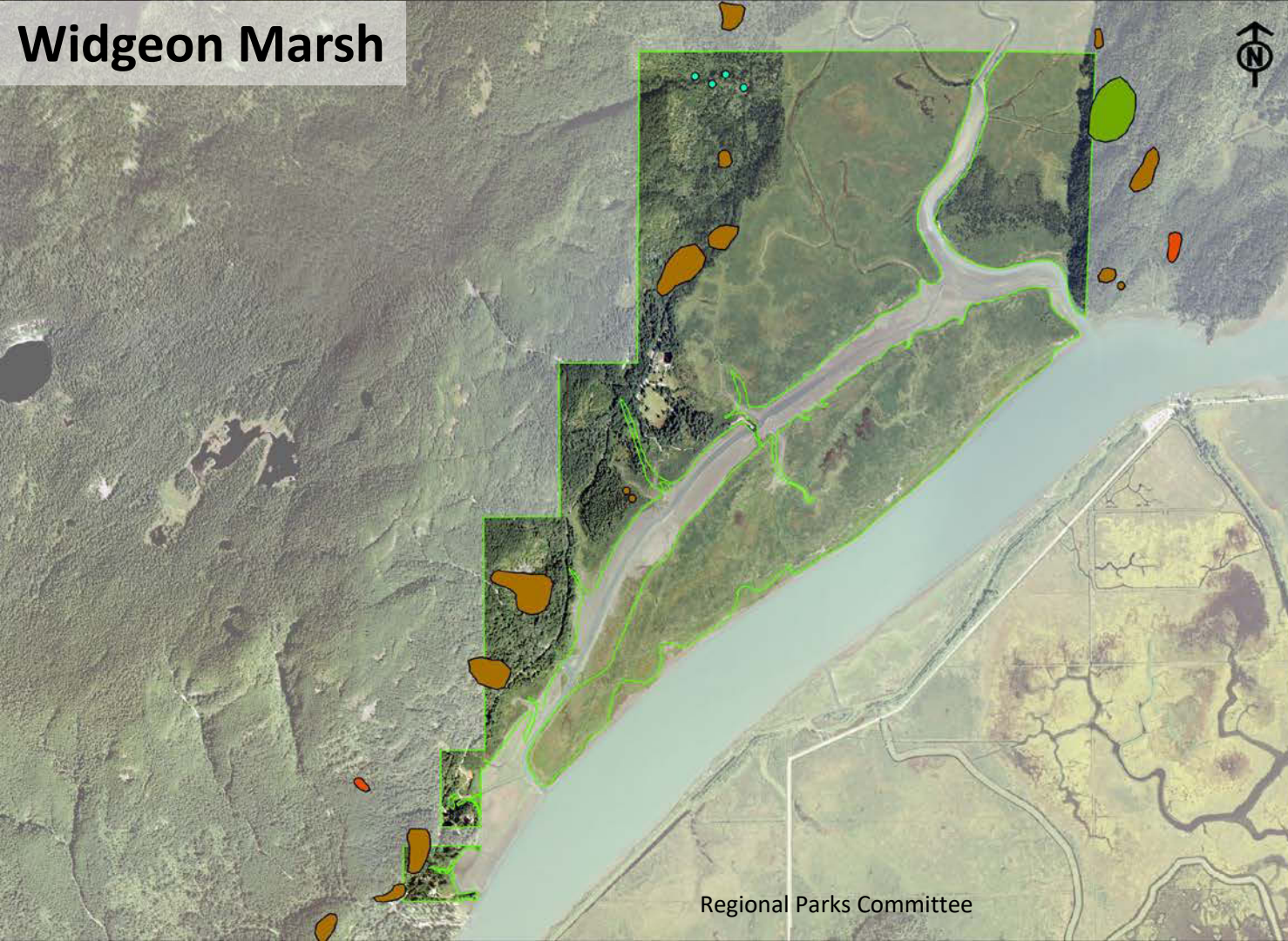


Widgeon Marsh



Forest Health Damage Agent

- White Pine Blister Rust
- Armillaria Root Rot
- Laminated Root Rot
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- Douglas Fir Beetle
- Western Hemlock Looper
- Powdery Mildew
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- Fire
- Drought
- Flood
- Wind
- Poor Soils
- Tattered
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- Park boundary



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Surrey Bend

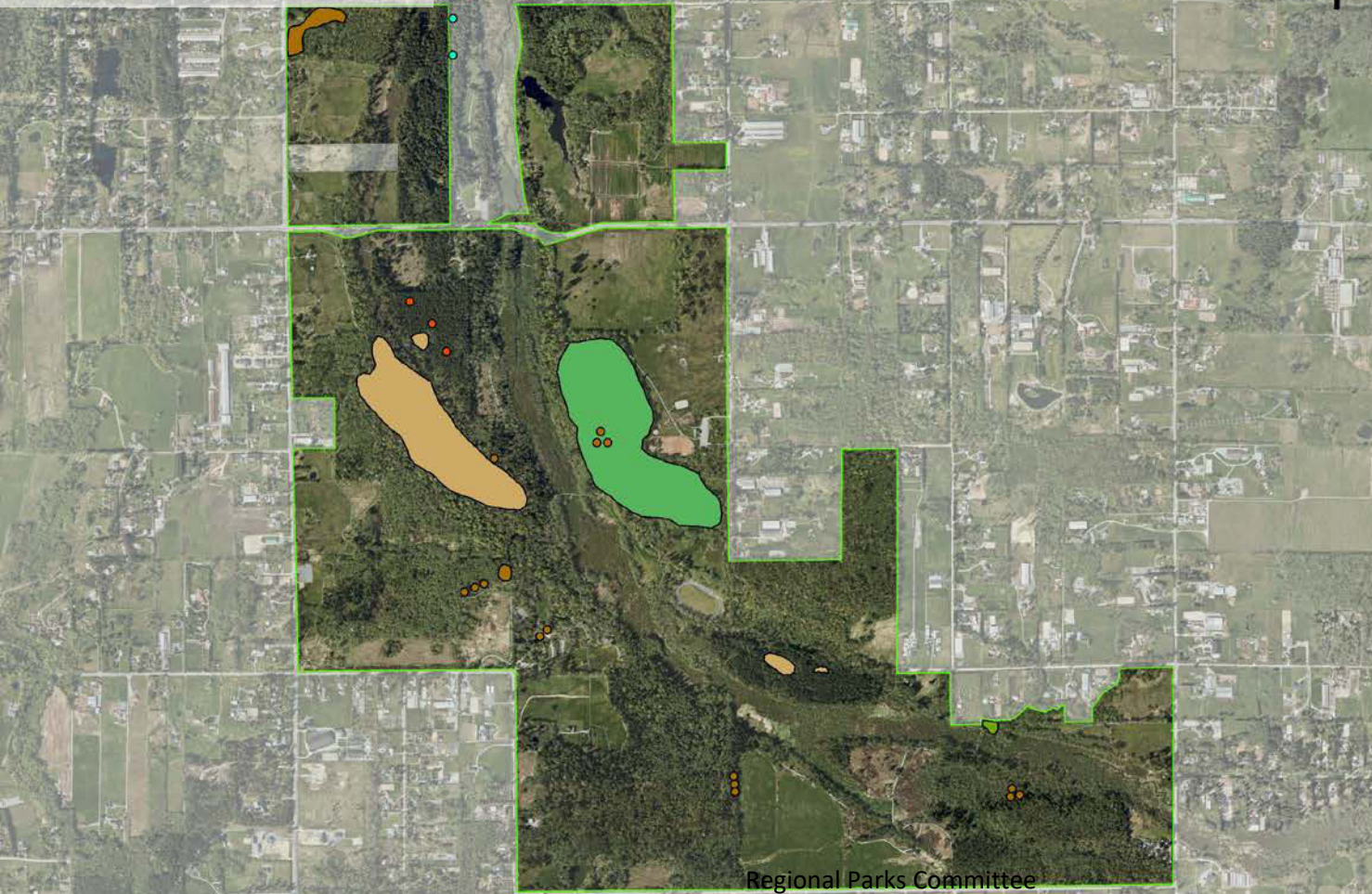


Forest Health Damage Agent

- White Pine Blister Rust
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- Western Balsam Bark Beetle
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- Maple Flagging
- Fire
- Drought
- Flood**
- Wind
- Poor Soils
- Tattered
- UNK
- Park boundary



Campbell Valley



Forest Health Damage Agent

- White Pine Blister Rust
- Armillaria Root Rot
- Laminated Root Rot
- Western Balsam Bark Beetle
- Douglas Fir Beetle
- Western Hemlock Looper
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- Fire
- Drought
- Flood
- Wind
- Poor Soils
- Tattered
- UNK
- Park boundary

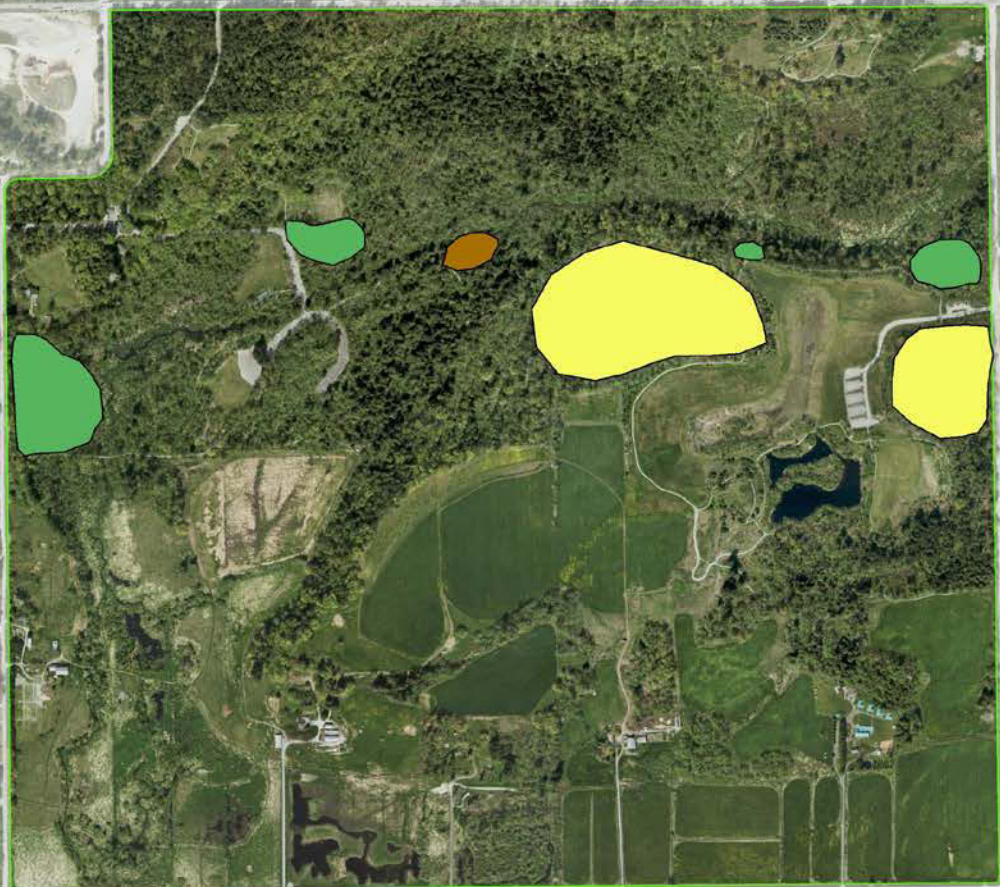


Aldergrove



Forest Health Damage Agent

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- Powdery Mildew
- Maple Flagging
- Fire
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- Wind
- Poor Soils
- Tattered
- UNK
- Park boundary



Follow-up work

Table 9. Regional Parks that are recommended for 2020 ground checks for further assessment and monitoring.

Parks	Comments
Aldergrove Regional Park	5 ha of MBF. Identify forest health agent impacting Maple and Monitor.
Belcarra Regional Park	Multiple polygons 13 ha - IDL, possible ND. Monitor IDL
Campbell Valley Regional Park	20 ha of MBF. Identify forest health agent impacting Maple and Monitor.
Capilano River Regional Park	Multiple polygons 5 ha - IDL, possible ND. Monitor IDL
Delta Surrey Regional Greenway	Point - Unknown Disturbance. Identify forest health agent.
Glen Valley Regional Park	Polygon 3 ha – MBF. Identify forest health agent impacting Maple and Monitor.
Lynn Headwaters Regional Park	Multiple polygons 418 ha - IDL, possible ND. Monitor IDL
Pacific Spirit Regional Park	Multiple polygons 22 ha - IDL, possible ND. 0.5 ha of MBF. Identify forest health agent impacting Maple and Monitor. Assess and monitor IDL.



Questions?

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