



Metro Vancouver

Regional Parks Plan

2016



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Introduction

Metro Vancouver operates a regional park system on behalf of the 22 municipalities, one (1) electoral area and one (1) treaty First Nation that make up the Metro Vancouver regional federation. As of April 2015, the regional park system is composed of 33 sites, five (5) greenways, two (2) ecological conservancy areas and four (4) regional park reserves. Twenty-seven of these sites, (22 parks and 5 greenways), are open wholly or partially to the public. The regional park system currently protects approximately 14,500 ha of land or approximately four percent (4%) of the region's land base. (Table 1: Metro Vancouver Regional Parks: Official Park Names, Classifications and Areas, & Figure 1: Regional Parks & Greenways, Municipal & Provincial Parks and Protected Areas). The regional parks service was established in 1967, and was transferred to the jurisdiction of the Greater Vancouver Regional District in 1972.

The Regional Parks Plan documents the goals and strategies that will guide the future delivery of the regional parks service. A public engagement process was conducted in November 2015, when the plan was in draft form. The process showed that there is support for the Regional Parks Plan, its goals and its strategies. In particular the goals reflecting the values of residents and park visitors who participated in the process. Details of the engagement process may be found in Part Six of this document.



Context for the Regional Parks Plan

Overview

BENEFITS OF THE REGIONAL PARK SYSTEM

Protecting Natural Areas – The natural areas of the region are highly valued for their contributions to Metro Vancouver's environmental health and livability. They provide vital ecosystem services such as carbon sequestration, water filtration, and biodiversity. The majority of lands within the regional park system (9,900 ha or 68%) are classified as sensitive ecosystems (based on the Sensitive Ecosystem Inventory for Metro Vancouver and Abbotsford 2010 - 2012). See Figure 2 for the breakdown of ecosystem types within regional parks.

Provide Opportunities for People to Connect to Nature – Within the context of natural area protection, the regional park system provides a variety of opportunities for people to experience, enjoy, and connect with nature. The systems of trails featured in many of the regional parks are the primary improvement that most visitors use to explore the natural settings. Regional park activities tend to be informal and self-directed; however, a highly valued and popular series of nature programs and events are offered at many of the sites. In 2014, an estimated 10.8 million visitors spent time in regional parks. Of this number, nearly 53,000 participated in nature programs and special events. For many years use of the regional park system has been growing faster than the region's population growth. Figure 3 shows Regional Park Visitation vs. Regional Population Growth.

REGIONAL PARKS AND METRO VANCOUVER 2040: SHAPING OUR FUTURE

Metro Vancouver 2040; Shaping Our Future is Metro Vancouver's regional growth strategy that sets out how the federation will accommodate an additional 1 million people over the coming decades. Regional parks contribute to the creation of the complete and livable communities envisioned in the future. In a region where private outdoor space is becoming uncommon and residents highly value being outdoors, Metro Vancouver aims to improve quality of life for residents by providing good access to natural areas. In addition to their ecological services contributions, the ongoing management and expansion of the regional park system is important in climate change mitigation and adaptation. There are many land uses to serve within the

region, and land dedicated as a regional park is not available for other potential important land uses such as agriculture, residential, industrial or commercial uses. The Metro Vancouver's Greater Vancouver Regional District (GVRD) Board must strive to balance these needs.

HISTORY OF REGIONAL PARKS PLANS AND THE REGIONAL PARKS SERVICE REVIEW

This Plan marks the third in a series of strategic plans for Metro Vancouver's regional parks service. In 2005, the GVRD Board approved the Regional Parks and Greenways Plan to guide the delivery of the regional parks function. The 2005 document was the first in a series of corporate management plans created to address delivery of Metro Vancouver's seven legislated services according to the principles of sustainability. The GVRD Board committed to undertaking a review of the Regional Parks and Greenways Plan after five years and in 2011 an updated version – now titled the Regional Parks Plan – was adopted to ensure consistency with Metro Vancouver's compendium of plans for the regional services and to reflect changing circumstances since 2005.

In early 2013 the GVRD Board resolved to undertake an independent review of the Regional Parks Service. In consultation with municipalities, this independent review examined the long term regional parks function, the relevance of the parks function in the future and how the growth of the function will be managed. On November 28, 2014, following completion of the review, the GVRD Board adopted the regional parks service review Report and released 23 recommendations that address various aspects of the regional parks service. The adopted recommendations include important policy statements that have clarified the fundamental purpose of the regional park service and given direction on development of policies, strategies and tools. In response to this service review, Metro Vancouver has updated the Regional Parks Plan to ensure that the goals and strategies contained in this strategic document are consistent with the findings of the service review, and that the core business of the service is delivered accordingly.

DIFFERENTIATING ROLES AND RESPONSIBILITIES BETWEEN MUNICIPAL AND REGIONAL PARKS

The service review concluded that Metro Vancouver must better articulate the differences between the park services provided by

Regional Parks and those provided by Metro Vancouver's member municipalities. The review also highlighted the importance of ongoing communication with municipalities to ensure that regional plans, policies, and the rationales for them are clearly understood as distinct vis-à-vis those developed at the local level. (Figure 1: Regional Parks & Greenways, Municipal & Provincial Parks and Protected Areas - shows regional parks in relation to municipal and other parks).

A distinct role is the basis for the provision of the regional parks system to the member municipalities and the residents of the region. Metro Vancouver's regional parks system strives to complement the range of parks provided by municipalities, as well as the range of parks or park-like services provided by the provincial and federal levels of government.

The distinction between regional parks and municipal parks services is typically reflected in three facets of parks: size and character, activities, and program types. Metro Vancouver's Regional Parks protect large scale landscapes in their natural state (usually larger than 100 hectares) with sensitively sited opportunities for access and trails. This focus is consistent with the service's primary purpose. Municipal parks, though varied in size, are usually smaller than 100 hectares and are often highly modified from their natural state to support active recreational opportunities. Metro Vancouver's focus for use is on opportunities for lower intensity trail centered activities such as walking, hiking and cycling on dykes. In contrast, municipalities commonly focus their park services on higher intensity activities such as field sports, play, aquatics, health and fitness and other recreation activities for local residents. Metro Vancouver is also known for its specialization in regional park based, outdoor nature interpretation programming. Municipalities provide a diversity of programs in their sport and leisure services, many of which are not held outdoors. With the adoption of the Regional Park Service Review, the GVRD Board directed that environmental interpretation recommendations and stewardship remain the focus for programs offered by the Regional Parks service.

In some instances large natural parks that share many similarities with regional parks are operated by municipalities. These parks, such as Stanley Park in Vancouver and Lighthouse Park in West Vancouver, are the focus of considerable community pride. Many



of these parks existed prior to the creation of the regional parks service, and/or were acquired because the natural areas were available within the boundaries of the municipality and the opportunities to protect them for public use emerged.

Other providers of parks and outdoor opportunities operate large natural areas that share similarities with regional parks. Such providers include: BC Parks (Provincial Parks and Wildlife Management Areas), BC Hydro (reservoir recreation), Parks Canada (two national historic sites) and Canadian Wildlife Service (National Wildlife areas). In addition Translink, the regional transportation authority, promotes walking and cycling through its Transport 2040 initiative which has similarities to Metro Vancouver's regional trails and greenways program. These organizations, while similar in terms of certain outdoor offerings, have different legislative, philosophical or operational considerations that set them apart from regional parks (e.g., paved cycling paths, migratory bird habitat protection, backcountry recreation provision, & power generation).

Challenges and Opportunities

Metro Vancouver has experienced unprecedented growth over the past decades, adding more than one million people in a generation. Anticipated growth will bring another million people to the region by 2040. Some of the challenges for Regional Parks are related to the pressures of population growth on regional parks, trails and facilities, as well as the need for additional open space. The Regional Parks Service's response to these challenges will help determine how the region meets its goals to advance both livability and sustainability.

A. ENHANCING THE ROLE OF REGIONAL PARKS IN SUPPORTING METRO VANCOUVER 2040 VISION.

Metro Vancouver 2040: Shaping Our Future endeavors to promote regional liveability, through the following five goals: create a compact urban area, support a sustainable economy, protect the environment and respond to climate change, develop complete communities and support sustainable transportation choices. Metro Vancouver 2040 does not describe an explicit role for the regional parks service in supporting the regional vision.

Moving forward Metro Vancouver's challenge is to describe how the Regional Parks Service can support the Metro 2040 vision, while also meeting its own mandate.

B. COMPETITION FOR LAND AND METRO 2040.

A growing population will increase demand for protection of additional natural areas and public access to nature. To meet anticipated demand, the Metro Vancouver Board has requested that a regional park land acquisition strategy be prepared to identify the type and amount of land to be sought for regional parks in the coming years. The natural land base suitable for the service is shrinking and is increasingly fragmented. Promoting connectivity is important but challenging to achieve. Land acquired as regional parks is not available for other important uses. Land prices are high. Metro Vancouver's challenge is to enlarge the regional parks land base within the context of regional growth and Metro 2040.

C. INCREASING DEMAND FOR ACCESS TO THE OUTDOORS.

As Metro Vancouver's population grows so does the number of visitors to regional parks. To date, visitation to regional parks has increased at a rate higher than the rate of population growth. The popularity of regional parks means that some have become increasingly congested during summer peak use days and often in the fall and spring. New land areas within existing regional parks, and new parks and greenways, have been opened to the public on a regular basis over the past decade to meet the public demand for use. Metro Vancouver's challenge moving forward is to continue to meet the growing demand, while also caring for the natural assets protected in the park system.

D. DECIDING THE FUTURE ROLE OF REGIONAL GREENWAYS AND REGIONAL TRAILS.

The 1966 plan, A Regional Parks Plan for the Lower Mainland, the original vision for the regional parks system, identified a need to interconnect regional, provincial and town parks with a network of trails. Since 1999 the GVRD and its members have explored opportunities for the establishment of a regional greenway network and considered possible roles for the Regional Parks Service. Within this period Metro Vancouver has established five regional greenways. Municipalities and Translink also develop and operate trails and greenways to support their recreation and transportation services. Provincial, federal and non-profit sector trail initiatives, such as the Experience the Fraser and Trans Canada Trail programs envision extensive trails that cross many jurisdictions frequently related to local trail initiatives.

Metro Vancouver's challenge is to identify an appropriate niche for the regional parks service in light of what others are doing and to develop a robust model that provides the tools required to overcome a number of technical and land tenure challenges typically associated with linear corridors.

E. SHIFTING DEMOGRAPHIC COMPOSITION AND IMPLICATIONS IN DEMAND FOR REGIONAL PARK SERVICES.

Statistics Canada estimates that the proportion of the regional population identifying themselves as visible minorities will grow from 42% to 60% by 2031. Metro Vancouver's Regional Outdoor Recreation Opportunities Study found that immigrants from China and South Asia reported being much less likely than other groups to visit parks and open spaces. The study found, as well, that the rates of participation by these populations did not grow with longer residency. These findings may point to an emerging trend towards reduced interest among regional residents in visiting parks and open spaces. There are other demographic trends as well, not least of which is the aging population. Metro Vancouver's challenge is to maintain the relevance of the regional park system to residents throughout the region within the evolving social and cultural contexts that anticipated demographic change will bring.

F. ADDRESSING CLIMATE CHANGE AND NATURAL HAZARD RISKS.

Staff involved in regional parks operations, land acquisition, planning and development are called upon to be prepared to respond to the challenges posed by climate change through the

application of a range of mitigation and adaptation strategies. The valuable climate change mitigation benefits provided by the large, intact and functioning ecosystems found in regional parks strongly supports the argument for additional park land acquisition.

G. CLARIFYING THE ROLE OF REGIONAL PARKS IN ACHIEVING OR PROMOTING THE GVRD BOARD'S REGIONAL CONSERVATION PROGRAMS.

In addition to providing regional parks, the GVRD Board supports broader regional initiatives to conserve natural areas for the ecosystem services they provide. The Regional Green Infrastructure Network (RGIN) initiative is one example of this commitment. Metro Vancouver's challenge is to articulate how the regional park system supports regional conservation efforts such as the RGIN.



H. SUPPORTING AND EXPANDING THE SOCIAL BENEFITS OF THE REGIONAL PARK SYSTEM.

Annually, eight citizen-based Park Associations and about 40 non-profit organizations help deliver activities, programs or operations within regional parks. These activities compliment the stewardship, interpretation and education program offerings of Metro Vancouver. The thousands of hours donated by hundreds of volunteers demonstrate that the regional parks system connects people to nature in ways not anticipated at the time of its formation. Because working with community groups, partners and volunteers is labour intensive and requires special skills, using partnership models to expand these programs poses unique challenges. Metro Vancouver's challenge is to determine how to expand the reach of these programs within sustainable operational budgets while remaining consistent with the service's core mandates.

Mission

Regional parks contribute to a livable region by conserving natural assets and connecting people to nature. They enhance the quality of life of residents and visitors and provide opportunities to experience nature. The important natural landscapes protected in regional parks contribute ecological goods and services to the region and mitigate climate change. The regional parks service fosters environmental interpretation, education and stewardship through community development and promotes a sense of responsibility for, and connection to, the place in which we live.

Vision

Regional Parks protect natural areas and connect people to nature.



Metro Vancouver’s regional parks service has a mandate to protect significant regional natural areas and provide opportunities for people to access nature. This essential relationship between environment and the people is a foundational concept in the Board’s adopted 2014 Regional Park Service Review.

The Regional Parks Plan states two goals supported by eight strategies.

Goals

Goal 1: Protect important natural areas to contribute to regional liveability and enhance connections.

The regional parks service is intended primarily to protect important natural areas. These areas provide a range of ecosystem services and other environmental benefits to the region. Connections among regional parks and other parks or natural areas using greenways and other trail systems enhance the system’s value.

Goal 2: Within the context of natural area protection, provide opportunities for people to connect with, enjoy, be active and learn about the environment.

The regional parks service provides opportunities for Metro Vancouver’s growing population to experience the natural environment. These opportunities help people connect with, enjoy, be active within and learn about the region’s ecosystems and natural assets.



Strategies

Strategy 1 – Secure land for regional park use centered on protection of the region’s important natural areas.

Securing important natural areas through acquisition is a vital step in meeting the primary goal of this service. The GVRD Board directed, as an outcome of the 2014 Regional Park Service Review, that a new land acquisition strategy be developed. The new strategy must be informed by a park classification system, must fill gaps in the current system via an objective needs assessment, must use sound criteria and must explore opportunities for establishing connections to benefit ecosystems and access to nature. The strategy must be responsive to key regional strategies, including Metro Vancouver 2040: Shaping Our Future.

Strategy 2 - Manage regional parks to protect and enhance natural assets.

Lands secured through inclusion in the regional parks system have natural assets that must be protected for the long term and, where suitable, enhanced. A systematic and precautionary approach to park planning and management provides the foundation for accommodating people in parks, while preserving natural assets.

Strategy 3 – Provide interpretive, educational and stewardship programs to enhance understanding and enjoyment of the natural environment.

Providing programs to the public is a valuable tool in achieving Metro Vancouver’s mandate to help people understand and enjoy the environment. Programs can be designed to engage a range of audiences using a variety of approaches such as community stewardship, interpretation events, nature houses, and volunteer events. As recommended in the 2014 Regional Parks Service Review report, the GVRD Board directed that regional park programs focus on environmental interpretation and stewardship. A new framework and guidelines to support the GVRD Board’s direction will be prepared.

Strategy 4 - Promote and support the Pacific Parklands Foundation and support other philanthropic endeavors.

Philanthropy is a non-tax based source of funding for the regional parks system that can be used to help Metro Vancouver further advance the goals of the regional parks service. Metro Vancouver established the Pacific Parklands Foundation specifically to encourage philanthropic donations for Metro Vancouver's regional parks system.

Strategy 5 - Increase opportunities for people to connect with, enjoy and be active in nature.

Providing residents with opportunities for a variety of outdoor experiences in a range of landscapes encourages a connection with nature, and promotes better mental and physical health. An active population that has frequent opportunities for contact with nature is a healthier one. With increasing population growth, the pressure on existing regional parks and the demand for additional opportunities are increasing. As a result of the Regional Parks Service Review report, the GVRD Board directed that a ten year capital development plan for the regional park system be developed. Based on GVRD Board adopted park management plans, the capital program must take into consideration a park classification system, research on demand and trends, regional equity, and a system for ranking development priorities.

Strategy 6 - Provide safe, clean and well maintained facilities to park visitors, and promote positive visitor experiences

Operating regional parks to be safe, clean and accessible is an underlying core requirement of Metro Vancouver's service delivery. An inspection based asset management system adds rigor to existing infrastructure and facilities maintenance systems. Staff ensure compliance with park rules to promote positive visitor experiences and respect for the natural and built assets, and for other visitors. Visitor education is an important focus of this approach.

Metro Vancouver's 2013 Visitor Survey found that the majority of those surveyed reported high satisfaction with regional parks



services and facilities. Monitoring of visitor satisfaction will be conducted periodically to track trends and measure performance.

Strategy 7 - Seek partnerships in program delivery, community engagement and provision of special facilities or programs where others have expertise or capacity to support the regional parks system.

Metro Vancouver seeks to add value to the regional parks service by partnering with others who have resources, expertise or capacity. Where appropriate, partnerships may be formed around financial contributions, expertise or some combination of resources. Park associations, non-profit societies and volunteers provide their own time to help the regional park system and to advance their own aims.

Strategy 8 - Effectively engage with member municipalities, First Nations and stakeholders on regional park plans, policies and programs.

Metro Vancouver will endeavor to build and maintain strong connections to its member municipalities, to First Nations and to stakeholders. A key recommendation in the 2014 Regional Parks Service Review stated the need for the adoption of a formal policy, based on existing practices, on consultation with local jurisdictions to optimize co-operation and collaboration.

Performance Measures

High level performance indicators have been developed for Metro Vancouver Regional Parks to evaluate trends, determine key actions for the coming year, and assist in long-term planning. The following are the performance measures for the Regional Parks Plan:

- Annual number of visits to regional parks;
- Annual number of participants in park programs (including special events, interpretive programs and school programs);
- Annual number of volunteer hours (including hours volunteered through park associations, stewardship initiatives, educational programs, and events); and
- Area (in hectares) of the Region’s sensitive ecosystems protected in regional parks.

Implementation

The Regional Parks Plan guides the work of the Metro Vancouver Regional Parks division and outlines directions and initiatives for the future. The Regional Parks Plan will be implemented primarily through the Regional Parks service’s annual work plans and budgets. The plan will be supported, as necessary, by policies, bylaws, frameworks, strategies and procedures. Furthermore, each regional park will also have a park management plan. A stand alone land acquisition strategy will be developed as a key component of this long term implementation approach.



PART FIVE TABLES, FIGURES & GLOSSARY

Table 1: Metro Vancouver Regional Parks: Official Park Names, Classifications and Areas (as of January 1, 2015)

REGIONAL PARKS			
NAME	ABB.	HOST MUNICIPALITY(S)	AREA (HA)
Aldergrove Regional Park	ALD	Langley Township / Abbotsford	279.9
Barnston Island Regional Park	BAR	Electoral Area 'A'	28.1
Belcarra Regional Park	BEL	Port Moody / Belcarra / Anmore	1,103.5
Boundary Bay Regional Park	BOU	Delta	193.3
Brae Island Regional Park	BRA	Langley Township	63.7
Burnaby Lake Regional Park	BUR	Burnaby	139.6
Campbell Valley Regional Park	CAM	Langley Township	545.3
Capilano River Regional Park	CAP	North Vancouver District / West Vancouver	151.0
Colony Farm Regional Park	COL	Coquitlam / Port Coquitlam	258.9
Crippen Regional Park	CRI	Bowen Island	220.6
Deas Island Regional Park	DEA	Delta	90.9
Derby Reach Regional Park	DER	Langley Township	311.0
Glen Valley Regional Park	GLE	Langley Township / Abbotsford	170.1
Iona Beach Regional Park	ION	Richmond	733.1
Kanaka Creek Regional Park	KAN	Maple Ridge	417.1
Lynn Headwaters Regional Park	LYN	North Vancouver District	3,718.9
Matsqui Trail Regional Park	MAT	Abbotsford	132.3
Minnehada Regional Park	MIN	Coquitlam	211.7
Pacific Spirit Regional Park	PAC	Vancouver / Electoral Area 'A'	874.4
Sumas Mountain Interregional Park	SUM	Abbotsford	756.3
Thwaytes Landing Regional Park	THW	North Vancouver District	47.7
Tynehead Regional Park	TYN	Surrey	255.5
TOTAL: 22 Regional Parks			10,702.7
REGIONAL PARK RESERVES			
Blaney Bog Regional Park Reserve	BLA	Maple Ridge	124.0
Fraser Islands Regional Park Reserve	FRA	Richmond / Port Coquitlam	210.1
Surrey Bend Regional Park Reserve	SUR	Surrey	347.5
Widgeon Marsh Regional Park Reserve	WID	Coquitlam / Electoral Area 'A'	622.0
TOTAL: 4 Regional Park Reserves			1,303.6
ECOLOGICAL CONSERVANCY AREAS			
Burns Bog Ecological Conservancy Area	BUB	Delta	2,253.0
Codd Wetland Ecological Conservancy Area	COD	Pitt Meadows	104.3
TOTAL: 2 Ecological Conservancy Areas			2,357.3
REGIONAL GREENWAYS			
Brunette Fraser Regional Greenway	BFG	Burnaby / New Westminster	9.5
Delta South Surrey Regional Greenway	DSG	Delta / Surrey	7.4
North Alouette Regional Greenway	NAG	Maple Ridge	30.1
Pitt River Regional Greenway	PRG	Pitt Meadows	39.6
Seymour River Regional Greenway	SRG	North Vancouver District	0.8
TOTAL: 5 Regional Greenways			87.4
System Total (ha)			14,451.0

* Does not include 84.6 ha of property with interests held in 'minor' tenure.

* Sumas Mountain Interregional Park contains 1,493.0 ha in its entirety, of which Metro Vancouver is responsible for operating 756.3 ha

Figure 1: Regional Parks & Greenways, Municipal & Provincial Parks and Protected Areas.



Figure 2: Percentage of Ecosystem Types in Regional Parks.

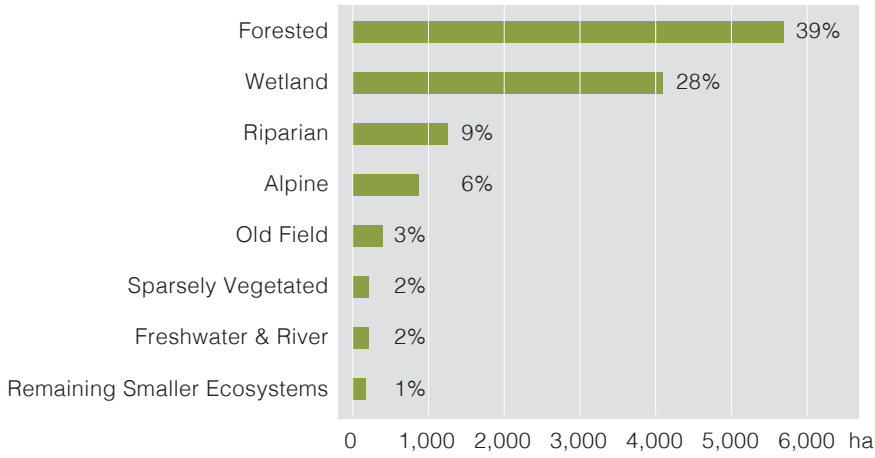
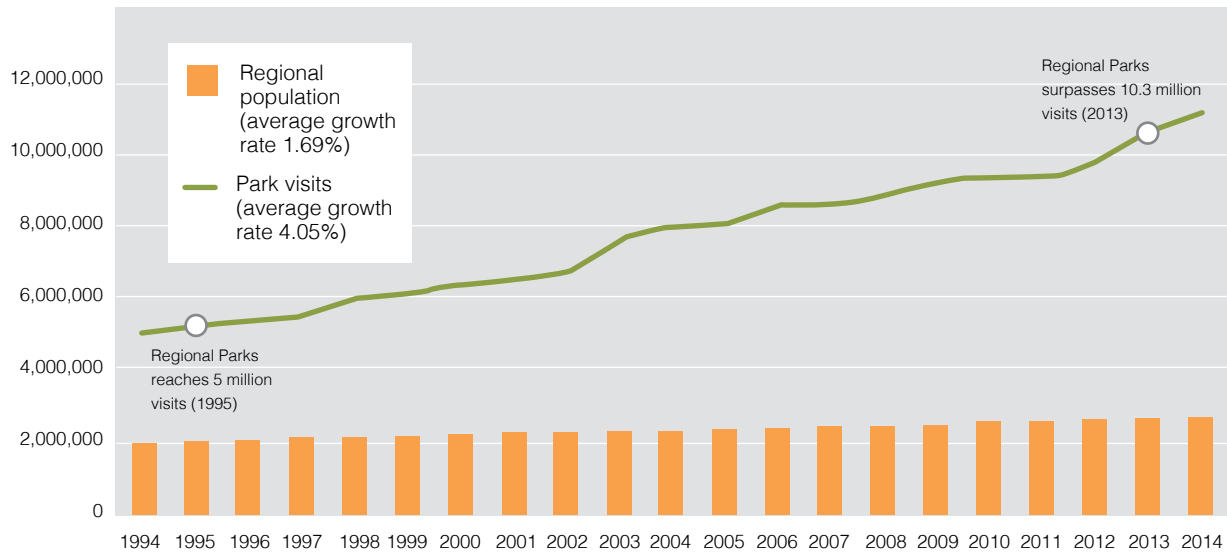


Figure 3: Regional Park Visitation vs. Regional Population Growth.

Metro Vancouver's population growth relative to Regional Parks visitation



Glossary

GREENWAY

A greenway is a type of linear regional park containing a multi-use trail for walking, running and cycling. This name has typically been used by Metro Vancouver to describe trails provided along utility corridors or dykes.

INTERPRETATION

A communication and education process designed to reveal meanings and relationships of natural and other phenomena through first-hand experience with an object, artifact, landscape or site.

LIVEABILITY

A condition where human activities enhance rather than degrade the natural environment, where the quality of the built environment approaches that of the natural setting, where the diversity of origins and religions is a source of social strength rather than strife, where people control the destiny of their community and where the basics of food, clothing, shelter, security and useful activity are accessible to all (Based on GVRD's 1990 "Creating our Future" vision statement).

NATURAL AREAS

Natural areas are lands and waters that are in a relatively undisturbed state and that possess geological, ecological, biological, and/or scenic importance. They are composed of natural features such as landforms and geological features, soils, vegetation types and animal life. Common types of natural areas include forests and other areas of native vegetation, vegetated or open wetlands, waterways, springs, rock outcrops, bare ground, caves, coastal dunes or cliffs.

NATURAL ASSETS

Natural assets are resources of the natural environment. They consist of biological attributes (produced or wild), land and water areas with their ecosystems, subsoil attributes and air. (Based on Glossary of Environment Statistics, Studies in Methods, Series F, No. 67, United Nations, New York, 1997.)

PASSIVE OUTDOOR RECREATION:

Passive outdoor recreation:

- a) Is unstructured, natural resource based and occurs in large scale natural landscapes;
- b) Provides an opportunity to connect with and experience nature;
- c) Does not require the provision of extensive or specialized facilities;
- d) Results in minimal impact and/or disturbance to natural and cultural resources;
- e) Is non-motorized, low intensity and primarily of a day use nature; and
- f) Is informal and self-directed.

Examples of passive outdoor activities are: walking, hiking, running, bicycling, picnicking, bird watching and other nature appreciation activities.

REGIONAL PARKS

Regional parks are large natural parks, usually greater than 100 hectares in size that protect important natural areas and provide opportunities for people to connect with, enjoy, be active within and learn about the environment.

REGIONAL TRAILS

Regional trails are linear parks that provide opportunities for walking, hiking and bicycling. The term "regional" suggests that they may be lengthy in extent and/or connect more than one park, greenspace or community. Regional trails may also serve as natural area corridors, depending on the policy of the organization providing them. As natural areas, regional trails may help to protect ecological systems.

STEWARDSHIP

Stewardship is a management activity that contributes to the improvement of an area's ecological function through actions that monitor, maintain, protect, enhance or restore natural resources. These actions must be guided by care, and lead to sustainable long-term results.

December 2015



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